

# Beisen北森

北森控股有限公司\*  
Beisen Holding Limited

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

(於開曼群島註冊成立的有限公司)

Stock Code 股份代號 : 9669

## 2025/2026 Annual Report 年度報告



\* for identification purpose only

\* 僅供識別

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# CORPORATE INFORMATION

## 公司資料

### BOARD OF DIRECTORS

#### Executive Directors

Mr. Wang Zhaohui (*Chairman*)  
Mr. Ji Weiguo (*Chief Executive Officer*)  
Ms. Liu Xianna (*Chief Financial Officer*)

#### Independent Non-executive Directors

Mr. Du Kui  
Mr. Zhao Hongqiang  
Mr. Ge Ke

### AUDIT COMMITTEE

Mr. Zhao Hongqiang (*Chairman*)  
Mr. Ge Ke  
Mr. Du Kui

### REMUNERATION COMMITTEE

Mr. Ge Ke (*Chairman*)  
Mr. Ji Weiguo  
Mr. Du Kui

### NOMINATION COMMITTEE

Mr. Du Kui (*Chairman*)  
Ms. Liu Xianna  
Mr. Ge Ke

### SUSTAINABILITY COMMITTEE

Ms. Liu Xianna (*Chairman*)  
Mr. Du Kui  
Mr. Ge Ke

### JOINT COMPANY SECRETARIES

Ms. Liu Xianna  
Ms. Au Wai Ching FCG (CS, CGP), HKFCG (CS, CGP)

### AUTHORIZED REPRESENTATIVES

Ms. Liu Xianna  
Ms. Au Wai Ching FCG (CS, CGP), HKFCG (CS, CGP)

### REGISTERED OFFICE

PO Box 309, Ugland House  
Grand Cayman KY1-1104  
Cayman Islands

### 董事會

#### 執行董事

王朝暉先生 (*主席*)  
紀偉國先生 (*行政總裁*)  
劉憲娜女士 (*首席財務官*)

#### 獨立非執行董事

杜葵先生  
趙宏強先生  
葛珂先生

### 審核委員會

趙宏強先生 (*主席*)  
葛珂先生  
杜葵先生

### 薪酬委員會

葛珂先生 (*主席*)  
紀偉國先生  
杜葵先生

### 提名委員會

杜葵先生 (*主席*)  
劉憲娜女士  
葛珂先生

### 可持續發展委員會

劉憲娜女士 (*主席*)  
杜葵先生  
葛珂先生

### 聯席公司秘書

劉憲娜女士  
區慧晶女士 FCG (CS, CGP), HKFCG (CS, CGP)

### 授權代表

劉憲娜女士  
區慧晶女士 FCG (CS, CGP), HKFCG (CS, CGP)

### 註冊辦事處

PO Box 309, Ugland House  
Grand Cayman KY1-1104  
Cayman Islands

## CORPORATE INFORMATION

### 公司資料

#### HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN THE PRC

03001–03006, Level 3, Building 3  
No. 688 Middle Tianfu Avenue  
Chengdu High-tech Zone  
Pilot Free Trade Zone, Sichuan Province  
PRC

Room 710, Building 1  
No. 35 Shangdi East Road  
Haidian District, Beijing  
PRC

#### PRINCIPAL PLACE OF BUSINESS IN HONG KONG

40th Floor, Dah Sing Financial Centre  
No. 248 Queen's Road East  
Wanchai  
Hong Kong

#### PRINCIPAL SHARE REGISTRAR

**Maples Fund Services (Cayman) Limited**  
PO Box 1093, Boundary Hall  
Cricket Square, Grand Cayman KY1-1102  
Cayman Islands

#### HONG KONG BRANCH SHARE REGISTRAR

**Computershare Hong Kong Investor Services Limited**  
Shops 1712–1716  
17th Floor Hopewell Centre  
183 Queen's Road East  
Wanchai  
Hong Kong

#### HONG KONG LEGAL ADVISER

**Zhong Lun Law Firm LLP**  
4/F, Jardine House  
1 Connaught Place  
Central, Hong Kong

#### AUDITOR

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

#### 中國總部及主要營業地點

中國  
四川省自由貿易試驗區  
成都高新區  
天府大道中段688號  
3棟3層03001–03006號

中國  
北京市海淀區  
上地東路35號院  
1號樓710室

#### 香港主要營業地點

香港  
灣仔  
皇后大道東248號  
大新金融中心40樓

#### 股份過戶登記總處

**Maples Fund Services (Cayman) Limited**  
PO Box 1093, Boundary Hall  
Cricket Square, Grand Cayman KY1-1102  
Cayman Islands

#### 香港股份過戶登記分處

**香港中央證券登記有限公司**  
香港  
灣仔  
皇后大道東183號  
合和中心17樓  
1712–1716號舖

#### 香港法律顧問

**中倫律師事務所有限法律責任合夥**  
香港中環  
康樂廣場1號  
怡和大廈4樓

#### 核數師

**畢馬威會計師事務所**  
根據會計及財務匯報局條例登記的  
公眾利益實體核數師  
香港中環  
遮打道10號  
太子大廈8樓

## CORPORATE INFORMATION

### 公司資料

#### PRINCIPAL BANKS

**Sichuan branch, Bank of China Limited**

No. 35, Middle Renmin Road (2 Duan)

Qingyang District

Chengdu, Sichuan Province

PRC

**Chaoyang branch in Beijing, Bank of China Limited**

Block B, Jiacheng Building

No. 18 Xiaguang Lane, Dongsanhuan North Road

Chaoyang District

Beijing

PRC

#### STOCK CODE

9669

#### COMPANY WEBSITE

[www.beisen.com](http://www.beisen.com)

#### 主要往來銀行

**中國銀行股份有限公司四川省分行**

中國

四川省成都市

青羊區

人民中路二段35號

**中國銀行股份有限公司北京朝陽支行**

中國

北京市

朝陽區

東三環北路霞光里18號

佳程大廈B棟

#### 股份代號

9669

#### 公司網址

[www.beisen.com](http://www.beisen.com)

# FINANCIAL HIGHLIGHTS

## 財務摘要

|                                                  |                                   | Year ended 31 March<br>截至3月31日止年度 |                      |               |               |               |
|--------------------------------------------------|-----------------------------------|-----------------------------------|----------------------|---------------|---------------|---------------|
|                                                  |                                   | 2026<br>2026年                     | 2025<br>2025年        | 2024<br>2024年 | 2023<br>2023年 | 2022<br>2022年 |
|                                                  |                                   |                                   | (RMB'000)<br>(人民幣千元) |               |               |               |
| Revenue                                          | 收入                                | 1,104,801                         | 945,076              | 854,741       | 750,914       | 679,627       |
| Gross profit                                     | 毛利                                | 747,446                           | 613,530              | 514,927       | 415,564       | 400,511       |
| Operating loss                                   | 經營虧損                              | (26,681)                          | (146,468)            | (389,722)     | (368,112)     | (288,563)     |
| Loss before income tax                           | 除所得稅前虧損                           | (18,745)                          | (143,296)            | (3,194,113)   | (2,604,903)   | (1,921,579)   |
| Loss for the year                                | 年內虧損                              | (23,385)                          | (147,406)            | (3,208,587)   | (2,598,992)   | (1,908,772)   |
| Adjusted net income/(loss)<br>(non-IFRS measure) | 經調整收益／(虧損)<br>淨額(非國際財務<br>報告準則計量) | 55,493                            | (29,101)             | (105,366)     | (300,555)     | (163,590)     |

  

|                                                    |                         | As at 31 March<br>於3月31日 |                      |                  |                    |                    |
|----------------------------------------------------|-------------------------|--------------------------|----------------------|------------------|--------------------|--------------------|
|                                                    |                         | 2026<br>2026年            | 2025<br>2025年        | 2024<br>2024年    | 2023<br>2023年      | 2022<br>2022年      |
|                                                    |                         |                          | (RMB'000)<br>(人民幣千元) |                  |                    |                    |
| <b>ASSETS</b>                                      | <b>資產</b>               |                          |                      |                  |                    |                    |
| Non-current assets                                 | 非流動資產                   | 394,681                  | 400,719              | 105,056          | 199,814            | 186,064            |
| Current assets                                     | 流動資產                    | 1,734,657                | 1,576,440            | 1,801,334        | 1,670,964          | 1,848,641          |
| <b>Total assets</b>                                | <b>總資產</b>              | <b>2,129,338</b>         | <b>1,977,159</b>     | <b>1,906,390</b> | <b>1,870,778</b>   | <b>2,034,705</b>   |
| <b>LIABILITIES</b>                                 | <b>負債</b>               |                          |                      |                  |                    |                    |
| Non-current liabilities                            | 非流動負債                   | 79,429                   | 92,965               | 55,940           | 9,460,746          | 6,672,607          |
| Current liabilities                                | 流動負債                    | 944,366                  | 839,286              | 695,582          | 766,661            | 642,448            |
| <b>Total liabilities</b>                           | <b>總負債</b>              | <b>1,023,795</b>         | <b>932,251</b>       | <b>751,522</b>   | <b>10,227,407</b>  | <b>7,315,055</b>   |
| <b>EQUITY/(DEFICITS)</b>                           | <b>權益／(虧損)</b>          |                          |                      |                  |                    |                    |
| Equity attributable to owners<br>of the Company    | 本公司擁有人應佔<br>權益          | 1,105,543                | 1,044,908            | 1,154,868        | (8,356,629)        | (5,280,350)        |
| Non-controlling interests                          | 非控股權益                   | —                        | —                    | —                | —                  | —                  |
| <b>Total equity/(deficits)</b>                     | <b>總權益／(虧損)</b>         | <b>1,105,543</b>         | <b>1,044,908</b>     | <b>1,154,868</b> | <b>(8,356,629)</b> | <b>(5,280,350)</b> |
| <b>Total equity/(deficits)<br/>and liabilities</b> | <b>總權益／(虧損)及<br/>負債</b> | <b>2,129,338</b>         | <b>1,977,159</b>     | <b>1,906,390</b> | <b>1,870,778</b>   | <b>2,034,705</b>   |

## FINANCIAL HIGHLIGHTS

### 財務摘要

#### Overall Financial Data

Revenue was RMB1,104.8 million for the year ended 31 March 2026, representing a year-on-year increase of 16.9%.

Net loss was RMB23.4 million for the year ended 31 March 2026, representing a year-on-year improvement of 84.1%.

Adjusted net income (a non-IFRS measure) was RMB55.5 million for the year ended 31 March 2026, representing a year-on-year improvement of 290.7%.

#### Cloud-based HCM Solutions

Revenue generated from subscriptions to our cloud-based HCM solutions was RMB864.5 million for the year ended 31 March 2026, representing a year-on-year increase of 19.8% and accounting for 78.2% of the total revenue.

#### Professional Services

Revenue generated from our professional services was RMB240.3 million for the year ended 31 March 2026, representing a year-on-year increase of 7.7% and accounting for 21.8% of the total revenue.

#### Research and Development Expenses

Research and development expenses were RMB260.6 million for the year ended 31 March 2026, representing a year-on-year decrease of 9.4%.

#### Contract Liabilities

Contract liabilities was RMB689.4 million as at 31 March 2026, representing a year-on-year increase of 10.9%.

#### Rounding Adjustments

In this annual report, certain amounts and percentage figures have been subject to rounding adjustments, or have been rounded to one or two decimal places. Any discrepancies in any tables, charts or elsewhere between total and sums of amounts listed therein are due to rounding.

#### 整體財務數據

截至2026年3月31日止年度，收入為人民幣1,104.8百萬元，同比增長16.9%。

截至2026年3月31日止年度，淨虧損為人民幣23.4百萬元，同比改善84.1%。

截至2026年3月31日止年度，經調整後的淨收益（非國際財務報告準則計量）為人民幣55.5百萬元，同比改善290.7%。

#### 雲端HCM解決方案

截至2026年3月31日止年度，我們雲端HCM解決方案的訂閱產生的收入為人民幣864.5百萬元，同比增加19.8%，佔總收入的78.2%。

#### 專業服務

截至2026年3月31日止年度，我們的專業服務產生的收入為人民幣240.3百萬元，同比增加7.7%，佔總收入的21.8%。

#### 研發開支

截至2026年3月31日止年度，我們的研發開支為人民幣260.6百萬元，同比減少9.4%。

#### 合約負債

於2026年3月31日，我們的合約負債為人民幣689.4百萬元，同比增加10.9%。

#### 約整調整

於本年報內，若干金額及百分比數字已經約整，或約整至小數點後一位或兩位數。任何表格、圖表或其他地方所列總數與金額總和之間的任何差異乃因約整所致。

## CHAIRMAN'S STATEMENT

### 主席致辭

Dear shareholders,

Looking back at the recently concluded FY2026, the entire SaaS industry was undergoing a profound structural transformation. The widespread adoption of AI technology has completely rewritten the value proposition of traditional software subscriptions, and product models reliant on solidifying software interfaces were no longer able to meet the demands of the times. The industry has officially entered a new cycle characterized by accelerated reshuffle, the survival of the fittest, and the concentration of resources among leading players.

Throughout this transformation, we have consistently upheld one core conviction: AI is never a substitute for the digital transformation of human resources, but rather the driving force behind the reshaping of the entire industry. Generic software and superficial AI applications that are disconnected from business scenarios will eventually be phased out by the market. The HR SaaS solutions that can truly create long-term value for enterprises and secure a central position within the industry must be professional platforms that specialize in the human resources sector, possess robust compliance frameworks, and are deeply integrated into an entire organizational management workflow of enterprises. Through forward-looking strategic planning and continuously refined product capabilities, Beisen has become the partner of choice for HR digitalization and intelligent transformation among mid-sized and large enterprises in China, and our core competitive advantages were continually expanding, enabling us to firmly secure a position at the forefront of this wave of industry-wide intelligent transformation.

In the FY2026, we achieved breakthroughs in both strategic implementation and operational performance, with core strengths becoming increasingly evident and leading position in the industry growing ever more secure. During the current financial year, the revenue of the Company grew by 16.9% year-on-year, adjusted net profit turned from a loss to a profit for the first time, and operating cash flow more than doubled. These hard-won achievements were attributable to our long-standing commitment to core technologies and the strengthening of competitive barriers, and stemmed from the forward-looking planning and robust implementation of the strategy of the Company.

Firstly, the industry landscape continued to undergo a transformation, and Beisen's leading position remained unshakeable.

The industry reshuffle was accelerating, and the benefits of concentration at the top level continued to release. Currently, international vendors were scaling back their operations in China and seeing their localized service capabilities weaken, whilst domestic small and medium-sized enterprises were facing a decline in core competitiveness due to insufficient R&D investment, slow product iteration and weak scenario-based service capabilities, resulting in a widening gap with industry leaders. Beisen has consistently prioritized customer success, earning the deep trust of a wide range of mid-sized and large enterprises, and firmly holding the position as a leading player in HR digitalization for mid-sized and large enterprises in China by comprehensively addressing the market's demand for high-end digital transformation.

各位股東，

回望剛剛收官的2026財年，整個SaaS行業正在經歷一場深刻的結構性迭代。AI技術的全面普及，徹底改寫了傳統軟件訂閱的價值邏輯，依賴固化軟件界面的產品模式，已經無法匹配時代的需求，行業正式進入加速洗牌、優勝劣汰、資源向頭部集中的全新週期。

在這場變革中，我們始終堅持一個核心判斷：AI從來不是人力資源數字化的替代工具，而是重塑整個行業的核心力量。單純的通用型軟件、脫離業務場景的淺層AI應用，終將被市場逐步淘汰。真正能夠長期為企業創造價值、站穩行業核心位置的HR SaaS，一定是深耕人力資源賽道、合規體系完善、深度嵌入企業全組織管理流程的專業平台。憑借前瞻性的戰略佈局與持續打磨的產品能力，北森已經成為國內中大型企業HR數智化的首選夥伴，我們的核心競爭優勢正在持續放大，穩穩佔據了本輪行業智能化變革的核心紅利窗口。

2026財年，我們實現了戰略落地與經營業績的雙向突破，核心優勢進一步凸顯，行業領先地位愈發穩固。本財年，公司營收實現同比16.9%增長，經調整淨利潤首次實現扭虧為盈，經營性現金流入翻倍增長。這份來之不易的成績，離不開我們多年來對核心技術的堅守，與競爭壁壘的夯實，更源於公司戰略的前瞻佈局與紮實落地。

第一，行業格局持續重塑，北森的頭部領先優勢無可撼動。

行業洗牌提速，頭部集中的紅利持續釋放。當前，海外國際廠商在華業務持續收縮、本地化服務能力不斷弱化，而國內中小廠商受限於研發投入不足、產品迭代緩慢、場景服務能力薄弱，核心競爭力持續下滑，與頭部企業的差距不斷拉大。北森始終以客戶成功為核心，贏得了廣大中大型企業的深度信任，全面承接市場高端數字化升級需求，坐穩中國中大型企業HR數字化第一梯隊的位置。

## CHAIRMAN'S STATEMENT

### 主席致辭

Secondly, comprehensive AI Agent business led the industry and successfully established a second growth curve.

Since 2024, we have focused on the opportunities presented by the AI revolution, moving away from generic, superficial approaches to AI transformation, concentrating instead on the vertical scenarios of human resources, and centralizing resources into developing core AI Agent technologies and product implementation. At present, we have launched ten flagship AI products, including AI Interviewer, AI Coaching and AI Leadership Coach, which comprehensively cover core HR business scenarios within enterprises. In the current financial year, Beisen's AI business has secured contracts worth over RMB87 million, representing a rapid year-on-year growth of 10 times, and has officially become the Company's second curve of steady growth.

Thirdly, the key account strategy was thoroughly implemented, and market penetration in the high-end segment continued to rise.

Since Beisen launched its key account strategy, we have continued to focus on the high-end market comprising foreign-invested enterprises and mega-enterprises with over 10,000 employees, steadily replacing the market share held by international vendors. In the FY2026, we secured new contracts with several well-known enterprises, including Domino's Pizza, Siemens and Emperor Entertainment Group, thereby further strengthening Beisen's brand reputation in the high-end market and consolidating an absolute lead in the field of digital and intelligent human resources solutions for mid-sized and large enterprises.

Fourthly, the logic behind digital and intelligent procurement in enterprises underwent a comprehensive upgrade.

Customers were no longer content with purchasing a single management software, but instead opting for AI solutions that cover the entire process. Market attention and corporate procurement budgets were increasingly flowing towards leading companies that possessed genuine AI-native capabilities, offered robust and specialized products, and delivered reliable implementation services. Beisen's mature product system, solid implementation and delivery capabilities, and service model tailored to specific business scenarios were highly aligned with core demands of the current market, demonstrating the hard power required for large-scale implementation, continuous iteration and replication.

Looking ahead, Beisen's development strategy remains clear, resolute and unwavering: to achieve a comprehensive AI strategic upgrade across the Company, from underlying technical architecture and product systems to service models and business logic, marking the third major strategic turning point in Beisen's history. Drawing on two decades of industry expertise in talent management, our fully self-developed integrated PaaS platform, and practical experience serving thousands of mid-sized and large enterprises, we are steadily completing the strategic transition from a traditional HR SaaS provider to an HR AI application technology enterprise. Our product system design is clearly defined: to build the industry's first one-stop AI-powered HR expert platform, delivering expert-level human resources services through digital HR to help enterprises develop AI-native talent and organisational capabilities.

第二，全域AI Agent業務領跑行業，成功構築第二增長曲線。

自2024年起，我們便錨定AI變革機遇，摒棄通用化、淺層化的AI改造思路，深耕人力資源垂直場景，集中資源攻堅AI Agent核心技術與產品落地。目前，我們已落地AI面試官、AI陪練、AI領導力教練等十大標桿AI產品，全面覆蓋企業人力資源核心業務場景。本財年，北森AI業務簽約合同金額突破人民幣87百萬元，同比實現10倍高速增長，正式成為公司穩健增長的第二曲線。

第三，大客戶戰略深度落地，高端市場滲透率持續提升。

自北森啟動大客戶戰略以來，我們持續深耕外資企業、萬人級超大型企業高端市場，穩步替代國際廠商存量市場份額。2026財年，我們新簽了達美樂、西門子、香港英皇等一眾知名企業，持續夯實北森在高端市場的品牌口碑，進一步鞏固了北森在中大型企業人力資源數智化領域的絕對優勢。

第四，企業的數智化採購邏輯全面升級。

客戶不再滿足於採購單一的管理軟件，而是選擇能夠覆蓋全流程的AI解決方案。市場流量、企業採購預算都在加速湧向真正具備AI原生能力、產品專業紮實、交付服務落地靠譜的頭部企業。北森成熟的產品體系、紮實的落地交付能力、深度貼合企業場景的服務模式，高度契合當下市場的核心需求，具備規模化落地、持續迭代複製的硬實力。

展望未來，北森的發展戰略清晰篤定、從未動搖：從底層技術架構、產品體系、服務模式到商業邏輯，完成公司全方位的AI戰略升級，這將是北森發展歷程中第三次重要戰略轉折。依託二十年專注人才管理的行業積澱、完全自研的一體化PaaS平台，以及服務數千家中大型企業的實戰經驗，我們正在穩步完成從傳統HR SaaS服務商，向人力資源AI應用科技公司的戰略升級。我們產品體系設計非常明確：打造行業首個一站式AI HR專家平台。通過數字HR提供專家級的人力資源服務，助力企業打造AI原生的人才與組織能力。

## CHAIRMAN'S STATEMENT

### 主席致辭

On the technical front, Beisen remains steadfast in its commitment to the fundamental principle of AI-native reconstruction. Drawing on over two decades of accumulated expertise in the field of People Science, as well as vertical business data spanning the full spectrum of recruitment, core HR, performance management, succession planning and learning, Beisen is building the industry's first one-stop AI-powered HR expert platform through an AI-native approach, utilising the SenClaw platform built upon the underlying AI technology platform SenGPT + Agent. Looking ahead, we will adhere to two core development strategies to drive the Company's high-quality, sustainable and highly predictable long-term growth.

On the one hand, deeply cultivating full-scenario product matrix to create a truly one-stop AI-powered HR expert platform.

In the future, we will increase investment in the research and development of AI products and technologies, continue to innovate and iterate, rolling out a series of new AI Agent products that cover the full spectrum of business scenarios, including corporate recruitment, intelligent shift scheduling, learning and training, talent development, performance management and employee services. Through the entire chain of intelligent upgrades, we aim to unlock the potential of organizations and talent, providing customers with integrated, professional and intelligent comprehensive HR solutions, whilst continuously unlocking the value of existing assets and generating incremental markets. By leveraging expert-level AI applications to drive the large-scale deployment of AI Agents across all scenarios, we aim to lead the intelligent transformation of China's HR industry.

On the other hand, building an AI-driven, sustainable profit model to lay a solid foundation for the Company's long-term growth.

In the short term, as the penetration of AI products in customer scenarios continues to rise, the volume of additional purchases and repeat business is growing steadily, with the value per customer doubled, and the Company's overall revenue structure continues to improve, with the marginal costs of sales and services steadily declining. With the rapid expansion of business scale and the ongoing reduction in industry-wide AI computing costs, the Company's overall profitability is set to rise steadily, with its long-term growth prospects and operational stability underpinned by robust technological and business foundations.

Having worked in this industry for twenty years, I have always firmly believed that Beisen's true competitive advantage has never lain in the foundational capabilities of general-purpose large models, but rather in our comprehensive strengths that are unique and cannot be quickly replicated: deep-rooted expertise in talent science within the human resources sector, ability to provide localized, specialized services tailored to Chinese enterprises, exclusive data assets for vertical scenarios, and independently developed and controllable PaaS technology platform.

在技術層面，北森始終堅守AI原生重構的底層邏輯。基於20餘年People Science領域專業知識沉澱、以及招聘-核心人力-績效-繼任-學習等全場景的垂直業務數據，通過AI底層技術平台SenGPT + Agent構建平台SenClaw，北森正以AI原生的方式來搭建行業內首個一站式AI HR專家平台。面向未來，我們將堅持兩條核心發展路徑，推動公司實現高質量、可持續、高確定性的長期增長。

一方面，深耕全場景產品矩陣，打造真正意義上的一站式AI HR專家平台。

未來我們會加大AI產品技術的研發投入，持續迭代創新，陸續推出覆蓋企業招聘、智能排班、學習培訓、人才發展、目標績效、員工服務等全業務場景的全新AI Agent產品。通過全鏈路智能化升級，激活企業組織與人才動能，為客戶提供一體化、專業化、智能化的人力資源綜合解決方案，持續深挖存量價值、開拓增量市場。以專家級AI應用推動全場景AI Agent規模化落地，引領中國人力資源行業的智能化革新。

另一方面，構建AI驅動的長效盈利模型，夯實公司長期增長底盤。

短期來看，隨著AI產品在客戶場景中的滲透率持續提升，客戶增購、復購規模穩步增長，單客戶價值實現翻倍提升，公司整體收入結構持續優化，銷售、服務的邊際成本穩步下行。隨著業務規模快速擴張，行業AI算力成本持續下行，公司整體盈利水平將穩步攀升，長期成長性與經營穩定性擁有堅實的技術與業務支撐。

深耕行業二十年，我始終堅信，北森真正的核心壁壘，從來不是通用大模型的基礎能力，而是我們獨有的、無法被快速複製的綜合實力：扎根人力資源賽道的人才科學積澱、適配中國企業的本土化專屬服務能力、獨家垂直場景數據資產，以及自主可控的PaaS技術底座。

## CHAIRMAN'S STATEMENT

### 主席致辭

Leveraging the proprietary People Science framework and a standardized, professional FDE (Frontline Deployment Engineer) delivery model, we ensure that AI technology is genuinely implemented within business operations and tailored to customer needs, avoiding empty talk about technical concepts. At the same time, we strengthen the presence in the AI talent development sector through the acquisition of Cool College, and expand Beisen's market reach by leveraging on the industry-leading advantages of flagship products such as AI Course and AI Coaching, continuously enhancing the platform ecosystem, and building comprehensive, multi-dimensional competitive barriers. Moving forward, Beisen will continue to focus on high-quality acquisition subjects within the broader market and major sectors of the HR SaaS industry and HR AI applications, and increase the market share by integrating resources and leveraging synergies.

Throughout the journey, we are grateful for the unwavering trust of every Shareholder, the partnership of every client, the steadfast support of every partner, and the dedication and hard work of everyone at Beisen.

Standing at the forefront of industry transformation, Beisen remains steadfast in its strategy and resolute in its steps. Beisen is the world's sole software company equipped with People Science expertise. We can create the new Mavens Platform with strengths and determinations, and empower Chinese enterprises into the AI era in the field of human resources. Beisen's mission is to evolve into a human resource technology firm and enable Chinese enterprises to develop world-leading talent management strengths. The Mavens platform will drive us to fulfil this mission.

#### Beisen Holding Limited

*Chairman of the Board*

**Wang Zhaohui**

依託獨創的People Science人才科學體系與標準化、專業化的FDE(前沿部署工程師)交付模式，我們讓AI技術真正落地業務、適配客戶需求，杜絕空談技術概念。同時，通過收購酷學院補齊AI人才學習賽道佈局，依託AI做課、AI陪練等標桿產品的行業領先優勢，拓寬北森的市場空間，持續完善平台生態，構建起全方位、立體化的競爭壁壘。未來北森將持續關注人力資源SaaS行業以及人力資源AI應用方向的大市場、大賽道的優質併購標的，整合資源、發揮協同效應，提升市場佔有率。

一路走來，感恩每一位股東的堅定信任、每一位客戶的攜手同行、每一位合作夥伴的鼎力支持，以及全體北森人的堅守拼搏。

站在行業變革的關鍵風口，北森戰略篤定、步履堅定。北森是全球唯一擁有人才科學(People Science)技術的軟件公司，我們有能力、有決心構建新一代的Mavens平台，並能夠帶領中國企業的人力資源跨入AI時代。北森的使命是：成為一家人力資源科技公司，幫助中國企業擁有世界領先的人才管理能力。Mavens平台將帶領我們實現這一使命。

#### Beisen Holding Limited

*董事會主席*

**王朝暉**

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論與分析

### Industry Review

Looking back at FY2026 (for the year ended 31 March 2026), amidst the continuous advancement of artificial intelligence capabilities and the improvement of computing power infrastructure, AI has been widely applied across all scenarios in China's cloud-based HCM and HR technology industries. The adoption of AI agents in recruitment was accelerating faster than anticipated, marking the beginning of a shift toward new working models for both HR software systems and corporate organizations.

HR software is no longer merely conventional HCM software, but an integrated platform capable of contextual comprehension, compliance with corporate policies and streamlined task execution. In-depth commercial adoption of AI across interviewers, learning, employee services and experience has emerged as a new driver lifting the value of software subscriptions. Meanwhile, enterprises are comprehensively reshaping organizational efficiency to embrace the future workforce model featuring "human + AI collaboration". Corporate clients' demand for AI has rapidly evolved from initial trials of efficiency-oriented tools into rigid requirements for "intelligent decision-making, talent quality enhancement and organizational cost reduction".

Beisen maintains sharp market insight and has achieved the successful commercial implementation of AI applications. Backed by its profound expertise accumulated in human resources vertical sectors and customer-centric operational philosophy, Beisen has ranked first in China's HCM SaaS market share for ten consecutive years since 2016. In sub-market level, we were also the top-ranking company in Core-HR market, recruitment management and performance management markets in terms of market share. <sup>(Note)</sup>

### Business Review

In FY2026, Beisen served large and medium-sized corporate clients across China with integrated software and AI application solutions. Our integrated cloud-based HCM solutions consist of six major modules, including recruitment management, Core HCM, online learning, performance management, talent inventory & development and talent evaluation. Meanwhile, our AI agent application scenarios cover the entire employee lifecycle ranging from recruitment, onboarding, transfer, promotion to resignation and retirement. Through rapid releases of new products, new feature updates, breakthroughs in the application of AI technology and the integrated solutions, in-depth cultivation among mid-to-large enterprise clients and expansion of diversified ecological cooperation networks, we consolidate the talent foundation empowered by AI and spearhead HR digital intelligence transformation in China amid the AI era. During the Reporting Period, we served over 6,300 mid-sized and large-scale enterprises in the PRC, or more than 9,500 clients (including the acquired Cool College).

We continue to advance the key account strategy and achieve steady breakthroughs in securing benchmark clients, having successfully signed leading enterprises across various industries including Lei Shing Hong, Thunder, SIEMENS AG, Cummins, and Panasonic. Meanwhile, numerous top-tier professionals from China's HCM industry have joined Beisen's Key Accounts Division, covering roles in sales, solutions, delivery, and services, significantly enhancing its key account sales and service capabilities.

*Note:* Data is sourced from IDC CHINA SEMI-ANNUAL HUMAN CAPITAL MANAGEMENT (HCM) SAAS, 2025H2.

### 行業回顧

回顧2026財年（截至2026年3月31日止年度），隨著人工智能能力的持續躍升和算力基礎設施的完善，AI在中國雲端人力資源管理(HCM)及人力資源科技行業的應用場景全面鋪開。AI智能體在招聘領域的普及速度比想像更快，是人力資源軟件系統與企業組織同時轉向新工作方式的開始。

人力資源軟件已經不再只是傳統意義上的HCM軟件，而是一個能夠理解上下文、遵循企業規則並推動任務執行的平台。AI在面試官、學習、員工服務及體驗等場景的應用深度商業化，成為拉動軟件訂閱價值升級的新引擎。同時，組織端正在為「人類+AI」共同工作的未來大規模重塑組織效能。企業客戶對AI的需求已從最初的效率工具嘗鮮，快速演進為對「智慧決策、人才提質、組織降本」的剛性訴求。

北森保持敏銳的市場洞察力，實現AI應用成功商業化落地。憑借在人力資源垂類領域的專業積累和客戶成功的經營理念，自2016年起北森連續十年保持中國HCM SaaS市場佔有率第一。子市場中我們在Core HR、招聘管理以及績效管理三大細分市場佔有率均保持第一。<sup>(附註)</sup>

### 業務回顧

2026財年，北森通過一體化的軟件與AI應用解決方案服務中國中大型企業客戶。我們一體化雲端HCM解決方案產品包括招聘管理、核心人力(Core HCM)、在線學習、績效管理、盤點發展以及人才測評等六大模塊；同時，我們的AI應用智能體場景涵蓋員工從招聘、入職、調動、晉升到離職及退休全生命週期。通過快速的新產品發佈、新功能迭代、AI技術場景應用突破及一體化解決方案、中大客戶群體的持續深耕以及多元化生態合作體系的拓展，我們用AI築牢人才底座，引領AI時代中國人力資源數智化。報告期內，我們服務的中國中大型客戶數量超過6,300家，或者超過9,500家（含收購公司酷學院）。

我們持續推進大客戶戰略，標桿客戶持續突破，成功簽約利星行、中科創達、西門子、康明斯及松下等行業頭部企業。同時，眾多國內HCM行業頂級人才加入北森大客戶事業部，涵蓋銷售、解決方案、交付、服務等角色，大客戶銷售及服務能力大幅提升。

*附註：*數據來源《IDC中國人力資本管理（HCM）SaaS市場2025下半年跟蹤報告》。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

Our Customer Service Management (CSM) system focuses on improving customer health, facilitating renewal processes and cross-selling for independently-operated clients, delivering remarkable operational results. During the period, the overall customer health score rose by 6%. By identifying clients with poor health metrics and implementing systematic optimizations, we effectively lifted the customer renewal rate. In addition, the CSM team independently took charge of full-lifecycle client management for certain accounts, securing groundbreaking progress in cross-selling of AI products.

We have fully advanced the development of an ecosystem covering channel partners, delivery consulting and product. We further deepened strategic cooperation with two core platforms, DingTalk and Feishu, achieving leapfrog breakthroughs in the level of ecosystem cooperation and commercial conversion with relevant business volume exceeding RMB10 million. We also scaled up the layout of our full-spectrum business partner network, establishing partnerships with over 500 business opportunity partners in total. The contract value of newly secured projects with the support of ecosystem partners surpassed RMB20 million. This has built an ecosystem-based customer acquisition system featuring precise outreach and efficient conversion, serving as a vital driver for the Company's business growth.

In terms of global expansion, we have kept upgrading our internationalized product suite. We adopted a "single global platform" architecture to launch an integrated global HR solution encompassing recruitment, HR, attendance tracking, performance management, and learning. Supporting multiple languages, multiple time zones, and multiple currencies, this solution builds a rigorous data compliance and privacy protection framework. Our integrated global expansion solution has been successfully deployed by leading mould manufacturing group Ningbo Zhenyu Science and Technology Co., Ltd. It enables Serbian-language interfaces for both employees and managers, efficiently supporting the establishment of its overseas organizational structure and multi-time zone attendance management and other relevant scenarios.

Leveraging Beisen's proprietary expertise accumulated in the field of talent evaluation, we have launched a comprehensive digital solution for executive talent management. It integrates five core product modules, namely qualification assessment, talent evaluation, succession review, executive management and digital talent, forming a full-cycle closed-loop digital and intelligent management system for executives. Our differentiated competitive strengths have gained consistent market recognition. In a project delivered for a leading electrical appliance manufacturer with 50,000 employees, Beisen's digital executive management system facilitated the full-process online review of 18,000 executives, supported the establishment of a dynamic talent label library, and enabled accurate insight into executives' capabilities, potential and adaptability.

During the Reporting Period, our total revenue was RMB1,104.8 million, representing a year-on-year increase of 16.9%, of which the revenue from cloud-based HCM solutions was RMB864.5 million, representing a year-on-year increase of 19.8%. The revenue from cloud-based HCM solutions accounted for over 78% of our total revenue, representing a year-on-year increase of 1.8 percentage points. The adjusted net profit margin was 5.0%, representing a year-on-year improvement of 8.1 percentage points. The Company turned profitable with positive adjusted net profit. While delivering solid revenue growth, the Company maintained sound profitability and steady cash flow. The adjusted EBITDA (a non-IFRS measure) was over RMB99 million and we maintained the subscription revenue retention rate of 106% and sustained a solid ARR growth of 23% for our Core HCM integration. The ARR for AI products has grown rapidly, increasing more than eightfold year-on-year.

我們的客戶服務管理(CSM)體系聚焦客戶健康度改善與獨立經營客戶的續約、交叉銷售業務，經營成效顯著。期內客戶健康度整體提升6%，通過低健康度客戶識別與系統優化落地，有效帶動續約率改善。同時，CSM獨立承接部分客戶全生命週期經營工作，AI產品交叉銷售實現突破性進展。

我們全面推進渠道夥伴、交付諮詢及產品等的生態體系建設。深化與釘釘、飛書兩大核心平台戰略合作，生態合作層級與商業轉化實現跨越式突破，合作業務突破人民幣10百萬元；同步推進全域商機夥伴網絡規模化佈局，累計合作商機夥伴超500家，生態夥伴助力業務新簽合作項目金額突破人民幣20百萬元，形成精準觸達、高效轉化的生態獲客體系，成為公司業務增長的重要支撐。

出海方面，我們持續升級國際化套件，秉持「全球一張表」的架構理念，推出了包含招聘、人事、考勤、績效及學習等在內的全球人力一體化解決方案，支持多語言、多時區及多幣種，構建嚴格的數據合規與隱私保護體系。我們的一體化出海解決方案成功應用於頭部模具製造集團震裕科技實現塞爾維亞語員工端與經理端，高效服務其海外組織架構搭建、多時區考勤管理等場景。

依託北森在人才測評領域專有的知識積累，我們推出綜合性幹部人才數字化解決方案，整合任職資格、人才評定、繼任盤點、幹部管理及數字人才五大產品模塊，形成幹部全流程的數智化管理閉環，差異化競爭優勢持續獲得市場認可。在某5萬人電器製造龍頭企業的項目實踐中，北森幹部管理數字化系統助力其實現1.8萬名幹部人才在線全流程盤點，搭建動態人才標籤庫，精準洞察幹部能力、潛力與適配度。

報告期內，公司整體收入人民幣1,104.8百萬元，較去年同期增長16.9%，其中雲端HCM解決方案收入人民幣864.5百萬元，較去年同期增長19.8%。雲端HCM解決方案收入佔比超78%，較去年同期提升1.8個百分點。經調整淨利潤率5.0%，同比改善8.1個百分點。經調整淨利潤轉正，公司實現扭虧為盈。公司在保持穩健的收入增長的同時，保持了健康的盈利能力和穩健現金流水平。經調整EBITDA(非國際財務報告準則計量)超人民幣99百萬元，訂閱收入留存率保持在106%的良好水平，Core HCM一體化ARR保持23%的增長態勢。AI產品ARR同比實現了超8倍的快速增長。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### AI applications have fully entered the phase of large-scale commercial implementation

During the Reporting Period, Beisen officially launched its brand-new AI Family 2.0 product matrix, which comprises ten major AI Agents including AI Talent Sourcing Assistant, AI Recruitment Assistant, AI Interviewer, AI Course Assistant, AI Learning Assistant, AI Coaching, AI Competency Coach, AI Leadership Coach, AI Performance Assistant and AI Employee Assistant, alongside over 500 AI-powered product features. It fully covers more than 50 core human resource scenarios such as recruitment, learning, performance management and employee services. Among them, AI Interviewer, AI Leadership Coach and AI Coaching are three self-developed native AI Agents built by Beisen. The Company also rolled out integrated AI suite agents covering AI recruitment, AI learning and AI performance management.

During the Reporting Period, the cumulative contracted value of all products under Beisen AI Family exceeded RMB87 million, surging 10 times year-on-year. The number of AI-enabled clients surpassed 1,400, with AI client penetration rate exceeding 15% across Beisen's overall client base. Continuous growth was seen in client upselling and repurchasing, achieving effective client expansion and cross-selling. We have built solid successful cases among Fortune 500 enterprises including Mengniu, Haier, Baidu and Chow Tai Fook, which signifies that Beisen's AI applications in the human resources sector have fully entered the phase of large-scale commercial implementation.

#### AI應用已全面進入規模化商業落地階段

報告期間，北森全新推出AI Family 2.0產品矩陣，涵蓋AI尋聘助手、AI招聘助手、AI面試官、AI做課助手、AI學習助手、AI陪練、AI勝任力教練、AI領導力教練、AI績效助手及AI員工助手的10大AI Agents，以及500多項AI產品特性，全面覆蓋招聘、學習、績效管理及員工服務等50多個人力資源核心場景。其中AI面試官、AI領導力教練及AI陪練是北森研發的3個原生AI智能體(Agent)，同時我們也推出了AI套件智能體(Agent)，包括AI招聘、AI學習及AI績效管理。

報告期內，北森AI Family全產品累計簽約合同金額超人民幣87百萬元，較去年同期增長10倍；AI客戶數量超1,400家，AI客戶在北森客戶的滲透率超過15%，客戶增購復購持續擴大，成功實現客戶拓展及交叉銷售，並且積累蒙牛、海爾、百度及周大福等五百強企業的成功案例，標誌著北森在人力資源領域的AI應用已全面進入規模化商業落地階段。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Beisen leads the industry in commercializing native AI Agents

##### *Rapid surge of "AI Interviewer" business*

Powered by digital human technology to simulate real-life interviews, Beisen AI Interviewer delivers dual breakthroughs of "high assessment accuracy and superior candidate experience", with consistency rate between human and machine evaluation exceeding 90%. In campus recruitment scenarios, we prioritize assessment accuracy by launching "enterprise-level custom consultant workbenches" and "individualized AI self-defined question and scoring tools", enabling enterprises to build exclusive evaluation frameworks aligned with business requirements and corporate culture. We also place greater emphasis on candidate experience via innovative multi-dimension assessment per question and interactive streaming Q&A modes, cutting candidates' response time by 50% and enabling smooth click-free conversational interviews. We have added 15,000 professional knowledge questions and supported assessments in 14 minor languages, catering to technical recruitment demands in high-tech manufacturing and global talent recruitment. Through in-depth joint development with clients, we further improved the accuracy of professional competency evaluation beyond behavioral competence assessment and continuously upgraded anti-cheating mechanisms. For blue-collar workforce recruitment, we rolled out 12 dedicated job role models, alongside practical functions including one-click ID photo generation, one-minute physical posture inspection and tattoo area identification to fit actual recruitment needs. We placed key focus on enhancing capabilities to assess candidates' job intentions and completed compatibility adaptation for new platforms such as the HarmonyOS System.

As of 31 March 2026, Beisen AI Interviewer served approximately 619 clients. During the Reporting Period, the newly signed contract value exceeded RMB21 million, representing a year-on-year growth of over three times. It helped Changan Automobile lift the pass rate of initial business interviews by 20%, enabled CSOT to achieve accurate and efficient blue-collar recruitment, cut interview workload by 90% for HR of Chayan Yuese, supported Haier to conduct fully online digital human English interviews, and assisted Innovent Biologics in accurately identifying talents with consistent corporate culture fit. Currently, Beisen AI Interviewer has become the preferred recruitment solution for leading enterprises including CSOT, CXMT, Haier and Changan Automobile.

#### 北森原生AI智能體(Agent)商業化行業領先

##### *「AI面試官」實現爆發式增長*

北森AI面試官以數字人模擬真人面試，實現"面得准、體驗好"的雙重突破，人機評估一致性超90%。校招場景方面，我們聚焦"面得准"，推出企業級『顧問定製工作台』和個人級『AI自定義題目與評分』，助力企業定製專屬業務與文化考察體系，面得更准；同時更加關注候選人體驗，創新"一題多測"和"流式互動問答"模式，減少應聘者50%作答時間，實現全程無點擊的自然對話體驗；新增15萬道專業知識題，支持14種小語種考察，深度服務高科技製造業技術崗和出海人才招聘。我們與客戶深度共建，在行為能力之外進一步強化了專業能力評估的準確性，同時持續增強防作弊能力。藍領場景方面，我們上線12大專屬崗位模型，支持一鍵生成證件照、1分鐘肢體檢測、紋身面積區分等特色功能，貼合藍領招聘實際需求。重點優化了人選工作意向考察能力，並完成了對鴻蒙系統等新平台的適配支持。

截至2026年3月31日，北森AI面試官在約客戶數619家，報告期內新簽合同金額超人民幣21百萬元，同比實現超3倍增長。北森AI面試官幫助長安汽車業務初面通過率提升20%，幫助華星光電實現藍領招聘精準化、高效化，幫助茶顏悅色HR面試工作量減輕90%，幫助海爾實現全線上數字人英語面試，幫助信達生物精準鎖定文化同頻人才。北森AI面試官已成為華星光電、長鑫存儲、海爾、長安汽車等頭部企業首選。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### *Continuous iteration and upgrade of “AI Leadership Coach”*

Mr. Sen AI Leadership Coach keeps enriching its content ecosystem. Supported by self-developed SenGPT model and over two decades of accumulated talent management expertise, the product has added 160 highly simulated managerial practice scenarios, covering general leadership, product R&D, marketing, store management, manufacturing production lines and other core managerial roles, forming more comprehensive and diverse industry-specific and position-oriented managerial training solutions. During the Reporting Period, the Company launched the Mr. Sen Plus AI leadership development solution, with newly launched online courses targeting six core leadership competencies, further consolidating the full-cycle closed-loop mechanism of assessment, learning, practice and evaluation. In addition, we continuously optimized methodologies and product functions for enterprise-customized scenarios, enabling enterprises to tailor managerial training content based on real business scenarios, and facilitating large-scale cultivation and quantifiable improvement of management capabilities.

As of 31 March 2026, Mr. Sen, Beisen AI Leadership Coach, served around 142 clients. Its newly signed contract value exceeded RMB13 million during the Reporting Period, with leading brands including CATL and China Telecom secured as new clients.

#### *“AI Coaching” achieves groundbreaking development*

Beisen AI Coaching has secured steady breakthroughs and achieved leapfrog advancement in practical sales skill training across core sectors including pharmaceutical, retail chain and B2B industries. In terms of product capabilities, it has launched five major coaching modes, namely fixed script practice, free dialogue, PPT presentation, 3D/VR physical demonstration and script recitation, fully catering to sales training needs across all scenarios. The AI simulated roles are highly realistic, and business scripts are closely aligned with frontline working scenarios to deliver practice that mirrors real-world operations, enabling measurable and tangible improvement in sales competencies. Backed by People Science and profound industry Know-how, Beisen AI Coaching delivers industry-specific tailored solutions. For the pharmaceutical industry, it provides full-process specialized training covering new product proficiency, targeted academic visits and Drug Board admission procedures, helping medical representatives transform into professional value deliverers. For the retail industry, it focuses on end-to-end practical training ranging from customer reception, demand exploration and objection handling to deal closing, so as to rapidly enhance shopping guide capabilities and drive in-store sales growth.

As of 31 March 2026, Beisen AI Coaching served around 81 clients. New contracted revenue during the Reporting Period surpassed RMB8 million. We secured partnerships with leading pharmaceutical and retail brands such as Innovent Biologics, CR Double-Crane, Chow Tai Fook and Ningbo Fotile, establishing ourselves as a benchmark solution of choice across the industry. As a benchmark player in high-end beauty retail, AFIONA adopted customized AI coaching programs to address pain points in talent development and promotion assessments covering nearly 300 stores and over 1,000 sales associates and store managers. The initiative helped cut employee turnover by 50% and lift internal promotion rate by 90%, delivering remarkable results in talent cultivation.

#### *「AI領導力教練」持續迭代升級*

Mr. Sen AI領導力教練持續完善內容版圖。依託自研SenGPT模型及二十餘年人才管理知識沉澱，產品新增160個高仿真管理練習場景，覆蓋通用領導力、產研、營銷、門店店長、製造業生產序列等多個關鍵管理崗位，形成更加豐富的行業化、崗位化管理練習解決方案。報告期內，公司上線Mr. Sen Plus領導力發展AI解決方案，新增面向六項領導力的在線學習課程，進一步強化「測—學—練—考」的全鏈路閉環機制。同時，公司持續升級企業定製劇本的方法論與產品功能，支持企業圍繞真實業務場景定製管理練習內容，助力管理能力的規模化培養與可量化發展。

截至2026年3月31日，北森AI領導力教練Mr.Sen在約客戶數142家，報告期內新簽合同金額超人民幣13百萬元，成功簽約寧德時代、中國電信等頭部品牌。

#### *「AI陪練」實現突破發展*

北森「AI陪練」持續突破，在醫藥、零售連鎖及B2B等核心行業銷售技能實戰訓練上實現跨越式升級。產品能力層面，全新推出固定話術、自由對話、PPT演講、3D/VR實物講解及話術背誦五大陪練模式，全場景覆蓋銷售訓練需求；AI模擬角色高度擬真，業務劇本深度貼合一線真實場景，訓練體驗更貼近實戰，實現銷售能力可量化、可提升。依託People Science（人才科學）與深厚行業Know-how，北森AI陪練打造行業級專屬解決方案。醫藥行業，我們的產品覆蓋新品應知應會、精準化學術拜訪、藥事會准入全流程特訓，助力醫藥代表向專業價值傳遞者轉型；零售行業，我們聚焦顧客接待、需求挖掘、異議處理、促單成交全鏈路實戰訓練，快速提升導購能力，拉動門店業績增長。

截至2026年3月31日，北森AI陪練在約客戶數81家；報告期內新簽合同金額超人民幣8百萬元，成功簽約信達生物、華潤雙鶴、周大福及寧波方太等醫藥、零售頭部品牌，成為行業標桿首選。其中，高端美妝零售標桿妍麗，針對近300家門店、超1,000名導購及店長的人才培養與晉升考核痛點，定製專屬AI陪練方案，最終員工離職率降低50%、晉升率提升90%，人才培養效果顯著。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Beisen AI Agent Suite gains wide popularity among clients

##### AI Recruitment Agent Suite

The arrival of AI recruitment has outpaced most market expectations. In FY2026, we upgraded our recruitment module to AI-powered recruitment, and aligned the entire recruitment product line with the core strategy of AI-driven recruitment. Our AI Recruitment Agent Suite consists of four dedicated recruitment AI Agents, forming an intelligent closed loop covering the entire recruitment lifecycle. The "AI Talent Sourcing Assistant" pioneers task-based talent hunting, automatically sourcing suitable candidates across multiple channels and greatly shortening the cycle of identifying ideal talents from massive talent pools. The "AI Recruitment Assistant" enables HR teams to streamline resume screening efficiently, while the "AI Interview Assistant" empowers interviewers to conduct increasingly accurate assessments based on role-specific competency frameworks. The "AI Interviewer" further helps enterprises boost recruitment efficiency and cut operational costs. Centered on AI as the core driving force, our recruitment AI Agents will keep iterating for mid-to-large enterprises to cater to diverse complex scenarios under group-wide recruitment operations.

##### AI Learning Agent Suite

In the learning sector, Beisen keeps optimizing its new-generation native AI learning platform AI Learning, and builds a brand-new closed-loop system integrating learning, practice and application. It currently covers six major AI Agents, namely AI Course Assistant, AI Learning Assistant, AI Coaching, AI Leadership Coach, AI Competency Coach and AI Exam Assistant. These tools help enterprises establish a complete closed-loop talent development system and deliver employee-centric personalized learning empowerment.

The "AI Course Assistant" supports extracting experts' tacit knowledge through conversational interaction, generating structured course outlines, PPT courseware and digital avatars videos with one click, and enabling multi-language course output. After introducing the AI Course Assistant, Changjiu Logistics can deliver English courseware in 0.5 days that previously took 5 days to complete, improving efficiency by 10 times. It remade 100 courses in 2 months, which not only saves over 80% of labor costs, but also ensures the consistency and professionalism of global training content. The "AI Learning Assistant" customizes personalized learning paths for employees based on qualification and performance data, enabling employees to "learn by doing and apply while learning" in real business scenarios. With the help of the "AI Learning Assistant", Shenzhen Urban Planning and Design Institute has successfully activated its internal database of over 2,000 project cases and more than 100 institutional norms accumulated over 30 years, allowing efficient circulation of experts' experience and significantly shortening the training cycle for new employees. During the Reporting Period, Beisen newly launched the "AI Competency Coach", refining scripts for practicing employees' professional competencies and enabling new employees to quickly adapt to their job.

#### 北森AI智能體(Agent)套件成為客戶擁抱產品

##### AI招聘套件智能體(Agent)

AI招聘到來的速度比很多人預期得要更快。2026財年，我們將招聘模塊升級為AI招聘，招聘系統產品線圍繞"AI驅動招聘"的核心戰略展開。我們的AI招聘套件智能體包含四大招聘AI智能體(Agent)，構建覆蓋招聘全流程的智能閉環：「AI尋聘助手」首創任務式AI尋才，自動從多渠道搜尋匹配人才，大幅縮短從海量候選人中鎖定合適人選的週期；「AI招聘助手」輔助HR高效篩選簡歷、「AI面試助手」基於崗位畫像要求賦能面試官越面越準；「AI面試官」幫助企業招聘提效降本。我們的招聘智能體將繼續以AI為核心驅動力，面向中大型客戶持續迭代，滿足集團化招聘中各類複雜場景的需求。

##### AI學習套件智能體(Agent)

在學習領域，北森持續優化新一代AI原生的學習平台AI Learning，打造學一練一用的全新閉環體系。目前已涵蓋AI做課助手、AI學習助手、AI陪練、AI領導力教練、AI勝任力教練及AI考試助手六大AI智能體(Agent)，助力企業打造閉環培養體系，實現以員工為中心的個性化學習賦能。

「AI做課助手」支持從對話交互中提煉專家隱性知識，一鍵生成結構化課程大綱、PPT課件及數字人視頻，並支持多語言課程輸出。長久物流引入AI做課助手後，0.5天即可交付過去5天才能完成的英文課件，效率提升10倍。2個月重制100門課，不僅人力成本節省超80%，更保障了全球培訓內容的一致性與專業性。「AI學習助手」基於任職資格與績效數據為員工定製千人千面的學習路徑，員工在真實業務場景中實現「用中學、學中用」。深圳市城市規劃設計研究院借助「AI學習助手」成功激活內部30餘年沉澱的2,000+項目案例庫與100+制度規範，專家經驗得以高效流轉，新人培養週期顯著縮短。報告期內，北森全新推出「AI勝任力教練」，打磨員工職業能力素養演練劇本，讓新員工快速適應工作角色。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### **In-depth exploration of industry-specific scenarios within the Core HCM business empowers corporates with over 10,000 employees to achieve a leap in operational effectiveness**

We firmly follow the key account strategy for the Core HCM module, continuously focusing on core management demands across high-tech manufacturing, new energy, consumer chain retail and other sectors, and delivering forward-looking digital and intelligent solutions for enterprises. In FY2026, we launched a host of innovative functions in the Core HCM module to help businesses respond swiftly to market shifts. New features including monthly accrual reporting and optimized attendance tracking solutions enable sophisticated workforce management for frontline store staff and production line employees. Upgraded tools such as multi-dimensional cost allocation and daily salary settlement help enterprises build more scientific and efficient compensation management systems and realize accurate calculation and apportionment of human resource costs. The upgraded People Analytics 5.0 covers more than 400 analytical indicators spanning the internet, high-tech manufacturing and chain retail industries, precisely assisting enterprises in identifying effective ways to improve workforce efficiency.

As of 31 March 2026, the proportion of integrated Core HCM ARR reached 60% (including the acquired Cool College), representing a year-on-year ARR growth of 23%, with cumulative clients exceeding 2,700. The client quantity retention rate of integrated Core HCM maintained a sound level of 95%, while the revenue retention rate stood steadily at 114%. Such solid performance is mainly attributed to Beisen's agile product iteration capabilities and strategic focus on mid-sized and large enterprises.

During the Reporting Period, Beisen Core HCM secured contracts with numerous large-scale enterprises and industry leaders including Himile Group and Siemens AG (China), and delivered remarkable outcomes for many corporates with over ten thousand employees. Goodme, a leading tea beverage brand with more than 10,000 stores, adopted Beisen Core HR system to realize precision-tailored human resource management. It flexibly adjusts staffing quotas based on multi-dimensional data covering regions, branches, departments and job positions, monitors approval efficiency, boosts the efficiency of leave application processes by 90% and achieves a process compliance rate of 98%. Tongkun Holding, a Fortune China 500 petroleum refining enterprise with over 40,000 employees streamlined its workforce shifts from over 900 to 200. By adopting cyclic shift scheduling and the attendance clerk dashboard, the company doubled attendance management efficiency and greatly improved employee experience.

#### **核心人力Core HCM業務行業化場景深耕，支撐萬人級企業實現組織效能躍遷**

我們在核心人力Core HCM模塊堅定大客戶戰略，持續聚焦於高科技製造、新能源及消費連鎖等行業的核心管理需求，為企業提供了更具前瞻性的數智化解決方案。2026財年，我們的核心人力Core HCM模塊推出多種創新功能，支撐企業敏捷響應市場變化。上線月報計提、考勤方案結構優化等功能，實現針對一線門店、生產產線員工的勞動力精細化運營。通過多維度成本分攤、薪酬日結等工具升級，助力企業構建更科學高效的薪酬管理體系和人力成本的精準核算與分攤。我們升級後的People Analytics 5.0，覆蓋互聯網、高科技製造及零售連鎖3大行業超400個分析指標，精準幫助企業找到人效提升切入點。

截至2026年3月31日，Core HCM一體化ARR佔比達到60%（包含併購公司酷學院），ARR較去年同期增長23%，累計客戶數超2,700家。Core HCM一體化客戶數量留存率保持95%的良好水平，收入金額留存率穩定在114%，主要得益於北森不斷敏捷迭代的產品能力和聚焦中大型客戶的戰略選擇。

報告期間，北森Core HCM簽約了豪邁集團及西門子（中國）等多家萬人級或行業龍頭企業，並助力多家萬人規模企業取得顯著成果。擁有1萬多家門店的頭部茶飲品牌古茗攜手北森Core HR系統實現人力精細化管理。依託地區、分公司、部門及職位職務等多維度數據靈活調整人員編製，監控流程審批時效，實現請假流程提效90%，流程合規率達98%。擁有4萬多人的中國500強石油煉化企業桐昆集團實現勞動力班次從900多個精簡到200個，應用循環排班和考勤文員工作台，考勤效率提升1倍，員工體驗顯著提升。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### E-learning Cloud business accelerates market expansion significantly

Following the acquisition and full integration of Cool College in early 2025, Beisen has steadily driven the E-learning Cloud business to evolve from traditional corporate learning management toward AI Learning. With continuous business scale expansion and intelligent product upgrading, Beisen learning platform has become a core foundation for enterprises to elevate talent strategies, and brought disruptive changes to user interaction experience, learning methods, training models and course development.

As of 31 March 2026, Beisen E-learning Cloud has served over 4,500 cumulative clients, with its ARR rising by 19% year-on-year including the acquired Cool College. Excluding Cool College, the standalone E-learning Cloud business achieved a year-on-year growth of over 70%. The brand recognition of Beisen learning platforms has increased substantially, and remarkable synergies have been unlocked via the strategic acquisition of Cool College. During the Reporting Period, Beisen secured cooperation with a number of industry leaders in its learning business. Aima Technology Group, a world-leading manufacturer of electric two-wheelers, adopted Beisen E-learning Cloud Platform. Through in-depth linkage of three core modules including implementation of qualification standards, scientific talent evaluation and learning map guidance, the enterprise has built a full-cycle closed-loop system for digital talent development.

#### Strategy and Business Outlook

##### 1. *Comprehensive strategic transformation and upgrade: Shifting from an integrated HR SaaS provider to a HR AI application technology enterprise*

By FY2027, Beisen will complete a comprehensive strategic transformation from an HR software company to an AI application enterprise. We will launch Mavens, a one-stop AI-powered HR expert platform built with an AI-native approach, featuring over 15 digital HR experts including the AI Talent Officer, AI Scheduling Expert and AI Training Operations Expert. By leveraging digital HR to provide expert-level human resources services to employees, we will reshape enterprises' HR organisational capabilities. Built upon Beisen's proprietary People Science technology, the Mavens platform will establish Beisen's unique capabilities and continue to consolidate our leading position in the HR AI application market.

#### 學習雲業務市場拓展明顯提速

北森2025年初收購並完成酷學院整合後，持續推動學習雲業務從傳統的企業學習管理模式向AI Learning跨越。隨著北森學習雲業務市場規模持續擴大和產品智能化升級，北森學習平台成為企業人才戰略升級的核心基座。北森學習平台對用戶交互體驗、學習方式、培養模式及課程製作等方面產生顛覆式變化。

截至2026年3月31日，北森學習雲累計客戶超4,500家，ARR較去年同期增長19%(包含併購公司酷學院)，其中，北森學習雲業務(不含併購公司酷學院)同比增長超70%。北森學習平台品牌認可度大幅提升，戰略併購酷學院協同效應顯著。報告期內，北森學習業務簽約了多家行業龍頭企業，全球電動兩輪車領先品牌愛瑪科技集團簽約北森學習雲平台，通過任職資格標準落地、人才科學評定以及學習地圖牽引三大模塊深度聯動，構建企業全週期的數字化人才發展閉環。

#### 戰略及業務展望

##### 1. *戰略全面轉型升級：從一體化HR SaaS服務商轉型成為人力資源AI應用科技公司*

2027財年，北森將實現從HR軟件公司升級成為AI應用企業的全面戰略轉型。我們會以AI原生的方式推出一站式的AI HR專家平台 - Mavens，推出包括AI人才官、AI排班專家、AI培訓運營專家等超過15個數字HR專家。通過數字HR為員工提供專家級的人力資源服務，重構企業的人力資源組織能力。基於北森獨有的人才科學(People Science)技術打造的Mavens平台，將形成北森獨一無二的能力，持續鞏固北森在人力資源AI應用市場的領先優勢。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### 2. *Intensifying the commercialization of the three major native AI Agents, and continuously rolling out more native AI Agents tailored to customer scenarios; delivering more customised solution products to clients through the FDE (Frontline Deployment Engineer) delivery model*

- a. Expand the market share of AI Interviewers. Scale up all-round investment across sales, marketing, product and operational teams to establish ourselves as the top choice for corporate “AI Interviews” in China, so as to enhance customer stickiness and renewal rate.
- b. Advance AI Leadership Coach from commercial verification to large-scale commercialization, allocate expert resources to support product R&D and customized client solution design, and acquire high-value customers.
- c. Complete commercial verification of AI Coaching, expand pre-sales resources, build customized script development capabilities, improve customer service quality and consolidate market reputation to lay solid groundwork for large-scale sales rollout.

#### 3. *Staying committed to AI strategic transformation and further advancing the large-scale implementation of AI Agents*

In the human resources sector, AI technology is rapidly evolving from an auxiliary tool into a core engine driving organizational transformation. Beisen will steadily launch more AI Agent Suites and innovative AI features tailored to practical business needs across full-scenario businesses including recruitment, training, talent development, employee services and performance management. We will accelerate the large-scale implementation of AI Agents in clients' business scenarios and further consolidate our leading edge in the HR AI application market.

#### 2. *壓強三大原生AI Agent商業化進程，繼續推出更多契合客戶場景的原生AI Agent；通過FDE（前沿部署工程師）交付模式為客戶提供更多定製化方案產品*

- a. 擴大AI面試官市場份額，從銷售、市場、產品以及運營等全方位加大投入，成為中國企業「AI面試」首選，提升客戶黏性以及續約率。
- b. AI領導力教練從商業化驗證逐步走向規模商業化，配置專家資源支持產品研發以及客戶定製化方案設計，獲取高價值客戶。
- c. AI陪練完成商業化驗證，增加售前資源，構建劇本定製能力，提升客戶服務質量，確保市場口碑，為規模化售賣做好準備。

#### 3. *堅定AI戰略轉型，繼續升級AI套件智能體 (Agent) 規模化落地*

在人力資源領域，AI技術正加速從輔助性工具向驅動組織變革的核心引擎演進。北森將在招聘、培訓、人才發展、員工服務及績效管理等全業務場景中，穩步推出更多貼合實際業務需求的AI套件智能體與創新AI特性，加速AI智能體在客戶業務場景中的規模化落地，持續鞏固北森在人力資源AI應用市場的領先優勢。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### 4. *Focusing firmly on key accounts and further delving into industry practices*

Beisen will remain steadfast in our key account strategy and systematically accumulate leading human resource management practices from top-tier enterprises. Focusing on core modules such as Core HCM and digital management for cadres, we will continuously strengthen service capabilities for large group enterprises with over ten thousand employees and complex business scenarios, so as to meet in-depth management demands of strategic clients. Meanwhile, the Company will target key industries including new energy, high-tech manufacturing and consumer retail chains. By serving benchmark clients to create prominent industrial demonstration effects, we will further improve customer acquisition efficiency and market penetration in segmented sectors.

#### 5. *Fully empowering the globalization of Chinese enterprises and expanding international business layout*

Beisen will keep optimizing its global human resource product system and comprehensively strengthen the international service capabilities of core business modules including recruitment, personnel management, attendance, compensation, performance and learning. It will flexibly meet diversified overseas business expansion demands and provide solid digital support for more outstanding enterprises in their global expansion. Strategically, we will not only empower Chinese enterprises going global, but also deliver services to local overseas enterprises.

#### 4. **堅定大客戶聚焦，持續深耕行業實踐**

北森將繼續堅定執行大客戶戰略，系統性地沉澱頭部企業的領先人力資源管理實踐。重點圍繞Core HCM、幹部數字化等核心模塊，持續提升面向萬人以上規模大型集團企業及複雜業務場景的服務支撐能力，滿足戰略客戶的深度管理需求。同時，公司將聚焦新能源、高科技製造及消費連鎖等重點行業，通過服務標桿客戶形成顯著行業示範效應，進一步增強細分市場的獲客效率與滲透深度。

#### 5. **全方位賦能中國企業出海，拓展國際化業務佈局**

北森將持續優化全球化人力資源產品體系，全面增強招聘、人事、考勤、薪酬、績效及學習等核心業務模塊的國際化支撐能力，敏捷響應多元化的海外業務拓展需求，為更多優秀企業的國際化征程提供堅實的數字化保障。戰略層面上不僅可以賦能中國企業出海，而且能實現服務海外本土企業。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### 6. Consolidating leading position in China's HR technology industry via strategic mergers and acquisitions

Beisen will continue to target high-quality M&A targets in the broad tracks of HR SaaS and HR AI application sectors. It will integrate resources, leverage synergies and boost market share. While delivering value to clients, the Company will foster new growth drivers and growth curves, and unlock its long-term value in the HR AI application sector.

#### 7. Fully upgrading the customer success and customer service systems to drive renewals and cross-selling

The customer service management (CSM) system is growing increasingly important in the AI era. In FY2027, the CSM system will expand coverage of independently-operated clients. On the premise of ensuring steady renewals, cross-selling among existing clients will be elevated to corporate strategic priority. We will improve client profiles and cross-selling workflows, accelerate the trial and promotion of new products, especially AI products among existing clients, and help clients capture the value of digital and intelligent upgrading at an early stage.

#### 8. Restructuring the sales operations system and building an "operational + strategic" operations team

Beisen will restructure operational roles and break the traditional passive execution positioning of operations teams. It will reform customer resource management mechanisms, realize entire lifecycle value management of customers through process control and optimization of customer operation, and further improve customer resource utilization efficiency, lead conversion rate and customer retention rate. The operation team will gradually transform from "transaction-oriented" to "business-oriented and strategy-oriented".

#### 6. 戰略併購鞏固中國人力資源科技行業龍頭地位

北森將持續關注人力資源SaaS行業以及人力資源AI應用方向的大市場、大賽道的優質併購標的，整合資源、發揮協同效應，提升市場佔有率。幫助客戶創造價值的同時，也為公司培育新的增長引擎和增長曲線，釋放公司在人力資源AI應用領域的長期價值。

#### 7. 全面升級客戶成功與客戶服務體系，推動成功續約和交叉銷售

AI時代客戶服務體系(CSM)越來越重要。2027財年，客戶服務體系(CSM)將擴大獨立經營客戶覆蓋範圍，在保障穩定續約的基礎上，將老客戶交叉銷售提升至公司戰略層級。完善客戶檔案與交叉銷售流程，加快新產品尤其是AI產品在老客戶中的試用推廣，助力客戶盡早實現數字化與智能化升級價值。

#### 8. 重構銷售運營體系，打造「業務型+戰略型」的運營團隊

北森將重構運營角色，打破傳統運營「被動執行」定位，變革客戶資源管理機制，通過客戶經營的過程管控與優化，實現客戶全生命週期價值管理，進一步提升客戶資源利用率、線索轉化率以及客戶留存率，運營團隊逐步從「事務性」向「業務型+戰略型」轉型。

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論與分析

### Financial Review

#### Revenues

During the Reporting Period, we generated revenues from two sources, namely (i) cloud-based HCM solutions, and (ii) professional services. Our total revenue was RMB1,104.8 million in the Reporting Period, representing a year-on-year increase of 16.9% (FY2025: RMB945.1 million). The following table sets forth a breakdown of our revenues, in absolute amounts and as percentages of total revenues, for the years indicated.

### 財務回顧

#### 收入

於報告期間，我們有兩個收入來源，即(i)雲端HCM解決方案；及(ii)專業服務。於報告期間，我們的總收入為人民幣1,104.8百萬元，同比增長16.9%(2025財年：人民幣945.1百萬元)。下表載列於所示年度我們按絕對金額及佔收入總額的百分比劃分的收入明細。

| For the year ended 31 March |           |           |       |         |        |
|-----------------------------|-----------|-----------|-------|---------|--------|
| 截至3月31日止年度                  |           |           |       |         |        |
|                             |           | 2026      |       | 2025    | Change |
|                             |           | 2026年     |       | 2025年   | 變動     |
|                             |           | RMB'000   | %     | RMB'000 | %      |
|                             |           | 人民幣千元     | %     | 人民幣千元   | %      |
| Cloud-based HCM solutions   | 雲端HCM解決方案 | 864,457   | 78.2  | 721,826 | 76.4   |
| Professional services       | 專業服務      | 240,344   | 21.8  | 223,250 | 23.6   |
| Total                       | 總計        | 1,104,801 | 100.0 | 945,076 | 100.0  |

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Cloud-based HCM solutions

We offer subscriptions to our cloud-based HCM solutions, and we derive revenues from subscriptions fees that give customers access to our cloud-based HCM solutions. We charge our customers fixed subscription fees at different prices for our cloud-based HCM solutions, based on the size of their workforce and the specific solution that the customer subscribes for.

Revenues generated from subscriptions to our cloud-based HCM solutions increased by 19.8% from RMB721.8 million for FY2025 to RMB864.5 million for the Reporting Period. The increase in revenues was attributable to acquisition of new customers and increased subscription of our cloud-based HCM solutions by existing customers. We achieved a subscription revenue retention rate of 106% for the Reporting Period. Our ARR experienced a growth from RMB908.3 million as of 31 March 2025 to RMB1,029.5 million as of 31 March 2026.

We refer to customers who subscribe to our Core HCM Integration along with at least one of our other cloud-based HCM solutions as Core HCM Integration customers. Core HCM integration has gained growing popularity among our customers due to its substantial scalability and synergy benefits. ARR for our Core HCM Integration increased by 23% from RMB499.3 million as of 31 March 2025 to RMB614.4 million as of 31 March 2026. As of 31 March 2026, ARR for our Core HCM Integration accounted for 63% of our total ARR (excluding Cool College). The total number of Core HCM Integration customers increased to over 2,700 cumulatively and we achieved a subscription revenue retention rate of 114% for our Core HCM Integration.

#### Professional services

We generate revenues from providing on-demand professional services to our customers, which primarily include implementation services and certain value-added services. We typically charge our customers service fees based on a number of factors, including the type of services selected by our customers, the number of our technical specialists staffed on a given project, and the duration of our services.

Professional services revenues increased by 7.7% from RMB223.3 million for FY2025 to RMB240.3 million for the Reporting Period.

#### Cost of Revenues

Our cost of revenues was RMB357.4 million for the Reporting Period (FY2025: RMB331.5 million), representing a year-on-year increase of 7.8%. Our cost of revenues after excluding the share-based compensation were RMB352.3 million (FY2025: RMB320.9 million), the percentage of which as a percentage of revenue decreased from 34.0% for FY2025 to 31.9% for the Reporting Period, mainly due to improved operational efficiency and enhanced synergies.

#### 雲端HCM解決方案

我們提供雲端HCM解決方案訂閱服務，而我們賺取訂閱費收入，讓客戶可以使用我們的雲端HCM解決方案。我們根據客戶的人力規模及所訂閱的特定解決方案，以不同價格就我們的雲端HCM解決方案向客戶收取固定訂閱費。

我們雲端HCM解決方案的訂閱收入由2025財年的人民幣721.8百萬元增加19.8%至報告期間的人民幣864.5百萬元。收入增加乃由於獲取新客戶及現有客戶增加訂閱我們雲端HCM解決方案所致。我們於報告期間的訂閱收入留存率達致106%。我們的ARR亦由截至2025年3月31日的人民幣908.3百萬元增至截至2026年3月31日的人民幣1,029.5百萬元。

我們定義購買Core HCM一體化解決方案，且購買至少一種其他雲端HCM解決方案的客戶為Core HCM一體化客戶。由於其顯著的可擴展性和協同效益，Core HCM一體化解決方案越來越受到我們客戶的歡迎。Core HCM一體化解決方案ARR從2025年3月31日的人民幣499.3百萬元增長至2026年3月31日的人民幣614.4百萬元，增長率達到23%。截至2026年3月31日，Core HCM一體化解決方案的ARR佔比達63%（不包含酷學院）。Core HCM一體化客戶總數累計增加至超過2700家，Core HCM一體化的訂閱收入留存率達到114%。

#### 專業服務

我們通過向客戶提供按需專業服務賺取收入，其中主要包括實施服務及若干增值服務。我們通常根據客戶選擇的服務類型、特定項目的技術專家人數以及服務的持續時間等多項因素向客戶收取服務費。

專業服務收入由2025財年的人民幣223.3百萬元增加7.7%至報告期間的人民幣240.3百萬元。

#### 銷售成本

報告期間，我們的銷售成本為人民幣357.4百萬元（2025財年：人民幣331.5百萬元），同比增加7.8%。我們的經扣除以股份為基礎的薪酬的銷售成本為人民幣352.3百萬元（2025財年：人民幣320.9百萬元），佔收入比例由2025財年的34.0%下降至報告期間的31.9%。主要是由於運營效率提升，協同效應增強。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Gross Profit and Gross Margin

The following table sets forth a breakdown of our gross profit by offering type, in absolute amounts and as percentages of their respective revenues, or gross margins, for the years indicated.

#### 毛利及毛利率

下表載列於所示年度按服務類型根據絕對金額及佔彼等各自收入的百分比劃分的毛利或毛利率明細。

| For the year ended 31 March<br>截至3月31日止年度 |           |               |              |               |              |              |
|-------------------------------------------|-----------|---------------|--------------|---------------|--------------|--------------|
|                                           |           | 2026<br>2026年 |              | 2025<br>2025年 |              | Change<br>變動 |
|                                           |           | Gross Profit  | Gross Margin | Gross Profit  | Gross Margin |              |
|                                           |           | 毛利            | 毛利率          | 毛利            | 毛利率          |              |
|                                           |           | RMB'000       | %            | RMB'000       | %            |              |
|                                           |           | 人民幣千元         | %            | 人民幣千元         | %            |              |
| Cloud-based HCM solutions                 | 雲端HCM解決方案 | 702,182       | 81.2         | 581,370       | 80.5         | 20.8         |
| Professional services                     | 專業服務      | 45,264        | 18.8         | 32,160        | 14.4         | 40.7         |
| Total                                     | 總計        | 747,446       | 67.7         | 613,530       | 64.9         | 21.8         |

Gross margin for our cloud-based HCM solutions is typically higher than that for our professional services. This is because our HCM solutions are cloud-based, standard products that generate recurring subscription revenues with limited incremental costs.

雲端HCM解決方案的毛利率通常高於專業服務的毛利率，這是由於我們的HCM解決方案為雲端標準產品，能夠以有限的增量成本產生經常性訂閱收入。

Our overall gross profit amounted to RMB613.5 million and RMB747.4 million for FY2025 and the Reporting Period, respectively. Our overall gross margin increased from 64.9% for FY2025 to 67.7% for the Reporting Period. After excluding the share-based compensation and amortization of acquisition-related intangible assets, our adjusted gross profit (a non-IFRS measure) increased from RMB625.4 million for FY2025 to RMB757.2 million for the Reporting Period and our adjusted gross margin (a non-IFRS measure) increased from 66.2% for FY2025 to 68.5% for the Reporting Period.

我們的整體毛利於2025財年及報告期間分別為人民幣613.5百萬元及人民幣747.4百萬元。我們的整體毛利率由2025財年的64.9%增加至報告期間的67.7%。經扣除以股份為基礎的薪酬及收購相關無形資產攤銷，我們的經調整毛利（非國際財務報告準則計量）由2025財年的人民幣625.4百萬元增加至報告期間的人民幣757.2百萬元。我們的經調整毛利率（非國際財務報告準則計量）由2025財年的66.2%增加至報告期間的68.5%。

*Cloud-based HCM solutions.* Gross profit for our cloud-based HCM solutions increased from RMB581.4 million for FY2025 to RMB702.2 million for the Reporting Period. Gross margin for our cloud-based HCM solutions increased from 80.5% for FY2025 to 81.2% for the Reporting Period. After excluding the share-based compensation and amortization of acquisition-related intangible assets, the adjusted gross profit (a non-IFRS measure) for our cloud-based HCM solutions increased from RMB587.3 million for FY2025 to RMB709.6 million for the Reporting Period and the adjusted gross margin (a non-IFRS measure) for our cloud-based HCM solutions increased from 81.4% for FY2025 to 82.1% for the Reporting Period.

*雲端HCM解決方案。* 雲端HCM解決方案的毛利由2025財年的人民幣581.4百萬元增加至報告期間的人民幣702.2百萬元。雲端HCM解決方案的毛利率由2025財年的80.5%增加至報告期間的81.2%。經扣除以股份為基礎的薪酬及收購相關無形資產攤銷，雲端HCM解決方案的經調整毛利（非國際財務報告準則計量）由2025財年的人民幣587.3百萬元增加至報告期間的人民幣709.6百萬元。我們的雲端HCM解決方案的調整毛利率（非國際財務報告準則計量）由2025財年的81.4%增加至報告期間的82.1%。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

*Professional services.* Gross profit for our professional services increased from RMB32.2 million for FY2025 to RMB45.3 million for the Reporting Period. Gross margin for our professional services increased from 14.4% for FY2025 to 18.8% for the Reporting Period. After excluding the share-based compensation and amortization of acquisition-related intangible assets, the adjusted gross profit (a non-IFRS measure) for our professional services increased from RMB38.1 million for FY2025 to RMB47.6 million for the Reporting Period and the adjusted gross margin (a non-IFRS measure) for our professional services increased from 17.1% for FY2025 to 19.8% for the Reporting Period.

Our adjusted overall gross profit and adjusted gross margins for our cloud-based HCM solutions and professional services increased for the Reporting Period primarily because of our efforts in improving cost-efficiency through focusing on performance management.

#### Selling and Marketing Expenses

Our selling and marketing expenses were RMB410.0 million for the Reporting Period (FY2025: RMB397.1 million), representing a year-on-year increase of 3.2%. The increase in selling and marketing expenses was primarily because of the rise in salaries and commissions of sales staff. Our selling and marketing expenses after excluding the share-based compensation were RMB387.3 million (FY2025: RMB365.7 million), the percentage of which as a percentage of revenue decreased from 38.7% for FY2025 to 35.1% for the Reporting Period.

#### General and Administrative Expenses

Our general and administrative expenses were RMB162.8 million for the Reporting Period (FY2025: RMB164.2 million), representing a year-on-year decrease of 0.9%. The decrease in general and administrative expenses was primarily because of the decrease of share-based compensation. Our general and administrative expenses after excluding the share-based compensation were RMB138.0 million (FY2025: RMB127.5 million), the percentage of which as a percentage of revenue decrease from 13.5% for FY2025 to 12.5% for the Reporting Period.

#### Research and Development Expenses

Our research and development expenses were RMB260.6 million for the Reporting Period (FY2025: RMB287.6 million), representing a year-on-year decrease of 9.4%. The decrease in research and development expenses was primarily because of the decrease of share-based compensation. Our research and development expenses after excluding the share-based compensation were RMB238.4 million (FY2025: RMB249.1 million), the percentage of which as a percentage of revenue decreased from 26.4% for FY2025 to 21.6% for the Reporting Period.

*專業服務。*專業服務的毛利由2025財年的人民幣32.2百萬元增加至報告期間的人民幣45.3百萬元。專業服務的毛利率由2025財年的14.4%增加至報告期間的18.8%。經扣除以股份為基礎的薪酬及收購相關無形資產攤銷，專業服務的經調整毛利（非國際財務報告準則計量）由2025財年的人民幣38.1百萬元增加至報告期間的人民幣47.6百萬元。專業服務的經調整毛利率（非國際財務報告準則計量）由2025財年的17.1%增加至報告期間的19.8%。

於報告期間，整體經調整毛利、雲端HCM解決方案和專業服務的經調整毛利率均增加，乃主要由於我們致力於通過專注於績效管理以提高成本效益。

#### 銷售及營銷開支

報告期間，我們的銷售及營銷開支為人民幣410.0百萬元（2025財年：人民幣397.1百萬元），同比增加3.2%。銷售及營銷開支增加乃主要由於銷售人員工資及提成上漲所致。經扣除以股份為基礎的薪酬，我們的銷售及營銷開支為人民幣387.3百萬元（2025財年：人民幣365.7百萬元），佔收入比例由2025財年的38.7%下降至報告期間的35.1%。

#### 一般及行政開支

報告期間，我們的一般及行政開支為人民幣162.8百萬元（2025財年：人民幣164.2百萬元），同比減少0.9%。一般及行政開支減少乃主要由於以股份為基礎的薪酬減少所致。經扣除以股份為基礎的薪酬，我們的一般及行政開支為人民幣138.0百萬元（2025財年：人民幣127.5百萬元），佔收入比例由2025財年的13.5%下降至報告期間的12.5%。

#### 研發開支

報告期間，我們的研發開支為人民幣百萬元260.6（2025財年：人民幣287.6百萬元），同比減少9.4%。研發開支減少乃主要由於以股份為基礎的薪酬減少所致。經扣除以股份為基礎的薪酬，我們的研發開支為人民幣238.4百萬元（2025財年：人民幣249.1百萬元），佔收入比例由2025財年的26.4%下降至報告期間的21.6%。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Net Impairment Losses on Financial Assets and Contract Assets

Our net impairment losses on financial assets and contract assets primarily relate to impairment on trade receivables and contract assets. We determine the provision for impairment of trade receivables and contract assets on a forward-looking basis and the expected lifetime losses are recognized from initial recognition of the assets by credit risks of our customers in accordance with IFRS 9.

We recorded net impairment losses on financial assets and contract assets of RMB5.1 million and RMB3.7 million for FY2025 and the Reporting Period, respectively.

#### Other Income

Our other income consists primarily of (i) value-added tax refund relating to the sales of our cloud-based HCM solutions granted by the PRC tax authorities as a way to provide tax relief for companies; (ii) government grants, representing financial assistance from local governments in the PRC; and (iii) others.

The following table sets forth a breakdown of our other income for the years indicated.

|                                |       | For the year ended 31 March<br>截至3月31日止年度 |                                   |                   |
|--------------------------------|-------|-------------------------------------------|-----------------------------------|-------------------|
|                                |       | 2026<br>2026年<br>RMB'000<br>人民幣千元         | 2025<br>2025年<br>RMB'000<br>人民幣千元 | Change<br>變動<br>% |
| Value added tax ("VAT") refund | 增值稅退稅 | 32,759                                    | 45,885                            | (28.6)            |
| Government grants              | 政府補助  | 9,468                                     | 27,291                            | (65.3)            |
| Others                         | 其他    | 645                                       | 382                               | 68.8              |
| Total                          | 總計    | 42,872                                    | 73,558                            | (41.7)            |

#### 金融資產及合約資產減值虧損淨額

我們的金融資產及合約資產減值虧損淨額主要與貿易應收款項及合約資產減值有關。我們按前瞻性基準計提貿易應收款項及合約資產減值準備，而預期全期虧損自根據國際財務報告準則第9號按客戶的信貸風險對資產進行初始確認時予以確認。

我們於2025財年及報告期間的金融資產及合約資產減值虧損淨額分別錄得人民幣5.1百萬元及人民幣3.7百萬元。

#### 其他收入

我們的其他收入主要包括(i)中國稅務機關為減免公司稅收而授予的與銷售我們雲端HCM解決方案相關的增值稅退稅；(ii)政府補助，指中國地方政府提供的財政援助；及(iii)其他。

下表載列於所示年度我們的其他收入明細。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Other Gains, Net

Our other gains, net consist primarily of (i) net fair value gains on financial assets at fair value through profit or loss relating to our equity investments and investments in structured deposits and fund management products; (ii) net losses on disposal of property, plant and equipment; (iii) net foreign exchange gains/(losses); and (iv) others.

The following table sets forth a breakdown of our other gains, net for the years indicated.

#### 其他收益淨額

我們的其他收益淨額主要包括(i)與我們股權投資及在結構性存款及基金管理產品的投資有關的按公允價值計入損益的金融資產之公允價值收益淨額；(ii)出售物業、廠房及設備的虧損淨額；(iii)外匯收益／(虧損)淨額；及(iv)其他。

下表載列於所示年度我們的其他收益淨額明細。

|                                                                               |                         | For the year ended 31 March<br>截至3月31日止年度 |                                   |                   |
|-------------------------------------------------------------------------------|-------------------------|-------------------------------------------|-----------------------------------|-------------------|
|                                                                               |                         | 2026<br>2026年<br>RMB'000<br>人民幣千元         | 2025<br>2025年<br>RMB'000<br>人民幣千元 | Change<br>變動<br>% |
| Net fair value gains on financial assets at fair value through profit or loss | 按公允價值計入損益的金融資產之公允價值收益淨額 | 15,812                                    | 24,005                            | (34.1)            |
| Net losses on disposal of property, plant and equipment                       | 出售物業、廠房及設備的虧損淨額         | (137)                                     | (87)                              | 57.5              |
| Net foreign exchange gains/(losses)                                           | 外匯收益／(虧損)淨額             | 6,299                                     | (2,989)                           | (310.7)           |
| Others                                                                        | 其他                      | (1,902)                                   | (498)                             | 281.9             |
| Total                                                                         | 總計                      | 20,072                                    | 20,431                            | (1.8)             |

#### Finance Income, Net

Our finance income represents interest income from our bank deposits, and our finance costs are comprised of interest expenses on our lease liabilities and interest expenses on loan.

Our finance income, net increased from RMB3.2 million for FY2025 to RMB7.9 million for the Reporting Period, primarily due to the increase in interest income from bank deposits of RMB5.3 million and the increase in interest expenses on lease liabilities of RMB0.6 million.

#### 財務收入淨額

我們的財務收入指銀行存款利息收入，而我們的財務成本包括租賃負債的利息開支及貸款的利息支出。

我們的財務收入淨額由2025財年的人民幣3.2百萬元增加至報告期間的人民幣7.9百萬元，主要由於銀行存款利息收入增加人民幣5.3百萬元及租賃負債利息開支增加人民幣0.6百萬元。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Loss before Income Tax

As a result of the foregoing, we recorded loss before income tax of RMB143.3 million and RMB18.7 million for FY2025 and the Reporting Period, respectively.

#### Income Tax Expense

We recorded income tax expense of RMB4.6 million for the Reporting Period, as compared to income tax expense of RMB4.1 million for FY2025.

#### Loss for the year

As a result of the foregoing, we recorded loss of RMB147.4 million and RMB23.4 million for FY2025 and the Reporting Period, respectively.

#### Non-IFRS Measure

To supplement our consolidated financial statements that are presented in accordance with IFRS, we also use non-IFRS measures such as adjusted gross profit, adjusted net loss and adjusted EBITDA as additional financial measures, which are not required by, or presented in accordance with, IFRS. We believe that these non-IFRS measures facilitates comparisons of operating performance from period to period and company to company. We believe that these measures provide useful information to investors and others in understanding and evaluating our consolidated results of operations in the same manner as they help our management. However, our presentation of the adjusted gross profit, adjusted net loss and adjusted EBITDA may not be comparable to similarly titled measures presented by other companies. The use of the non-IFRS measures has limitations as an analytical tool, and you should not consider it in isolation from, or as substitute for analysis of, our results of operations or financial condition as reported under IFRS.

We define adjusted net loss as loss for the year adjusted by adding back share-based payments, fair value changes of redeemable convertible preferred shares, amortization of acquisition-related intangible assets and relevant tax impact. We define adjusted gross profit as gross profit adjusted by adding back share-based payments included in cost of revenues and amortization of acquisition-related intangible assets. We define adjusted EBITDA as loss for the year adjusted by adding back share-based payments, fair value changes of redeemable convertible preferred shares, depreciation and amortisation charge, interest expenses, amortization of acquisition-related intangible assets and income tax.

#### 除所得稅前虧損

由於上文所述，我們於2025財年及報告期間分別錄得除所得稅前虧損人民幣143.3百萬元及人民幣18.7百萬元。

#### 所得稅開支

我們於報告期間錄得所得稅開支人民幣4.6百萬元，而於2025財年則錄得所得稅開支人民幣4.1百萬元。

#### 年內虧損

由於上文所述，我們於2025財年及報告期間分別錄得虧損人民幣147.4百萬元及人民幣23.4百萬元。

#### 非國際財務報告準則計量

為補充按照國際財務報告準則呈列的綜合財務報表，我們也使用非國際財務報告準則計量，例如經調整毛利、經調整虧損淨額及經調整EBITDA作為附加財務計量指標。我們認為該等非國際財務報告準則計量指標有助於對比不同期間及不同公司的經營業績。我們認為，該等計量指標為投資者及其他人士提供有用信息，使其與我們管理層採用同樣方式了解並評估我們的綜合經營業績。然而，我們所呈列的經調整毛利、經調整虧損淨額及經調整EBITDA未必可與其他公司所呈列類似名義的計量指標相比。該非國際財務報告準則計量指標用作分析工具存在局限性，閣下不應將其視為獨立於或可替代我們根據國際財務報告準則所呈報經營業績或財務狀況的分析。

我們將經調整虧損淨額定義為通過加回以股份為基礎的付款、可贖回可轉換優先股的公允價值變動、收購相關無形資產攤銷及相關稅項影響而調整的年內虧損。我們將經調整毛利定義為通過加回計入銷售成本的以股份為基礎的付款及收購相關無形資產攤銷而調整的毛利。我們將經調整EBITDA定義為通過加回以股份為基礎的付款、可贖回可轉換優先股的公允價值變動、折舊及攤銷費用、利息開支、收購相關無形資產攤銷及所得稅而調整的年內虧損。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The following table reconciles our adjusted gross profit (a non-IFRS measure), adjusted net loss (a non-IFRS measure) and adjusted EBITDA (a non-IFRS measure) for the years presented to the most directly comparable financial measure calculated and presented in accordance with IFRS, for the years indicated.

下表載列於所示年度的經調整毛利（非國際財務報告準則計量）、經調整虧損淨額（非國際財務報告準則計量）及經調整EBITDA（非國際財務報告準則計量）與根據國際財務報告準則計算及呈列的最直接可比財務計量的對賬。

|                                                                               |                                       | For the year ended 31 March<br>截至3月31日止年度 |                                   |                   |
|-------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------|-----------------------------------|-------------------|
|                                                                               |                                       | 2026<br>2026年<br>RMB'000<br>人民幣千元         | 2025<br>2025年<br>RMB'000<br>人民幣千元 | Change<br>變動<br>% |
| <b>Gross profit</b>                                                           | <b>毛利</b>                             | <b>747,446</b>                            | 613,530                           | 21.8              |
| Add:                                                                          | 加：                                    |                                           |                                   |                   |
| Share-based payments included in cost of revenues                             | 計入銷售成本的以股份為基礎的付款                      | <b>5,051</b>                              | 10,667                            | (52.6)            |
| Amortization of acquisition-related intangible assets                         | 收購相關無形資產攤銷                            | <b>4,720</b>                              | 1,180                             | 300.0             |
| <b>Adjusted gross profit<br/>(a non-IFRS measure)</b>                         | <b>經調整毛利<br/>(非國際財務報告準則計量)</b>        | <b>757,217</b>                            | 625,377                           | 21.1              |
| <b>Loss for the year</b>                                                      | <b>年內虧損</b>                           | <b>(23,385)</b>                           | (147,406)                         | (84.1)            |
| Add:                                                                          | 加：                                    |                                           |                                   |                   |
| Share-based payments                                                          | 以股份為基礎的付款                             | <b>74,866</b>                             | 117,302                           | (36.2)            |
| Amortization of acquisition-related intangible assets and relevant tax impact | 收購相關無形資產攤銷及相關稅務影響                     | <b>4,012</b>                              | 1,003                             | 300.0             |
| <b>Adjusted net gains/(losses)<br/>(a non-IFRS measure)</b>                   | <b>經調整收益/(虧損)淨額<br/>(非國際財務報告準則計量)</b> | <b>55,493</b>                             | (29,101)                          | (290.7)           |
| Add:                                                                          | 加：                                    |                                           |                                   |                   |
| Depreciation and amortisation charge                                          | 折舊及攤銷費用                               | <b>36,480</b>                             | 52,482                            | (30.5)            |
| Interest expenses                                                             | 利息開支                                  | <b>1,806</b>                              | 1,250                             | 44.5              |
| Income tax expense                                                            | 所得稅開支                                 | <b>5,348</b>                              | 4,287                             | 24.7              |
| <b>Adjusted EBITDA<br/>(a non-IFRS measure)</b>                               | <b>經調整EBITDA(非國際財務報告準則計量)</b>         | <b>99,127</b>                             | 28,918                            | 242.8             |

Note:

- Share-based payments relates to the share rewards we offered to our employees, which is a non-cash expense.

附註：

- 以股份為基礎的付款與我們向僱員提供的股份獎勵有關，為非現金費用。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### LIQUIDITY AND CAPITAL RESOURCES

We have historically funded our cash requirements principally from cash generated from our business operations and shareholder equity contributions. To manage the liquidity risk, we monitor and maintain a level of cash and cash equivalents deemed adequate by our senior management to finance our operations and mitigate the effects of fluctuations in cash flows.

##### Cash and Cash Equivalents and Term Deposits

We had cash and cash equivalents of RMB794.5 million as of 31 March 2026, as compared to RMB478.9 million as of 31 March 2025, respectively. As of 31 March 2026, we had unutilized banking facilities of RMB65.5 million. Most of the cash and cash equivalents of the Group were denominated in Renminbi and U. S. dollars. The term deposits of the Group were denominated in Renminbi and U. S. dollars.

#### GEARING RATIO

The gearing ratio is calculated by dividing total liabilities by total assets and then multiplying by 100%. As of 31 March 2026, the Group's gearing ratio was 48.1% as compared with the gearing ratio of 47.2% as of 31 March 2025.

#### FOREIGN EXCHANGE EXPOSURE

During the Reporting Period, the Group operated in China and the majority of the transactions were settled in Renminbi, which is also the functional currency of the Company's primary consolidated affiliated entities. As of 31 March 2026, the Group did not have significant foreign currency exposure from its operations.

The Group currently does not have any foreign currency hedging policies. The management of the Company will continue to pay attention to the Group's foreign exchange exposure and consider adopting prudent measures as appropriate.

#### CONTINGENT LIABILITIES

As of 31 March 2026, we did not have any material contingent liabilities.

#### 流動資金及資本資源

我們過往主要以業務營運產生的現金及股東股權出資撥付現金需求。為了管理流動性風險，我們監察並維持我們高級管理層認為足夠的現金及現金等價物水平，以為我們的業務撥付資金並減輕現金流動的影響。

##### 現金及現金等價物以及定期存款

截至2026年3月31日，我們的現金及現金等價物為人民幣794.5百萬元，而截至2025年3月31日則為人民幣478.9百萬元。截至2026年3月31日，我們有人民幣65.5百萬元未動用銀行授信額度。本集團的大部分現金及現金等價物乃以人民幣及美元計值。本集團的定期存款乃以人民幣和美元計值。

##### 資產負債比率

資產負債比率按負債總額除以資產總額再乘以100%計算。截至2026年3月31日，本集團的資產負債比率為48.1%，而截至2025年3月31日的資產負債比率為47.2%。

#### 外匯風險

於報告期間，本集團於中國經營業務，大部分交易以人民幣結算，人民幣亦為本公司主要綜合聯屬實體的功能貨幣。截至2026年3月31日，本集團並無來自其業務的重大外幣風險。

本集團目前並無任何外匯對沖政策。本公司管理層將持續關注本集團的外匯風險，並考慮適時採取審慎的措施。

##### 或然負債

截至2026年3月31日，我們並無任何重大或然負債。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### CAPITAL COMMITMENTS

We mainly have capital commitments with respect to purchase of fixed assets, intangible assets and office renovation. Capital expenditure contracted for as of 31 March 2025 and 2026 but not recognized as liabilities were as follows:

|                      |                                   | As of 31 March<br>截至3月31日         |                   |
|----------------------|-----------------------------------|-----------------------------------|-------------------|
|                      | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 | Change<br>變動<br>% |
| Within 1 year<br>1年內 | 109                               | 117                               | (6.8)             |

#### FINANCIAL RISKS DISCLOSURE

Our activities expose us to a variety of financial risks: foreign exchange risk, credit risk and liquidity risk. Our overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on our financial performance.

Risk management is carried out under policies approved by our Board. The management identifies and evaluates financial risks in close co-operation with our operating units.

##### Foreign Exchange Risk

The Group is exposed to currency risk primarily through transactions with external parties, which give rise to other receivables and prepayments, other payables and accruals and cash and cash equivalents that are denominated in a foreign currency, i.e. a currency other than the functional currency of the operations to which the transactions relate. The currencies giving rise to this risk are primarily HK\$ and RMB. The Group ensures that the net exposure is kept to an acceptable level, by buying or selling foreign currencies at spot rates where necessary to address short-term imbalances.

#### 資本承擔

我們存在主要與購買固定資產、無形資產及辦公室翻新有關的資本承擔。截至2025年及2026年3月31日已訂約但尚未確認為負債的資本開支如下：

#### 金融風險披露

我們的業務承受各種金融風險：外匯風險、信貸風險及流動資金風險。我們的整體風險管理程序側重金融市場的不可預測性，務求盡量降低對我們財務表現的潛在不利影響。

風險管理為按董事會批准的政策進行。管理層與我們的經營單位密切合作以識別及評估金融風險。

##### 外匯風險

本集團面對主要因與外部方的交易以外幣（即與交易有關業務功能貨幣以外的貨幣）結算的其他應收款項及預付款項、其他應付款項及應計款項、現金及現金等價物產生貨幣風險。導致該風險的貨幣主要為港元及人民幣。本集團確保於必要時按即期匯率買賣外幣以解決短期失衡，從而將淨風險維持在可承受的水平。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The following table details the Group's exposure at the end of the Reporting Period to currency risk arising from recognised assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate. For presentation purposes, the amounts of the exposure are shown in RMB, translated using the spot rates at the end of the Reporting Period. Differences resulting from the translation of financial statements of operation with a functional currency other than RMB into the Group's presentation currency are excluded.

下表詳述本集團於報告期末因以有關實體功能貨幣以外之貨幣計值的已確認資產或負債而產生的貨幣風險。為進行列報，有關風險金額採用報告期末即期匯率換算，以人民幣列示。不包括因將以人民幣以外功能貨幣計算的財務報表換算至本集團呈列貨幣導致的差額。

|                                               |              | At 31 March 2026<br>於2026年3月31日 |                                |
|-----------------------------------------------|--------------|---------------------------------|--------------------------------|
|                                               |              | HK\$<br>港元<br>RMB'000<br>人民幣千元  | RMB<br>人民幣<br>RMB'000<br>人民幣千元 |
| Cash and cash equivalents                     | 現金及現金等價物     | 1,930                           | 139,463                        |
| Other receivables and prepayments             | 其他應收款項及預付款項  | 3,001                           | —                              |
| Gross exposure arising from recognised assets | 已確認資產產生的風險總額 | 4,931                           | 139,463                        |

  

|                                                                  |                 | At 31 March 2025<br>於2025年3月31日 |                                |
|------------------------------------------------------------------|-----------------|---------------------------------|--------------------------------|
|                                                                  |                 | HK\$<br>港元<br>RMB'000<br>人民幣千元  | RMB<br>人民幣<br>RMB'000<br>人民幣千元 |
| Cash and cash equivalents                                        | 現金及現金等價物        | 3,507                           | 1,870                          |
| Other payables and accruals                                      | 其他應付款項及應計款項     | (268)                           | (3,151)                        |
| Gross exposure arising from<br>recognised assets and liabilities | 已確認資產及負債產生的風險總額 | 3,239                           | (1,281)                        |

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Sensitivity analysis

The following table indicates the instantaneous change in the Group's loss after income tax and accumulated losses that would arise if foreign exchange rates to which the Group has significant exposure at the end of the Reporting Period had changed at that date, assuming all other risk variables remained constant.

#### 敏感度分析

下表列示假設所有其他風險變數維持不變，本集團於報告期末因匯率改變而面對的重大風險對本集團除所得稅後虧損及累計虧損產生的即時變動。

|      |     | 2026<br>2026年                                                              |                                                                                                                               | 2025<br>2025年                                                              |                                                                                                                               |
|------|-----|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
|      |     | Increase/<br>(decrease)<br>in foreign<br>exchange rates<br>外匯匯率<br>上升／(下降) | Increase/<br>(decrease)<br>in loss after<br>tax and<br>accumulated<br>losses<br>除稅後虧損及<br>累計虧損<br>增加／(減少)<br>RMB'000<br>人民幣千元 | Increase/<br>(decrease)<br>in foreign<br>exchange rates<br>外匯匯率<br>上升／(下降) | Increase/<br>(decrease)<br>in loss after<br>tax and<br>accumulated<br>losses<br>除稅後虧損及<br>累計虧損<br>增加／(減少)<br>RMB'000<br>人民幣千元 |
| HK\$ | 港元  | 5%                                                                         | (245)                                                                                                                         | 5%                                                                         | (162)                                                                                                                         |
|      |     | -5%                                                                        | 245                                                                                                                           | -5%                                                                        | 162                                                                                                                           |
| RMB  | 人民幣 | 5%                                                                         | (7,140)                                                                                                                       | 5%                                                                         | 64                                                                                                                            |
|      |     | -5%                                                                        | 7,140                                                                                                                         | -5%                                                                        | (64)                                                                                                                          |

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on each of the Group entities' loss after tax and accumulated losses measured in the respective functional currencies, translated into RMB at the exchange rates ruling at the end of the Reporting Period for presentation purposes.

上表分析結果為對本集團各實體按相關功能貨幣計量的除稅後虧損及累計虧損各自的即時影響總額，並就呈列按於報告期末的匯率換算為人民幣。

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the Reporting Period. The analysis is performed on the same basis for the year ended 31 March 2026 and 2025.

敏感度分析假設已應用匯率變動重新計量本集團所持令本集團於報告期末面對外匯風險的該等金融工具。上述分析與截至2026年及2025年3月31日止年度採用準則相同。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Credit Risk

We are exposed to credit risk primarily in relation to its cash and cash equivalents, restricted cash, term deposits as well as trade receivables, other receivables and contract assets. The carrying amounts of each class of the above financial assets represent our maximum exposure to credit risk in relation to financial assets.

##### (i) Credit risk of cash and cash equivalents, restricted cash and term deposits

To manage risk arising from cash and cash equivalents, restricted cash and term deposits, we only transact with stated-owned financial institutions in the PRC or reputable banks and financial institutions having high-credit-quality in the PRC and Hong Kong. There has been no recent history of default in relation to these financial institutions. The expected credit loss is immaterial.

##### (ii) Credit risk of trade receivables, other receivables and contract assets

We have policies in place to ensure that trade receivables with credit terms are made to counter-parties with an appropriate credit history and the management performs ongoing credit evaluations of the counterparties. We make periodic collective assessments or individual assessment as appropriate on the recoverability of trade receivables, other receivables and contract assets based on historical settlement records, past experience, current conditions and our view of economic conditions over the expected lives of trade receivables, other receivables and contract assets. The main exposure to credit risk at each of the reporting dates is the carrying value of the Group's trade receivables and contract assets.

Impairment on other receivables is measured as 12-month expected credit losses unless there has been a significant increase in credit risk since initial recognition.

Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with us. Where financial assets and contracts have been written off, we continue to engage in activities to attempt to recover the receivables due. Where recoveries are made, these are recognized in profit or loss.

#### 信貸風險

我們承受的信貸風險主要涉及現金及現金等價物、受限制現金、定期存款以及貿易應收款項、其他應收款項及合約資產，上述各類金融資產的賬面值指就金融資產承擔的最大信貸風險。

##### (i) 現金及現金等價物、受限制現金及定期存款的信貸風險

為管理現金及現金等價物、受限制現金及定期存款差生的風險，我們僅與中國國有金融機構或中國及香港具有高信貸質素的有聲譽銀行及金融機構進行交易。該等金融機構無近期違約記錄，預計信貸虧損很小。

##### (ii) 貿易應收款項、其他應收款項及合約資產的信貸風險

我們已制定政策確保貿易應收款項的信貸期向擁有合適信貸記錄的對手方授予，管理層就對手方的信貸進行持續評估。我們根據歷史結算記錄、過往經驗、當前狀況及我們對貿易應收款項預期年限內的經濟狀況之意見、其他應收款項及合約資產對貿易應收款項、其他應收款項及合約資產的可收回性於適當時候進行定期集體評估或個別評估，於各報告日期承受的主要信貸風險為本集團貿易應收款項及合約資產的賬面值。

除非信貸風險自初始確認以來顯著增加，否則其他應收款項的減值按12個月預期信貸虧損計量。

金融資產於無合理回收預期（例如債務人未能與我們制定還款計劃）時予以撇銷。假如金融資產及合約被撇銷，我們會繼續從事活動以試圖收回到期應收款項；若收回則於損益中確認。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Liquidity risk

We aim to maintain sufficient cash and cash equivalents. Due to the dynamic nature of the underlying businesses, our policy is to regularly monitor our liquidity risk and to maintain adequate cash and cash equivalents to meet our liquidity requirements.

The following table shows the remaining contractual maturities (or the earliest date a financial liability may become payable in the absence of a fixed maturity date) at the balance sheet date of our financial liabilities based on contractual undiscounted cash flows:

#### 流動資金風險

本集團致力於維持足夠的現金及現金等價物。由於相關業務的活躍性質，本集團的政策為定期監察本集團的流動資金風險並維持足夠的現金及現金等價物以滿足本集團的流動資金需要。

下表列示於本集團金融負債資產負債表日基於合約未貼現現金流量的剩餘合約期限（或在無固定到期日的情況下金融負債可能應付的最早日期）：

|                                                                   |                       | Less than<br>1 year<br>少於1年<br>RMB'000<br>人民幣千元 | Between<br>1 and<br>2 years<br>1至2年<br>RMB'000<br>人民幣千元 | Between<br>2 and<br>5 years<br>2至5年<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|-------------------------------------------------------------------|-----------------------|-------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------|---------------------------------|
| <b>As at 31 March 2025</b>                                        | <b>於2025年3月31日</b>    |                                                 |                                                         |                                                         |                                 |
| Trade payables                                                    | 貿易應付款項                | 4,823                                           | —                                                       | —                                                       | 4,823                           |
| Other payables and accruals (excluding non-financial liabilities) | 其他應付款項及應計費用（不包括非金融負債） | 30,886                                          | —                                                       | —                                                       | 30,886                          |
| Lease liabilities                                                 | 租賃負債                  | 17,089                                          | 14,676                                                  | 5,983                                                   | 37,748                          |
|                                                                   |                       | 52,798                                          | 14,676                                                  | 5,983                                                   | 73,457                          |
| <b>As at 31 March 2026</b>                                        | <b>於2026年3月31日</b>    |                                                 |                                                         |                                                         |                                 |
| Trade payables                                                    | 貿易應付款項                | 5,560                                           | —                                                       | —                                                       | 5,560                           |
| Other payables and accruals (excluding non-financial liabilities) | 其他應付款項及應計費用（不包括非金融負債） | 23,245                                          | —                                                       | —                                                       | 23,245                          |
| Lease liabilities                                                 | 租賃負債                  | 23,150                                          | 9,213                                                   | 224                                                     | 32,587                          |
|                                                                   |                       | 51,955                                          | 9,213                                                   | 224                                                     | 61,392                          |

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### PLEDGE OF ASSETS

As of 31 March 2026, we did not pledge any of our assets.

#### MATERIAL ACQUISITIONS, DISPOSALS AND SIGNIFICANT INVESTMENTS

As of 31 March 2026, save as disclosed in this report, we did not hold any significant investments (including any investment in an investee company with a value of 5% or more of the Group's total assets as of 31 March 2026).

##### (a) Wealth management products

The financial assets that we invested mainly include investments in wealth management products. Save for the purchases of the wealth management products announced by the Company on 3 June 2025, 23 June 2025, 29 September 2025 and 29 December 2025, the wealth management products subscribed by the Group during the Reporting Period did not constitute notifiable transactions under Chapter 14 of the Listing Rules.

During the Reporting Period, the Group had subscribed for certain wealth management products. The exact returns on all of these wealth management products are not guaranteed, hence their contractual cash flow do not qualify for solely payments of principal and interests. Therefore, they are measured at fair value through profit or loss. As at 31 March 2026, the aggregated outstanding principal amount of the Group's wealth management products was RMB776.5 million, and the wealth management products (measured at fair value through profit or loss) as a percentage to the Group's total assets was 36.8%. As at 31 March 2026, the outstanding principal amount of certain wealth management products subscribed by the Group from Bank of China was RMB250.0 million, and the fair value of which was RMB250.9 million, accounted for 11.7% of the Group's total assets. The expected return rate for these products from Bank of China ranged from 0.6% to 2.08%. As at 31 March 2026, the outstanding principal amount of certain wealth management products subscribed by the Group from Bank of Hangzhou Co., Ltd was RMB160.0 million, and the fair value of which was RMB160.7 million, accounted for 7.6% of the Group's total assets. The expected return rate for these products from Bank of Hangzhou Co., Ltd. ranged from 1.0% to 2.2%. As at 31 March 2026, the outstanding principal amount of certain wealth management products subscribed by the Group from Shenwan Hongyuan Financial Products Company Limited was RMB256.5 million, and the fair value of which was RMB262.3 million, accounted for 12.3% of the Group's total assets. The expected return rate for these products from Shenwan Hongyuan Financial Products Company Limited ranged from 2.0% to 4.0%. Save as disclosed above, as at 31 March 2026, there were no other outstanding wealth management products (in aggregate) subscribed from any single licensed bank that exceed 5% of the Group's total assets.

#### 資產質押

截至2026年3月31日，我們並無質押任何資產。

#### 重大收購、出售及重大投資

截至2026年3月31日，除本報告所披露者外，我們並無持有任何重大投資（包括對被投資公司作出佔本集團截至2026年3月31日總資產5%或以上的任何投資）。

##### (a) 理財產品

本公司投資的金融資產主要包括對理財產品的投資。除本公司於2025年6月3日、2025年6月23日、2025年9月29日及2025年12月29日公佈購買理財產品外，本集團於報告期間認購的理財產品不構成於上市規則第14章規定下須予公佈的交易。

於報告期間，本集團已認購若干理財產品。所有該等理財產品的確切收益未得到保證，因此彼等的合約現金流不符合僅支付本金及利息的條件。因此，該等理財產品以公允價值計量且其變動計入損益。截至2026年3月31日，本集團理財產品的尚未贖回本金總額為人民幣776.5百萬元，理財產品（以公允價值計量且其變動計入損益）佔本集團總資產的比例為36.8%。截至2026年3月31日，本集團認購中國銀行的若干理財產品尚未贖回本金金額為人民幣250.0百萬元，公允價值為人民幣250.9百萬元，佔本集團總資產的11.7%。自中國銀行認購的該等產品的預期收益率介乎0.6%至2.08%。截至2026年3月31日，本集團認購杭州銀行股份有限公司的若干理財產品尚未贖回本金金額為人民幣160.0百萬元，公允價值為人民幣160.7百萬元，佔本集團總資產的7.6%。該等杭州銀行股份有限公司產品的預期收益率介乎1.0%至2.2%。截至2026年3月31日，本集團認購申萬宏源金融產品有限公司的若干理財產品尚未贖回本金金額為人民幣256.5百萬元，公允價值為人民幣262.3百萬元，佔本集團總資產的12.3%。自申萬宏源金融產品有限公司認購的該等產品的預期收益率介乎2.0%至4.0%。除此之外，截至2026年3月31日，本集團不存在單一持牌銀行認購的其他未贖回理財產品（合計）超過本集團總資產的5%。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The following outstanding wealth management products (in aggregate) subscribed from each of the licensed banks or institutions had a percentage of over 5% to the Group's total assets as of 31 March 2026 respectively:

截至2026年3月31日，下列認購自各持牌銀行、機構的尚未贖回之理財產品（合計）佔本集團總資產的比例均超過5%：

| Subscription date | Maturity date                                                                                            | Name of product                      | Name of bank/institution                            | Principal amount of subscription | Type of product and risk rating                     | Expected return rate | Investment scope of product                                                                                                                                    | Fair value and relative size to the Group's total assets as of 31 March 2026<br>截至2026年3月31日的公允價值及相對於本集團總資產的規模 |
|-------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------|----------------------------------|-----------------------------------------------------|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| 認購日期              | 到期日期                                                                                                     | 產品名稱                                 | 銀行/機構名稱                                             | 認購本金金額                           | 產品類型及風險評級                                           | 預期收益率                | 產品投資範圍                                                                                                                                                         |                                                                                                                |
| 29 September 2025 | 29 June 2026                                                                                             | RMB Structured Deposit               | Bank of China                                       | RMB100.0 million                 | Principal-guaranteed with guaranteed minimum return | 0.8%-2.05%           | USD/JPY exchange rate                                                                                                                                          | RMB100.4 million; 4.7%                                                                                         |
| 2025年9月29日        | 2026年6月29日                                                                                               | 人民幣結構性存款                             | 中國銀行                                                | 人民幣100.0百萬元                      | 保本浮動收益型<br>(保證最低收益率)                                | 0.8%-2.05%           | 美元兌日圓匯率                                                                                                                                                        | 人民幣100.4百萬元；4.7%                                                                                               |
| 28 November 2025  | 26 November 2026                                                                                         | RMB Structured Deposit               | Bank of China                                       | RMB60.0 million                  | Principal-guaranteed with guaranteed minimum return | 0.8%-2.08%           | EUR/USD exchange rate                                                                                                                                          | RMB60.4 million; 2.8%                                                                                          |
| 2025年11月28日       | 2026年11月26日                                                                                              | 人民幣結構性存款                             | 中國銀行                                                | 人民幣60.0百萬元                       | 保本浮動收益型<br>(保證最低收益率)                                | 0.8%-2.08%           | 歐元兌美元匯率                                                                                                                                                        | 人民幣60.4百萬元；2.8%                                                                                                |
| 12 February 2026  | 18 May 2026                                                                                              | RMB Structured Deposit               | Bank of China                                       | RMB90.0 million                  | Principal-guaranteed with guaranteed minimum return | 0.6%-2.04%           | EUR/USD exchange rate                                                                                                                                          | RMB90.1 million; 4.2%                                                                                          |
| 2026年2月12日        | 2026年5月18日                                                                                               | 人民幣結構性存款                             | 中國銀行                                                | 人民幣90.0百萬元                       | 保本浮動收益型<br>(保證最低收益率)                                | 0.6%-2.04%           | 歐元兌美元匯率                                                                                                                                                        | 人民幣90.1百萬元；4.2%                                                                                                |
| 16 October 2025   | 20 April 2026                                                                                            | Tianlibao Structured Deposit Product | Bank of Hangzhou Co., Ltd.                          | RMB80.0 million                  | Principal-guaranteed with guaranteed minimum return | 1.0%-2.0%-2.2%       | EUR/USD exchange rate                                                                                                                                          | RMB80.7 million; 3.8%                                                                                          |
| 2025年10月16日       | 2026年4月20日                                                                                               | 添利寶結構性存款產品                           | 杭州銀行股份有限公司                                          | 人民幣80.0百萬元                       | 保本浮動收益型<br>(保證最低收益率)                                | 1.0%-2.0%-2.2%       | 歐元兌美元匯率                                                                                                                                                        | 人民幣80.7百萬元；3.8%                                                                                                |
| 19 March 2026     | 23 September 2026                                                                                        | Tianlibao Structured Deposit Product | Bank of Hangzhou Co., Ltd.                          | RMB80.0 million                  | Principal-guaranteed with guaranteed minimum return | 1.0%-2.0%-2.2%       | EUR/USD exchange rate                                                                                                                                          | RMB80.0 million; 3.8%                                                                                          |
| 2026年3月19日        | 2026年9月23日                                                                                               | 添利寶結構性存款產品                           | 杭州銀行股份有限公司                                          | 人民幣80.0百萬元                       | 保本浮動收益型<br>(保證最低收益率)                                | 1.0%-2.0%-2.2%       | 歐元兌美元匯率                                                                                                                                                        | 人民幣80.0百萬元；3.8%                                                                                                |
| 3 June 2025       | Until 5 June 2028, subject to early redemption by the subscriber with a 10 business days' notice period  | Fund Portfolio Linked Note           | Shenwan Hongyuan Financial Products Company Limited | RMB182.7 million                 | Guaranteed structured note                          | 2.0%-4.0%            | Underlying subject of cash management products, e.g., cash, short term US treasury bills, and other instruments to maintain liquidity and manage cash position | RMB186.9 million; 8.8%                                                                                         |
| 2025年6月3日         | 直至2028年6月5日，惟認購人可提前贖回，並須提前10個營業日發出通知                                                                     | Fund Portfolio Linked Note           | 申萬宏源金融產品有限公司                                        | 人民幣182.7百萬元                      | 擔保結構性票據                                             | 2.0%-4.0%            | 現金管理類底層標的（例如現金、短期美國國庫券及其他工具），以維持流動性及管理現金狀況                                                                                                                     | 人民幣186.9百萬元；8.8%                                                                                               |
| 20 June 2025      | Until 26 June 2028, subject to early redemption by the subscriber with a 10 business days' notice period | Fund Portfolio Linked Note           | Shenwan Hongyuan Financial Products Company Limited | RMB73.8 million                  | Guaranteed structured note                          | 2.0%-4.0%            | Underlying subject of cash management products, e.g., cash, short term US treasury bills, and other instruments to maintain liquidity and manage cash position | RMB75.4 million; 3.5%                                                                                          |
| 2025年6月20日        | 直至2028年6月26日，惟認購人可提前贖回，並須提前10個營業日發出通知                                                                    | Fund Portfolio Linked Note           | 申萬宏源金融產品有限公司                                        | 人民幣73.8百萬元                       | 擔保結構性票據                                             | 2.0%-4.0%            | 現金管理類底層標的（例如現金、短期美國國庫券及其他工具），以維持流動性及管理現金狀況                                                                                                                     | 人民幣75.4百萬元；3.5%                                                                                                |

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The Company's investment objectives are preservation of capital and income generation. In line with these investment objectives, the Company will prioritize safety and stability of principal by focusing on investments with a medium-low risk profile or below, aiming to generate interest or other income instead of, or in addition to, long-term capital appreciation. The Company primarily invests in (a) short-term principal-guaranteed structured deposits with returns linked to the price of foreign currency or gold, and (b) cash management funds/money market funds with returns linked to underlying subject of U. S. dollars cash management instruments, short-term bonds and deposits.

For treasury management purpose, and unless specifically authorized by the Board taking into account the merits and risks of a particular investment, the Company is prohibited to invest in the followings: (i) listed equities; (ii) high-yield bonds (with credit rating below BBB- or Baa3); (iii) options, warrants, commodities (other than structured deposits with returns linked to the price of gold), futures contracts and cryptocurrency; or (iv) any investment which would expose the Company to unlimited liability.

The Board is of the view that such policy and objectives and short-term investments enable the effective utilization of the Company's surplus cash reserves. By adopting a prudent approach with manageable risk exposure, the Company can enhance capital efficiency, generate additional income from idle funds, and ultimately optimize returns and create long-term value for Shareholders.

The Company has established a set of internal risk management policies and guidelines to monitor and control the investment risks associated with its investment in financial assets. For defined risk limits, the Company will fund its investments in financial assets exclusively from internal resources and will not engage in external financing or margin trading. Investments will primarily be allocated to wealth management products of relatively low risk and the Company will prioritise capital preservation and minimization of principal fluctuation. For counterparty risk management, the Company will predominately invest in financial products issued or guaranteed by reputable, licensed banks or financial institutions, primarily located in China or Hong Kong, in order to minimize the risk of counterparty default. For liquidity management, the Company will focus on financial products with an investment horizon of 12 months or less. Returns on such products will be primarily linked to cash management instruments, short-term bonds and deposits, and other high quality and liquid assets.

本公司之投資目標為資本保值及收益生成。遵循該等投資目標，本公司將優先保障本金安全及穩定，重點關注中低風險或以下之投資，旨在產生利息或其他收益，以替代或補充長期資本增值。本公司主要投資於(a)短期本金保證結構性存款，其回報與外幣或黃金價格掛鉤；以及(b)現金管理基金／貨幣市場基金，其回報與美元現金管理工具、短期債券及存款之底層標的掛鉤。

就資金管理目的而言，除非董事會經考量特定投資項目之優勢及風險後作出特別授權，否則本公司不得投資下列產品：(i)上市股票；(ii)高收益債券（信用評級低於BBB-或Baa3級別）；(iii)期權、認股權證、大宗商品（回報與黃金價格掛鉤的結構性存款除外）、期貨合約及加密貨幣；或(iv)任何會令本公司承擔無限責任的投資產品。

董事會認為，該等政策、目標及短期投資能有效運用本公司之盈餘現金儲備。透過採取風險敞口可控之審慎策略，本公司可提升資本效率，從閒置資金產生額外收益，並最終優化回報及為股東創造長期價值。

本公司已建立一套內部風險管理政策及指引，以監控及管理其金融資產投資相關之投資風險。就明確風險限額而言，本公司將僅以內部資源為其金融資產投資提供資金，且不會進行外部融資或保證金交易。投資將主要分配至風險相對較低之理財產品，且本公司將優先考慮資本保值及最小化本金波動。就交易對手風險管理而言，本公司將主要投資於由信譽良好、持牌銀行或金融機構（主要位於中國或香港）發行或擔保之金融產品，以最小化交易對手違約風險。就流動性管理而言，本公司將專注於投資期為12個月或以下之金融產品。該等產品之回報將主要與現金管理工具、短期債券及存款以及其他優質流動資產掛鉤。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The Company has also adopted an internal policy on management of investments. The Board has authorised the Company to purchase wealth management products with medium-low risk (i.e., products that are non-principal protected and offer no guaranteed return, but carry a relatively low risk of principal loss) or below for treasury management purpose, with day-to-day decision making and approval authority delegated to the chief financial officer, who is also an executive Director. The chief financial officer will report to the Board and the Board will review the performance and portfolio of the wealth management products at least once annually. In addition, prior to making any material investment (e.g. a notifiable transaction under Chapter 14 of the Listing Rules), the management shall seek approval from the Board in accordance with the Company's internal investment management policy. Firstly, the treasury manager from the finance department will identify potential investment opportunities based on recommendations from the Company's relationship and account managers at reputable banks or financial institutions. The Company will only pursue investment opportunities that (i) provide an expected return higher than the prevailing bank deposit interest rate for a comparable term; and (ii) offer principal protection or carry a low risk of principal loss. Secondly, the treasury manager will prepare an investment proposal and submit it to the senior finance manager. The proposal shall include: (i) different quotations from banks or financial institutions; (ii) the balance of the Company's cash surplus; (iii) the Company's short-to-medium term working capital needs; (iv) the balance of the Company's wealth management products maintained with different banks and financial institutions; and (v) the distribution of existing wealth management products held by the Company by nature (e.g. short-term vs. medium term, geographic location, and currency). Finally, the senior finance manager will further analyse the proposal and, if appropriate, submit it to the chief financial officer for final approval. The chief financial officer will make the final decision based on the Company's overall funding plan of its business operation and may return the proposal if it does not align with the Company's investment strategy or risk appetite (including macroeconomic risk and exchange rate risk), or if it would negatively impact the Company's core working capital needs.

本公司已採用有關投資管理之內部政策。董事會為資金管理目的已授權本公司購買中低風險（即非保本且不提供保證回報、但本金損失風險相對較低之產品）或以下級別之理財產品，並將日常決策及審批權限授予首席財務官（亦為執行董事）。首席財務官須向董事會匯報相關情況，董事會至少每年一次審閱該等理財產品的表現及投資組合。此外，在進行任何重大投資前（例如上市規則第14章項下須予公佈交易），管理層將根據本公司投資管理內部政策尋求董事會批准。首先，財務部門資金管理經理將根據本公司於信譽良好銀行或金融機構之關係及客戶經理推薦，識別潛在投資機會。本公司僅會考慮符合以下條件之投資機會：(i)預期回報高於同期銀行存款利率；及(ii)提供本金保障或具低本金損失風險。其次，資金管理經理將編製投資提案並提交予高級財務經理。提案須包括：(i)來自不同銀行或金融機構之報價；(ii)本公司現金盈餘結餘；(iii)本公司中短期營運資金需求；(iv)本公司於不同銀行及金融機構持有之理財產品結餘；及(v)本公司現有理財產品按性質（如短期與中期、地理位置及貨幣）之分佈情況。最後，高級財務經理將進一步分析提案，若認為合適則提交予首席財務官作最終批准。首席財務官將根據本公司業務運營之整體資金計劃作出最終決定，若提案不符合本公司投資策略或風險承受能力（包括宏觀經濟風險及匯率風險），或可能對本公司核心營運資金需求產生負面影響，可退回提案。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The finance department, headed by the chief financial officer, is responsible for overseeing the investment portfolio. The Company may early redeem or decide not to renew the investment if there is risk of over-concentration, or when the level of return is lower than the expected level. Although the Board has not, and currently does not have the intention to, set up a specific investment committee, the finance department is required to report the performance of the Company's investment portfolio to the Board at least annually, and the Board will then re-evaluate the Company's investment objective, strategy and policies in the relevant meeting.

All responsible personnel possess the necessary qualifications, experience, and expertise to fully understand the risks and characteristics of the Company's investments. In particular, the chief financial officer, Ms. Liu Xianna, is a fellow member of The Association of Chartered Certified Accountants in the United Kingdom, Institute of Public Accountants in Australia and Institute of Financial Accountants in the United Kingdom. She was admitted as an international affiliate of Hong Kong Institute of Certified Public Accountants on 23 February 2022.

由首席財務官領導財務部負責監管投資組合。若投資存在過度集中之風險，或收益水平低於預期，本公司可提前贖回或決定不再續期。儘管董事會過去未曾設立，且目前亦無意設立專門的投資委員會，但財務部須至少每年向董事會匯報本公司投資組合的表現，董事會亦會於相關會議上重新評估本公司的投資目標、策略及政策。

所有相關人員均具備必要資格、經驗及專業知識，能充分理解本公司投資之風險及特性。具體而言，首席財務官劉憲娜女士為英國特許公認會計師公會、澳洲公共會計師協會及英國財務會計師公會之資深會員。彼於2022年2月23日獲接納為香港會計師公會國際聯署會員。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### (b) Acquisition of Kuxuan (Beijing) Technology Co., Ltd.

References are made to the announcements of the Company dated 14 January 2025, 5 February 2025, 22 April 2025, 15 May 2025, 31 October 2025 and 11 February 2026 (the “**Announcements**”). Unless otherwise specified, capitalized terms used herein shall have the same meanings as those defined in the Announcements. On 14 January 2025, the Onshore Holdco, Kuxuan (Beijing) Technology Co., Ltd.\* (酷渲(北京)科技有限公司) (the “**Target Company**”) and the Vendors entered into the Equity Transfer Agreement, pursuant to which the Onshore Holdco has conditionally agreed to acquire and the Vendors have conditionally agreed to sell the entire equity interest in the Target Company at an aggregate consideration of RMB180,000,000. On the same day, the Company and Suzhou Cathay Growth, Qiming Rongxin, Yunzhou, Toutoushidao or their respective permitted assignees (the “**Share Exchange Vendors**”) entered into the BVI Share Subscription Agreement and the Offshore Share Purchase Agreement (both of which were amended on 22 April 2025). Pursuant to the agreements, the Share Exchange Vendors will first subscribe for 99% (on as-diluted basis) of the share capital of the BVI Company at the aggregate consideration of RMB127,583,905 and then the Company will purchase 99% of the share capital of the BVI Company from the Share Exchange Vendors by allotting and issuing a maximum of 34,761,638 Shares to the Share Exchange Vendors (the “**Concurrent Share Transaction**”). Since 22 January 2025, the Target Company is wholly-owned by the Group and its financial results are consolidated in the Company's financial accounts. The Share Exchange Vendors obtained the ODI Approval for subscribing the shares of the BVI Company in June and August 2025 respectively. On 18 October 2025, the Target Company successfully obtained the ICP License, thereby completing all requisite regulatory authorisations for carrying out its core business, namely establishing an information platform in mainland China to provide online training courses. In January 2026, the Share Exchange Vendors obtained the ODI Approval in respect of the subscription for Consideration Shares and all necessary regulatory approvals have been obtained as at such date. For details, please refer to the Announcements.

Accordingly, on 11 February 2026, pursuant to the Offshore Share Purchase Agreement, the Company allotted and issued 34,761,638 ordinary Consideration Shares with a par value of US\$0.00001 each to the Share Exchange Vendors for the completion of the Concurrent Share Transaction, with an aggregate par value of US\$347.61638. The Consideration Shares will be subject to a six (6) months lock-up period commencing from 11 February 2026. The issue price of the Consideration Shares is HK\$4.07 per share. On the date for determining the issue terms (being 14 January 2025, the date of the Offshore Share Purchase Agreement), the closing price of the Company's Shares as quoted on the Stock Exchange was HK\$4.58 per Share. As the Concurrent Share Transaction constitutes a share swap arrangement, the Company did not receive any cash proceeds from the allotment and issue of the Consideration Shares. To offset the dilution effect arising from the allotment and issue of the Consideration Shares, the Company cancelled a total of 32,000,000 treasury shares on the same date immediately after the allotment and issue of the Consideration Shares. For details, please refer to the Announcements.

Save as disclosed, there were no material acquisitions or disposals of subsidiaries, associates and joint ventures during the Reporting Period.

#### (b) 收購酷渲(北京)科技有限公司

茲提述本公司日期為2025年1月14日、2025年2月5日、2025年4月22日、2025年5月15日、2025年10月31日及2026年2月11日之公告(「該等公告」)。除另有指明外，本報告所用詞彙與該等公告所界定者具有相同涵義。於2025年1月14日，境內控股公司、酷渲(北京)科技有限公司(「目標公司」)及賣方訂立股權轉讓協議，據此，境內控股公司已有條件同意收購而賣方已有條件同意出售目標公司的全部股權，代價總額為人民幣180,000,000元。同日，本公司與蘇州凱輝成長、啟明融新、雲周及頭頭是道或彼等各自主許可受讓人(「換股賣方」)訂立BVI股份認購協議及境外股份購買協議(均於2025年4月22日修訂)。根據該等協議，換股賣方將首先以總代價人民幣127,583,905元認購BVI公司99%股本(按攤薄基準)，繼而本公司將透過向換股賣方配發及發行最多34,761,638股股份向換股賣方購買BVI公司99%股本(「同時進行之股份交易」)。自2025年1月22日起，目標公司由本集團全資擁有，財務業績綜合計入本公司財務賬目。換股賣方分別於2025年6月及8月取得境外直接投資批准，以認購BVI公司股份。於2025年10月18日，目標公司成功取得ICP許可證，至此取得開展其主要業務(即於中國內地建立信息平台以提供線上培訓課程)所需之所有監管授權。於2026年1月，換股賣方獲境外直接投資批准以認購對價股份，至此所有必需的監管批准已取得。有關詳情，請參閱該等公告。

於2026年2月11日，為完成同時進行之股份交易，根據境外股份購買協議，本公司向換股賣方配發及發行34,761,638股每股面值0.00001美元的普通股之代價股份，面值總額為347.61638美元，代價股份將自2026年2月11日起計受六(6)個月禁售期所限。代價股份之發行價為每股4.07港元，於釐定發行條款當日(即境外股份購買協議日期，2025年1月14日)，本公司股份於聯交所報收市價為每股4.58港元。由於同時進行之股份交易為換股安排，本公司並無就配發及發行代價股份收取現金所得款項。為抵銷配發及發行代價股份所產生的攤薄影響，本公司於配發及發行代價股份後，同日註銷合共32,000,000股庫存股份。有關詳情，請參閱該等公告。

除已披露者外，於報告期間並無重大收購、出售附屬公司、聯營公司及合營企業。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

As of 31 March 2026, the Group did not have plans for material investments and capital assets.

#### EMPLOYEES

As of 31 March 2026, we had 1,851 (31 March 2025: 1,898) employees in total. For the year ended 31 March 2026, the Group's total staff costs amounted to approximately RMB938.8 million, including salaries, wages, bonuses, share-based compensation, pension costs, other social security costs, housing benefits and other employee benefits. The Group continued to optimize the incentive-based system in line with business development needs and implemented remuneration policies with competitiveness.

Our success depends on our ability to attract, retain and incentivize qualified personnel. We provide various incentives and benefits for our employees. We offer competitive salaries, bonuses and share-based compensation to our employees, especially key employees.

The Group believes that it is vital to attract, recruit and retain quality employees. To maintain the quality, knowledge and skill levels of the Group's workforce, the Group provides the employees with periodic training, including introductory training for new employees, technical training, professional and management training and health and safety training. The Group believes that it maintains a good relationship with its employees and the Group did not experience any significant labor disputes or any difficulty in recruiting staff for its operations.

#### EVENTS AFTER THE REPORTING PERIOD

Save as disclosed in this report, the Company is not aware of any material subsequent events after 31 March 2026 and up to the date of this report.

#### 重大投資及資本資產的未來計劃

截至2026年3月31日，本集團並無重大投資及資本資產的計劃。

#### 員工

截至2026年3月31日，我們總共有1,851名（2025年3月31日：1,898名）員工。截至2026年3月31日止年度，本集團員工成本總額約為人民幣938.8百萬元，包括薪金、工資、花紅、以股份為基礎的薪酬、養老金、其他社會保障費用、住房福利及其他員工福利。本集團根據業務發展需求，不斷優化激勵機制，實施具有競爭力的薪酬政策。

我們的成功依賴於我們吸引、挽留及激勵合資格員工的能力。我們為員工提供多種激勵及福利。我們為員工，尤其是關鍵員工，提供有競爭力的薪金、花紅及以股份為基礎的薪酬。

本集團認為，吸引、招募及留住優秀員工至關重要。為保持本集團員工隊伍的質素、知識及技能水平，本集團定期為員工提供培訓，包括新員工入職培訓、技術培訓、專業及管理培訓以及健康與安全培訓。本集團認為其與員工保持良好關係，且本集團並無發生任何重大勞資糾紛或在招聘業務人員時遇到任何困難。

#### 本報告期後事項

除本報告所披露者外，本公司並不知悉於2026年3月31日後及直至本報告日期的任何重大期後事項。

## DIRECTORS AND SENIOR MANAGEMENT

### 董事與高級管理層

#### DIRECTORS

##### Executive Directors

##### Mr. Wang Zhaohui (王朝暉)

Mr. Wang Zhaohui (王朝暉), aged 51, the co-founder of our Group, has been serving as an executive Director and the chairman of the Board of our Company since 6 April 2018. He is primarily responsible for overall strategic planning and presiding over the Board affairs. Concurrently, Mr. Wang holds various directorships and management positions in our subsidiaries and Consolidated Affiliated Entity and details are set out in the table below:

| Name of our Subsidiary and Consolidated Affiliated Entity<br>附屬公司及綜合聯屬實體名稱 | Directorship and/or Management Position<br>董事職務及／或管理職位 | Date of Appointment<br>委任日期     |
|----------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------|
| Onshore Holdco<br>境內控股公司                                                   | Manager<br>經理                                          | 5 November 2020<br>2020年11月5日   |
|                                                                            | Chairman of the board of directors<br>董事會主席            | 5 January 2011<br>2011年1月5日     |
| Beijing WFOE<br>北京外商獨資企業                                                   | Executive director and manager<br>執行董事兼經理              | 5 November 2020<br>2020年11月5日   |
| Chengdu WFOE<br>成都外商獨資企業                                                   | Executive director and manager<br>執行董事兼經理              | 19 November 2020<br>2020年11月19日 |

Mr. Wang has nearly 23 years of experience in the HCM industry and corporate management in China. Prior to founding our Group, Mr. Wang served as the general manager in Beijing Beisen Shengshi Technology Development Co., Ltd. (北京北森盛世科技發展有限公司) ("Beisen Shengshi"), a company primarily engaged in talent evaluation, where he was responsible for the overall management of the company, from March 2002 to April 2005. Beisen Shengshi was subsequently deregistered on 30 June 2006 and was solvent at the time of its deregistration. He also served in Beisen Shengya, a former subsidiary of the Group which is primarily engaged in career solution for universities, as the general manager from July 2016 to June 2021 and an executive director from April 2009 to September 2021, where he was responsible for the overall management of the company.

Mr. Wang obtained a bachelor's degree in chemical engineering from North China Institute of Technology (華北工學院, currently known as North University of China (中北大學)) in the PRC in July 1997.

#### 董事

##### 執行董事

##### 王朝暉先生

王朝暉先生，51歲，本集團聯合創始人，自2018年4月6日起擔任本公司執行董事兼董事會主席，主要負責整體戰略規劃及主持董事會事務。王先生於附屬公司及綜合聯屬實體兼任多個董事職務及管理職位，詳情載於下表：

王先生於中國HCM行業及企業管理方面擁有近23年經驗。於創立本集團之前，王先生於2002年3月至2005年4月擔任北京北森盛世科技發展有限公司（「北森盛世」）（主要從事人才測評的公司）總經理，負責該公司的整體管理。北森盛世隨後於2006年6月30日註銷，於註銷時具有償還能力。其亦於2016年7月至2021年6月擔任北森生涯（本集團前附屬公司，主要從事高校職業解決方案）總經理，並於2009年4月至2021年9月擔任執行董事，負責該公司的整體管理。

王先生於1997年7月取得中國華北工學院（現稱中北大學）化學工程學士學位。

## DIRECTORS AND SENIOR MANAGEMENT

### 董事與高級管理層

#### Mr. Ji Weiguo (紀偉國)

Mr. Ji Weiguo (紀偉國), aged 52, the co-founder of our Group, has been serving as an executive Director and the chief executive officer of our Company since 6 April 2018. He is primarily responsible for overall strategic planning, as well as the overall research and development of our Company. Mr. Ji has served as the executive director of Chengdu WFOE from 3 January 2019 to 18 November 2020. Concurrently, Mr. Ji holds various directorships and management positions in our subsidiaries and Consolidated Affiliated Entity, and details are set out in the table below:

| Name of our Subsidiary and Consolidated Affiliated Entity<br>附屬公司及綜合聯屬實體名稱 | Directorship and/or Management Position<br>董事職務及／或管理職位 | Date of Appointment<br>委任日期 |
|----------------------------------------------------------------------------|--------------------------------------------------------|-----------------------------|
| Onshore Holdco<br>境內控股公司                                                   | Executive director<br>執行董事                             | 17 May 2005<br>2005年5月17日   |
| Sendou Shanghai<br>森豆上海                                                    | Executive director<br>執行董事                             | 3 July 2019<br>2019年7月3日    |

Mr. Ji has nearly 23 years of experience in the HCM industry in China. Prior to founding our Group, Mr. Ji had worked together with Mr. Wang, our co-founder, at Beisen Shengshi from December 2002 to April 2005, where he served as the product manager and was responsible for management of product research and development.

Mr. Ji obtained his bachelor's degree in mechanical design and manufacturing in Zhengzhou College of Light Industry (鄭州輕工業學院, currently known as Zhengzhou University of Light Industry (鄭州輕工業大學)) in the PRC in July 1997 and received a master's degree of business administration in international management from Shanghai International MBA program, which was offered through a partnership between Tongji University (同濟大學) in the PRC and École nationale des ponts et chaussées in France in October 2004.

#### 紀偉國先生

紀偉國先生，52歲，本集團聯合創始人，自2018年4月6日起擔任本公司執行董事兼行政總裁，主要負責本公司整體戰略規劃以及整體研發工作。紀先生於2019年1月3日至2020年11月18日擔任成都外商獨資企業的執行董事。紀先生於附屬公司及綜合聯屬實體兼任多個董事職務及管理職位，詳情載於下表：

紀先生於中國HCM行業擁有近23年經驗。於成立本集團之前，紀先生於2002年12月至2005年4月與聯合創始人王先生於北森盛世共事，其擔任產品經理，負責產品研發管理。

紀先生於1997年7月取得中國鄭州輕工業學院（現稱鄭州輕工業大學）機械設計與製造學士學位，並於2004年10月獲得中國同濟大學與法國國立路橋學校（École nationale des ponts et chaussées）聯合開設的上海國際MBA項目的國際管理工商管理碩士學位。

## DIRECTORS AND SENIOR MANAGEMENT

### 董事與高級管理層

#### Ms. Liu Xianna (劉憲娜)

Ms. Liu Xianna (劉憲娜), aged 52, has been serving as an executive Director and the chief financial officer of our Company since 31 December 2021 and 1 May 2021, respectively. She was appointed as a joint company secretary on 31 December 2021. Ms. Liu joined our Group on 1 November 2018 as the vice president of finance of the Onshore Holdco. Concurrently, Ms. Liu has been serving as an executive director of Onshore Holdco since 18 June 2021. She is primarily responsible for the financial, legal, commercial and government affairs of the Company.

Prior to joining our Group, Ms. Liu served as the financial manager in Emerson Process Management (Tianjin) Valves Co., Ltd. (艾默生過程管理(天津)閥門有限公司), a company primarily focusing on automation solution with highly reliable flow control technologies, where she was responsible for the overall management of the factory's financial affairs, until October 2009. From November 2009 to June 2012, she served as the financial manager in Cabot Chemical (Tianjin) Company Ltd. (卡博特化工(天津)有限公司), a company primarily engaged in specialty chemicals and performance materials manufacturing, where she was responsible for the overall financial affairs in Tianjin Factory. After that, she worked in Cabot (China) Co., Ltd. (卡博特(中國)投資有限公司) as the financial director in Greater China, a company headquartered in Boston primarily engaged in overall management of all specialty chemicals and performance materials manufacturing sites and trading companies in mainland China, where she was responsible for the overall financial affairs in Mainland China and Hong Kong as a director of Greater China. From March 2015 to October 2018, she served as the financial director in Amazon (China) Holding Company Limited (亞馬遜(中國)投資有限公司), a company primarily engaged in online shopping and AWS business in China, where she took charge of the financial affairs of logistics division of Amazon in China. She has been serving as the visiting professor of Tianjin University of Finance & Economics (天津財經大學) since May 2014 and the off campus advisor of University of International Business and Economics (對外經濟貿易大學) since September 2019.

Ms. Liu received a bachelor's degree in accounting from Tianjin University of Commerce (天津商業大學) in the PRC in July 1997 and received a master's degree of business administration from California American University in the United States in July 2002. She was admitted as a fellow member of The Association of Chartered Certified Accountants in the United Kingdom, Institute of Public Accountants in Australia and Institute of Financial Accountants in the United Kingdom in March 2010, January 2017 and January 2017 respectively. She was qualified to act as the independent non-executive director of companies listed on The Science and Technology Innovation Board and Main Board by Shanghai Stock Exchange (上海證券交易所) and Shenzhen Stock Exchange (深圳證券交易所) in July 2019. She was evaluated as the Senior Financial Management Talent (財務管理高級人才) by Enterprise Financial Management Association of China (中國企業財務管理協會) in October 2020. She has been admitted as an international affiliate of Hong Kong Institute of Certified Public Accountants (香港會計師公會) on 23 February 2022.

#### 劉憲娜女士

劉憲娜女士，52歲，分別自2021年12月31日及2021年5月1日起擔任本公司執行董事兼首席財務官。彼於2021年12月31日獲委任為聯席公司秘書。劉女士於2018年11月1日加入本集團，擔任境內控股公司財務副總裁。劉女士自2021年6月18日起兼任境內控股公司執行董事。其主要負責本公司的財務、法律、商業及政府事務。

於加入本集團之前，劉女士於2009年10月前擔任艾默生過程管理(天津)閥門有限公司(主要專注於高度可靠流量控制技術的自動化解決方案的公司)財務經理，負責工廠財務事務的整體管理。於2009年11月至2012年6月，其擔任卡博特化工(天津)有限公司(主要從事特種化學品及性能材料製造的公司)財務經理，負責天津工廠的整體財務事務。此後，其擔任卡博特(中國)投資有限公司(總部位於波士頓，主要從事中國內地所有特種化學品及性能材料製造基地及貿易公司的整體管理的公司)大中華區財務總監，其作為大中華區董事負責中國內地及香港的整體財務事務。於2015年3月至2018年10月，其擔任亞馬遜(中國)投資有限公司(主要於中國從事線上購物及亞馬遜網絡服務業務的公司)財務總監，負責亞馬遜中國物流事業部的財務事務。其自2014年5月起擔任天津財經大學客座教授，及自2019年9月起擔任對外經濟貿易大學校外導師。

劉女士於1997年7月獲得中國天津商業大學會計學學士學位，並於2002年7月獲得美國加州美國大學工商管理碩士學位。其分別於2010年3月、2017年1月及2017年1月取得英國特許公認會計師公會、澳洲公共會計師協會及英國財務會計師公會資深會員資格。其於2019年7月獲上海證券交易所及深圳證券交易所授予科創板及主板上市公司獨立非執行董事資格。其於2020年10月獲中國企業財務管理協會評為財務管理高級人才，並於2022年2月23日獲認定為香港會計師公會國際聯繫會員。

## DIRECTORS AND SENIOR MANAGEMENT

### 董事與高級管理層

#### Independent Non-executive Directors

##### Mr. Du Kui (杜葵)

Mr. Du Kui (杜葵), aged 62, has been appointed as an independent non-executive Director of our Company on 30 March 2023. He is primarily responsible for supervising and providing independent judgment to our Board.

Prior to joining our Group, Mr. Du served as the president in Beijing Renzhongren Expansion Training Co., Ltd. (北京人眾人拓展訓練有限公司), a nationwide training enterprise focusing on experiential learning technology, where he was responsible for management and business operation of the company, since December 2000. He then served as the general director in China Youth Association for Economic development (中國青年創業促進會), an institution primarily engaged in promoting the development of the market economy and the progress of youth, and an authorized principal of legal representative in Ying Charity Foundation (瀛公益基金會), an institution primarily engaged in supporting youth entrepreneurship, since January 2013. Currently, he has been serving as the chief counsel in Renhezhenгдаo Management Consulting (Beijing) Co., Ltd. (人合正道管理諮詢(北京)有限公司), a consulting firm primarily engaged in corporation training, where he was responsible for strategy planning and clients training, since September 2013. He was a non-executive Director in Keen Offshore Engineering Co., Ltd. (廣東精鋼海洋工程股份有限公司), a marine engineering company engaged in integrating research, development, design, manufacturing and offshore construction, from May 2016 to December 2024.

Mr. Du received a bachelor's degree in education from Beijing Normal University (北京師範大學) in the PRC in June 1985. He also received a master's degree of public administration and management from University of Antwerp in the Kingdom of Belgium in October 1994.

##### Mr. Zhao Hongqiang (趙宏強)

Mr. Zhao Hongqiang (趙宏強), aged 49, has been appointed as an independent non-executive Director of our Company on 30 March 2023. He is primarily responsible for supervising and providing independent judgment to our Board.

#### 獨立非執行董事

##### 杜葵先生

杜葵先生，62歲，於2023年3月30日獲委任為本公司獨立非執行董事。其主要負責監督董事會並向其提供獨立判斷。

於加入本集團之前，杜先生自2000年12月起擔任北京人眾人拓展訓練有限公司（專注於體驗式學習技術的全國性培訓企業）總裁，負責該公司的管理及業務運營。其之後自2013年1月起擔任中國青年創業促進會（主要從事促進市場經濟發展及青年進步的機構）理事長，及瀛公益基金會（主要從事支持青年創業的機構）法定代表人的授權委託人。目前，其自2013年9月起一直擔任人合正道管理諮詢（北京）有限公司（主要從事企業培訓的諮詢公司）首席顧問，負責戰略規劃及客戶培訓。其自2016年5月至2024年12月擔任廣東精鋼海洋工程股份有限公司（集研究、開發、設計、製造及海上施工為一體的海洋工程公司）非執行董事。

杜先生於1985年6月獲得中國北京師範大學教育學學士學位。其亦於1994年10月獲得比利時王國安特衛普大學公共行政管理碩士學位。

##### 趙宏強先生

趙宏強先生，49歲，於2023年3月30日獲委任為本公司獨立非執行董事。其主要負責監督董事會並向其提供獨立判斷。

## DIRECTORS AND SENIOR MANAGEMENT

### 董事與高級管理層

Prior to joining our Group, Mr. Zhao worked in KPMG LLP, a global accounting firm providing audit, tax and advisory services, in the United States from August 2001 to February 2009, with the most recent position being Audit Manager. He also previously held the position of assistant chief auditor at the Public Company Accounting Oversight Board, a regulatory oversight agency under the SEC. Mr. Zhao also served as vice president of finance at SouFun Holdings Limited (currently known as Fang Holdings Limited), a leading real estate internet portal in China listed on New York Stock Exchange (stock code: SFUN) from May 2013 to August 2014. Moreover, he served as the chief financial officer of Beijing Branch of Lede Technology Co., Ltd (樂得科技有限公司, currently known as NetEase Lede Technology Co., Ltd (網易樂得科技有限公司)), a company primarily engaged in online virtual trading, from October 2014 to October 2015. He also served as the chief financial officer and executive director of Bairong Inc. (百融雲創), a leading independent AI-powered technology platform in China serving the financial services industry listed on Hong Kong Stock Exchange (stock code: 6608), from June 2018 to May 2023, where he was responsible for financial strategy, financial management and investor relations. Mr. Zhao currently holds several directorships in several public companies, including:

- HUYA Inc., a leading China-based game live streaming company listed on New York Stock Exchange (stock code: HUYA), where he has served as its independent director since May 2018;
- Li Auto, Inc. (理想汽車), an innovator in China's new energy vehicle market listed on Nasdaq Stock Exchange (stock code: LI) and Hong Kong Stock Exchange (stock code: 2015), where he has served as its independent director and is responsible for providing independent opinion and judgement to the board of directors since July 2020;
- Gogox Holdings Limited (快狗打车控股有限公司), a major online intra-city logistics platform in Asia listed on Hong Kong Stock Exchange (stock code: 2246), where he has served as its independent non-executive director and is responsible for providing independent opinion and judgment to the board of directors since June 2022. He was appointed as an independent non-executive director at a board meeting of Gogox Holdings Limited held on 13 August 2021, and the appointment took effect from 24 June 2022; and
- YSB Inc. (藥師幫股份有限公司), a digital pharmaceutical platform serving businesses outside of hospitals in China listed on the Hong Kong Stock Exchange (stock code: 9885), where he has served as its independent non-executive director and is responsible for supervising and providing independent judgement to the board of directors and serving as chairman and/or members of certain committees of the board of directors since June 2023.

Mr. Zhao received a bachelor's degree in accounting from Tsinghua University (清華大學) in the PRC in July 1999 and a master's degree in accountancy from George Washington University in the United States in July 2001.

於加入本集團之前，趙先生於2001年8月至2009年2月於KPMG LLP(於美國提供審計、稅務及諮詢服務的全球會計師事務所)任職，離職前職位為審計經理。其曾擔任上市公司會計監督委員會(證券交易委員會轄下的監管及監督機構)的助理首席審計師。趙先生亦於2013年5月至2014年8月擔任搜房控股有限公司(現稱房天下控股有限公司，紐約證券交易所上市(股份代號：SFUN)的中國領先房地產互聯網門戶網站)財務副總監。此外，其亦於2014年10月至2015年10月擔任樂得科技有限公司(現稱網易樂得科技有限公司，主要從事線上虛擬交易的公司)北京分公司首席財務官。其亦於2018年6月至2023年5月擔任百融雲創(於香港聯交所(股份代號：6608)上市的中國領先的獨立AI技術平台，為金融服務業提供服務)首席財務官及執行董事，負責財務策略、財務管理及投資者關係。趙先生目前於多家公眾公司擔任多個董事職務，包括：

- 自2018年5月起擔任虎牙直播(於紐約證券交易所(股份代號：HUYA)上市的中國領先遊戲直播串流公司)獨立董事；
- 自2020年7月起擔任理想汽車(於納斯達克證券交易所(股份代號：LI)及香港聯交所(股份代號：2015)上市的中國新能源汽車市場的創新者)獨立董事，並負責向董事會提供獨立性意見及判斷；
- 自2022年6月起擔任快狗打车控股有限公司(於香港聯交所上市(股份代號：2246)的亞洲主要在線同城物流平台)的獨立非執行董事，負責向董事會提供獨立意見及判斷。於2021年8月13日舉行的快狗打车控股有限公司董事會會議上獲委任為獨立非執行董事，自2022年6月24日起生效；及
- 自2023年6月起擔任藥師幫股份有限公司(於香港聯交所上市的數字驅動型的中國院外醫藥產業服務平台(股份代號：9885))的獨立非執行董事，負責監督並為董事會提供獨立判斷，同時亦擔任董事會部分委員會的主席及／或成員。

趙先生於1999年7月獲得中國清華大學會計學學士學位，並於2001年7月獲得美國喬治華盛頓大學會計學碩士學位。

## DIRECTORS AND SENIOR MANAGEMENT

### 董事與高級管理層

#### Mr. Ge Ke (葛珂)

Mr. Ge Ke (葛珂), aged 53, has been appointed as an independent non-executive Director of our Company since 30 March 2023. He is primarily responsible for supervising and providing independent judgment to our Board.

Prior to joining our Group, Mr. Ge served several positions in Kingsoft Group, which refers to Kingsoft Corporation Limited (金山軟件有限公司), a leading software and internet service company listed on the Hong Kong Stock Exchange (stock code: 3888), and its subsidiaries, where he served as the assistant to the chief executive officer since 1999, and then successively served as the chief officer in the distribution department, a vice president and a senior vice president in charge of overall office software business. Mr. Ge has served as an executive director in Zhuhai Kingsoft Office Software Co., Ltd. (珠海金山辦公軟件有限公司) from 2011 to 2021. He has currently served as the chairman of the board of directors of Beijing Kingsoft Office Software, Inc. (北京金山辦公軟件股份有限公司), a China-based leading office software and service provider listed on the Science and Technology Innovation Board of Shanghai Stock Exchange (stock code: 688111), since July 2016, and also holds several positions in other members of Kingsoft Group. Mr. Ge has been serving as an executive director in Beijing Qiwen Yiwei Investment Co., Ltd. (北京奇文壹緯投資有限責任公司), an investment company, where he was responsible for overall management and business operation since October 2015. He has also been serving as a director in Ray Tower Limited (耀聲有限公司) where he was responsible for overall management and business operation since July 2015. Mr. Ge has served as an independent director of Manycore Tech Inc. (a world-leading spatial intelligence service provider listed on the Hong Kong Stock Exchange, stock code: 00068) since April 2026.

Mr. Ge received a bachelor's degree in engineering from Nanjing University (南京大學) in July 1995.

### SENIOR MANAGEMENT

Our senior management team comprises of Mr. Ji Weiguo and Ms. Liu Xianna, each of whom is an executive Director of our Company. See their biographies above. Our senior management is responsible for the day-to-day management and operation of our business.

#### 葛珂先生

葛珂先生，53歲，於2023年3月30日獲委任為本公司獨立非執行董事。其主要負責監督董事會並向其提供獨立判斷。

於加入本集團之前，葛先生於金山集團（即金山軟件有限公司（於香港聯交所上市（股份代號：3888）的領先軟件及互聯網服務公司）及其附屬公司擔任多個職務，其自1999年起擔任行政總裁助理，隨後先後擔任分銷部主任、副總裁及高級副總裁，負責整體辦公軟件業務。葛先生自2011年至2021年擔任珠海金山辦公軟件有限公司的執行董事。現時，其自2016年7月起擔任北京金山辦公軟件股份有限公司（於上海證券交易所科創板上市的中國領先辦公軟件及服務提供商，股份代號：688111）的董事會主席，亦於金山集團其他成員公司擔任多個職務。葛先生自2015年10月起擔任投資公司北京奇文壹緯投資有限責任公司的執行董事，負責整體管理及業務營運。其亦自2015年7月起擔任耀聲有限公司的董事，負責總體管理及業務營運。葛先生自2026年4月起擔任群核資訊技術有限公司（於香港聯交所上市的全體領先的空間智能服務提供商，股份代號：00068）的獨立董事。

葛先生於1995年7月獲得南京大學工學學士學位。

### 高級管理層

我們的高級管理團隊由本公司執行董事紀偉國先生及劉憲娜女士組成，彼等的履歷部分請參閱以上內容。我們的高級管理層負責我們業務的日常管理及營運。

# DIRECTORS' REPORT

## 董事會報告

### PRINCIPAL ACTIVITIES

Our platform iTalentX delivers cloud-native SaaS products, namely our cloud-based HCM solutions, for enterprises to recruit, evaluate, manage, develop and retain talents efficiently. We offer integrated cloud-based HCM solutions that synchronize use cases and the underlying employee data for our customers. There were no significant changes in the nature of the Group's principal activities during the Reporting Period and up to the date of this report. Please refer to note 35 to the consolidated financial statements on page 231 for details of the principal activities of the principal subsidiaries of the Company.

### RESULTS

The results of the Group for the year ended 31 March 2026 are set out in the consolidated financial statements of the Group on pages 131 to 233 of this report.

### FINAL DIVIDEND

The Board did not recommend the distribution of a final dividend for the year ended 31 March 2026.

### ANNUAL GENERAL MEETING

The AGM will be held on Thursday, 17 September 2026. A notice convening the said AGM will be published and provided to the Shareholders in due course.

### CLOSURE OF REGISTER OF MEMBERS

For determining the entitlement to attend and vote at the AGM, the register of members of the Company will be closed from Monday, 14 September 2026 to Thursday, 17 September 2026, both days inclusive, during which period no transfer of Shares will be registered. In order to be eligible to attend and vote at the AGM, all transfer forms accompanied by the relevant share certificates must be lodged with the branch share registrar of the Company in Hong Kong, Computershare Hong Kong Investor Services Limited, at Shops 1712–1716, 17th Floor Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong for registration no later than 4:30 p.m. on Friday, 11 September 2026.

Shareholders whose names appear on the register of members of the Company on Thursday, 17 September 2026 shall be entitled to attend and vote at the AGM.

### SHARE CAPITAL

Details of the issued Shares during the year ended 31 March 2026 are set out in note 23 to the consolidated financial statements.

### 主要業務

我們的平台iTalentX為企業提供雲原生SaaS產品（即我們的雲端HCM解決方案），以幫助企業高效地招聘、測評、管理、發展及留用人才。我們提供一體化雲端HCM解決方案，為客戶同步使用場景與底層員工數據。報告期間及截至本報告日期，本集團的主要業務性質並無重大變化。有關本公司主要附屬公司的主要業務詳情，請參閱第231頁的綜合財務報表附註35。

### 業績

本集團截至2026年3月31日止年度的業績載於本報告第131頁至233頁的本集團綜合財務報表。

### 末期股息

董事會不建議派發截至2026年3月31日止年度的末期股息。

### 股東週年大會

股東週年大會將於2026年9月17日（星期四）舉行。召開上述股東週年大會的通告將於適當時間刊發及提供予股東。

### 暫停辦理股份過戶登記手續

為確定有權出席股東週年大會並於會上投票的資格，本公司將自2026年9月14日（星期一）至2026年9月17日（星期四）（首尾兩日包括在內）暫停辦理股份過戶登記手續，期間不會辦理任何股份過戶登記。為確保符合資格出席股東週年大會並於會上投票，所有過戶表格連同有關股票，須於2026年9月11日（星期五）下午4時30分前送達本公司的香港股份過戶登記分處香港中央證券登記有限公司（地址為香港灣仔皇后大道東183號合和中心17樓1712–1716號舖）以作登記。

凡於2026年9月17日（星期四）名列本公司之股東名冊之股東有權出席股東週年大會並於會上投票。

### 股本

截至2026年3月31日止年度，已發行股份詳情載於綜合財務報表附註23。

## DIRECTORS' REPORT

### 董事會報告

#### RESERVES

Details of the movements in reserves of the Group during the year ended 31 March 2026 are set out in note 24 to the consolidated financial statements.

#### DISTRIBUTABLE RESERVES

As of 31 March 2026, the Company did not have any distributable reserves.

#### FINANCIAL SUMMARY

The Shares were listed on the Stock Exchange on 13 April 2023. A summary of the results and of the assets, liabilities and equity of the Group for the last five financial years, as extracted from the audited financial information and financial statements, is set out on pages 5 to 6 of this annual report.

#### BANK LOANS AND OTHER BORROWINGS

As at 31 March 2026, the Company had no bank loans or other borrowings.

#### PROPERTY, PLANT AND EQUIPMENT

Details of movements in the property, plant and equipment of the Company during the year ended 31 March 2026 are set out in note 14 to the consolidated financial statements.

#### SUFFICIENCY OF PUBLIC FLOAT

As at the date of this report and based on the information available to the Company and to the knowledge of the Directors, the Company's public float complies with the requirements of Rule 8.08 of the Listing Rules.

#### PRE-EMPTIVE RIGHTS

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

#### TAX RELIEF AND EXEMPTION

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

#### 儲備

截至2026年3月31日止年度，本集團的儲備變動詳情載於綜合財務報表附註24。

#### 可供分派儲備

截至2026年3月31日，本公司並無任何可供分派儲備。

#### 財務概要

本公司股份於2023年4月13日在聯交所上市。本集團摘自經審核財務資料及財務報表的過去五個財政年度的業績以及資產、負債及權益概要，載於本年報第5頁至6頁。

#### 銀行貸款及其他借款

於2026年3月31日，本公司並無銀行貸款及其他借款。

#### 物業、廠房及設備

截至2026年3月31日止年度，本公司的物業、廠房及設備變動詳情載於綜合財務報表附註14。

#### 足夠公眾持股量

於本報告日期，根據本公司可獲得的資料及據董事所知，本公司的公眾持股量符合上市規則第8.08條的規定。

#### 優先購買權

組織章程細則或開曼群島法例並無優先購買權規定，故本公司毋須按比例向現有股東發售新股份。

#### 稅務減免

董事並不知悉任何股東因持有本公司證券而享有任何稅務減免。

## DIRECTORS' REPORT

### 董事會報告

#### USE OF NET PROCEEDS FROM GLOBAL OFFERING

The Shares were listed on the Main Board of the Stock Exchange on 13 April 2023. Our Company received net proceeds (after deduction of underwriting fees and commissions and expenses payable by us) in connection with the Global Offering in the amount of approximately HK\$155.0 million. Such net proceeds have been and will be applied in accordance with the purposes as set out in the Prospectus by the Company. The details of intended application of net proceeds from the Global Offering and the actual use of net proceeds as at 31 March 2026 are set out as follows:

#### 全球發售所得款項淨額用途

本公司股份已於2023年4月13日在聯交所主板上市。本公司就全球發售收到所得款項淨額（經扣除就我們應付的包銷費用及佣金以及開支後）約為155.0百萬港元。本公司已按照且將按照招股章程所載的用途運用該等所得款項淨額。有關全球發售所得款項淨額擬定用途及截至2026年3月31日所得款項淨額實際用途的詳情載列如下：

| Item                                                                | Approximate % of total net proceeds | Net proceeds from the Global Offering  | Unutilized net proceeds from the Global Offering as at 1 April 2025<br>截至2025年4月1日未動用全球發售所得款項淨額 | Net proceeds from the Global Offering utilized during the Reporting Period <sup>(2)</sup> | Unutilized net proceeds from the Global Offering as at 31 March 2026 | Expected timeline of full utilization of the unutilized net proceeds <sup>(1)</sup> |
|---------------------------------------------------------------------|-------------------------------------|----------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 項目                                                                  | 佔總所得款項淨額的概約百分比                      | 全球發售所得款項淨額<br>(HK\$ million)<br>(百萬港元) | 4月1日未動用全球發售所得款項淨額<br>(HK\$ million)<br>(百萬港元)                                                   | 報告期間已動用全球發售所得款項淨額 <sup>(2)</sup><br>(HK\$ million)<br>(百萬港元)                              | 截至2026年3月31日未動用全球發售所得款項淨額<br>(HK\$ million)<br>(百萬港元)                | 悉數動用未動用所得款項淨額的預期時間表 <sup>(1)</sup>                                                  |
| <b>Further upgrade our integrated cloud-based HCM solutions</b>     |                                     |                                        |                                                                                                 |                                                                                           |                                                                      |                                                                                     |
| <b>進一步升級一體化雲端HCM解決方案</b>                                            |                                     |                                        |                                                                                                 |                                                                                           |                                                                      |                                                                                     |
| (a) Integrate more seamlessly our cloud-based HCM solutions         | 15%                                 | 23.3                                   | 17.9                                                                                            | 8.5                                                                                       | 9.4                                                                  | Before 31 December 2028                                                             |
| (a) 更加無縫整合雲端HCM解決方案                                                 |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 2028年12月31日前                                                                        |
| (b) Enhance the functionality and features of our Core-HR Solutions | 15%                                 | 23.3                                   | 14.2                                                                                            | 11.9                                                                                      | 2.3                                                                  | Before 31 December 2028                                                             |
| (b) 增強Core-HR解決方案的功能及特性                                             |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 2028年12月31日前                                                                        |
| (c) Upgrade our other HCM solutions                                 | 5%                                  | 7.8                                    | -                                                                                               | -                                                                                         | -                                                                    | Not applicable                                                                      |
| (c) 升級其他HCM解決方案                                                     |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 不適用                                                                                 |
| <b>Continue to enhance our technology development capabilities</b>  |                                     |                                        |                                                                                                 |                                                                                           |                                                                      |                                                                                     |
| <b>繼續增強技術開發能力</b>                                                   |                                     |                                        |                                                                                                 |                                                                                           |                                                                      |                                                                                     |
| (a) Upgrade our PaaS infrastructure                                 | 20%                                 | 31.0                                   | 27.8                                                                                            | 5.2                                                                                       | 22.6                                                                 | Before 31 December 2028                                                             |
| (a) 升級PaaS基礎設施                                                      |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 2028年12月31日前                                                                        |
| (b) Expand R&D teams with enhanced R&D efficiency                   | 10%                                 | 15.5                                   | 12.6                                                                                            | 8.0                                                                                       | 4.6                                                                  | Before 31 December 2028                                                             |
| (b) 擴大研發團隊，提高研發效率                                                   |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 2028年12月31日前                                                                        |
| <b>Strengthen our sales and marketing efforts</b>                   |                                     |                                        |                                                                                                 |                                                                                           |                                                                      |                                                                                     |
| <b>加強銷售及營銷工作</b>                                                    |                                     |                                        |                                                                                                 |                                                                                           |                                                                      |                                                                                     |
| (a) Expand our sales force nationwide                               | 7%                                  | 10.9                                   | -                                                                                               | -                                                                                         | -                                                                    | Not applicable                                                                      |
| (a) 在全國範圍內擴大銷售隊伍                                                    |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 不適用                                                                                 |
| (b) Expand and diversify our sales and marketing channels           | 5%                                  | 7.8                                    | -                                                                                               | -                                                                                         | -                                                                    | Not applicable                                                                      |
| (b) 拓展及豐富銷售及營銷渠道                                                    |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 不適用                                                                                 |
| (c) Improve our sales and marketing technologies                    | 3%                                  | 4.7                                    | -                                                                                               | -                                                                                         | -                                                                    | Not applicable                                                                      |
| (c) 改進銷售及營銷技術                                                       |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 不適用                                                                                 |
| <b>Enhance our customer success and services capabilities</b>       | 10%                                 | 15.5                                   | -                                                                                               | -                                                                                         | -                                                                    | Not applicable                                                                      |
| <b>提高客戶成功及服務能力</b>                                                  |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 不適用                                                                                 |
| <b>Working capital and other general corporate purposes</b>         | 10%                                 | 15.2                                   | -                                                                                               | -                                                                                         | -                                                                    | Not Applicable                                                                      |
| <b>營運資金及其他一般企業用途</b>                                                |                                     |                                        |                                                                                                 |                                                                                           |                                                                      | 不適用                                                                                 |
| <b>Total</b>                                                        | 100.0                               | 155.0                                  | 72.5                                                                                            | 33.6                                                                                      | 38.9                                                                 |                                                                                     |
| <b>總計</b>                                                           |                                     |                                        |                                                                                                 |                                                                                           |                                                                      |                                                                                     |

## DIRECTORS' REPORT

### 董事會報告

#### Notes:

- (1) The expected timeline is based on the best estimation made by the Group on future market condition and may change with the current market condition and future development.
- (2) The amount is calculated based on the exchange rate of HK\$1.00 to RMB0.88.
- (3) The figures in the table are approximate figures.

The Company will use the remaining proceeds for the purpose as disclosed in the Prospectus.

## BUSINESS REVIEW

### Overview and Performance of the Year

A fair review of the business of the Group as required by Schedule 5 to the Companies Ordinance (Chapter 622 of the Laws of Hong Kong), including an analysis of the Group's financial performance and an indication of likely future developments in the Group's business is set out in the sections headed "Chairman's Statement" and "Management Discussion and Analysis" of this report. These discussions form part of this report. Events affecting the Company that have occurred since the end of the Reporting Period are set out in the section headed "Management Discussion and Analysis – Events after the Reporting Period" in this report.

### Key Relationship with Stakeholders

The Group recognizes that various stakeholders including employees, customers, suppliers and other business associates are key to the Group's success. The Group strives to achieve corporate sustainability through engaging, collaborating, and cultivating strong relationships with them.

The Group believes that it is vital to attract, recruit and retain quality employees. To maintain the quality, knowledge and skill levels of the Group's workforce, the Group provides the employees with periodic training, including introductory training for new employees, technical training, professional and management training and health and safety training. The Group believes that it maintains a good relationship with its employees and the Group did not experience any significant labor disputes or any difficulty in recruiting staff for its operations.

We believe our focus on customer success and service is critical to onboarding new customers and retaining our existing customers and growing our business. We have invested heavily in the quality and training of our customer success and service teams to ensure that they could maintain a consistently high level of our services. Our large and growing customer base has also provided us with valuable insights into industry best practices that enable us to better understand customer needs to continuously refine our offerings and improve customer experience.

#### 附註：

- (1) 預期時間表乃基於本集團對未來市況作出的最佳估計，可隨著目前市況及未來發展而變動。
- (2) 該金額乃根據1.00港元兌人民幣0.88元的匯率折算。
- (3) 上表數字為概約數字。

本公司將按招股章程所披露的用途使用剩餘所得款項。

## 業務回顧

### 本年度概況及業績表現

根據香港法例第622章《公司條例》附表5的規定，我們須對本集團業務進行公平審閱，包括分析本集團的財務表現及說明本集團業務未來可能作出的發展，有關詳情載於本報告「主席致辭」及「管理層討論與分析」一節。該等討論構成本報告的一部分。自報告期末以來發生的對本公司造成影響的事件載於本報告中「管理層討論與分析—本報告期後事項」一節。

### 與利益相關者之主要關係

本集團深知包括員工、客戶、供應商及其他業務夥伴在內的各個利益相關方是本集團成功的關鍵。本集團通過參與、合作及與彼等建立牢固的關係，努力實現企業的可持續發展。

本集團相信，吸引、招募及挽留優質員工至關重要。為維持本集團員工的素質，知識及技能水平，本集團向員工提供定期培訓，包括新員工入職培訓、技術培訓、專業及管理培訓以及健康及安全培訓。本集團認為其與員工維持良好關係，並無遭遇任何重大勞務糾紛，在招聘業務人員時亦無遇到任何困難。

我們認為，我們專注於客戶成功及服務對吸引新客戶及挽留現有客戶以及發展我們的業務而言至關重要。我們已投入大量資源以提高客戶成功及服務團隊的素質及培訓，確保彼等可以維持一貫的高水平服務。我們龐大且不斷增長的客戶群亦為我們提供了對行業最佳實踐的寶貴見解，使我們能夠更好地了解客戶需求，以不斷完善我們的產品及改善客戶體驗。

## DIRECTORS' REPORT

### 董事會報告

Details of an account of the Company's key relationships with its employees, customers, suppliers and other business associates that have a significant impact on the Company are set out in the environmental, social and governance report of the Company which will be disclosed as a separate report and published on the websites of the Stock Exchange and the Company together with the publication of this annual report.

## SOCIAL RESPONSIBILITIES, ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group is committed to fulfilling social responsibility, promoting employee benefits and development, protecting the environment and giving back to community and achieving sustainable growth. In April 2025, the Group donated RMB100,000 to Tsinghua University Education Foundation (清華大學教育基金會) in support of the establishment and development of the Institute of Global Securities Markets at the School of Economics and Management, Tsinghua University. In May 2025, the Group donated RMB120,000 to Beijing Yixin Care Charity Foundation (北京一心關愛慈善基金會) in support of Love Kitchen Project. In December 2025, the Group donated HK\$1,000,000 to relief projects related to the Hong Kong fire. In December 2025, the Group donated RMB100,000 to Shanghai Yongda Foundation (上海永達基金會) to support assistance for poor children. In January 2026, the Group donated RMB5,000 to Shanghai Science and Technology Development Foundation (上海科技發展基金會). In March 2026, the Group donated RMB168,000 to China Foundation for Rural Development (中國鄉村發展基金會). The environmental, social and governance report of the Company will be disclosed as a separate report and published on the websites of the Stock Exchange and the Company together with the publication of this annual report.

## CORPORATE GOVERNANCE PRACTICES

The Board is committed to achieving good corporate governance standards.

The Board believes that good corporate governance standards are essential in providing a framework for the Company to safeguard the interests of Shareholders, enhance corporate value, formulate our business strategies and policies, and enhance its transparency and accountability.

The Company has adopted the principles and code provisions of the CG Code contained in Appendix C1 to the Listing Rules as the basis of the Company's corporate governance practices.

In the opinion of the Directors, during the Reporting Period, the Company has complied with all the code provisions as set out in the CG Code. The Directors will periodically review on the Company's corporate governance policies and will propose any amendment, if necessary, to ensure compliance with the code provisions from time to time.

本公司與其員工、客戶、供應商及其他對本公司有重大影響的業務夥伴之間的重要關係的詳細情況載於本公司的環境、社會及管治報告，該報告將作為獨立報告單獨披露，與本年報一同刊登於聯交所及本公司網站。

## 社會責任、環保政策及表現

本集團致力於履行社會責任，提升員工福利及發展，保護環境，回報社會，實現可持續發展。2025年4月，本集團向清華大學教育基金會捐贈人民幣100,000元用於支持清華大學經濟管理學院全球證券市場研究所的建設和發展。2025年5月，本集團向北京一心關愛慈善基金會捐款人民幣120,000元，以支持愛心廚房項目。2025年12月，本集團向香港大火相關救災項目捐贈港幣1,000,000元。2025年12月，本集團向上海永達基金會捐贈人民幣100,000元用於貧困兒童幫扶項目。2026年1月，本集團向上海科技發展基金會捐贈人民幣5,000元。2026年3月，本集團向中國鄉村發展基金會捐贈人民幣168,000元。本公司環境、社會及管治報告將作為獨立報告單獨披露，與本年報一同刊登於聯交所及本公司網站。

## 企業管治常規

董事會致力於達到良好企業管治標準。

董事會相信，良好企業管治標準乃為本公司提供框架以保障股東權益、提升企業價值、制定公司業務策略及政策以及加強透明度及問責所必需。

本公司已採納上市規則附錄C1所載的企業管治守則的原則及守則條文，作為本公司的企業管治常規的基礎。

董事認為，報告期間，本公司已遵守企業管治守則所載的所有守則條文。董事將定期審閱本公司的企業管治政策及將於有需要時作出修訂，以確保不時遵守守則條文。

## DIRECTORS' REPORT

### 董事會報告

#### DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules as its own code of conduct regarding Directors' securities transactions since the Listing Date.

Having made specific enquiries of all Directors, each of the Directors has confirmed that he or she had complied with the requirements as set out in the Model Code during the Reporting Period.

The Company's employees, who are likely to be in possession of unpublished inside information of the Company, are also subject to the Model Code. No incident of non-compliance with the Model Code by the employees was noted by the Company during the Reporting Period.

#### Key Risks and Uncertainties

There are certain key risks and uncertainties involved in our operations, some of which are beyond our control.

Set out below are the material risks and uncertainties that we face:

- our ability to upgrade, enhance and expand our technology and solutions or provide successful enhancements, new features and applications to suit our customers' evolving needs;
- our ability to maintain and grow our customer base;
- our financial position;
- our ability to effectively manage our technology infrastructure and continue innovating and keeping pace with technological developments;
- our ability to maintain stable relationships with our third-party cloud-based infrastructure providers; and
- breaches of our security measures and unauthorized access to customer data.

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

#### 董事進行證券交易

自上市日期起，本公司已採納上市規則附錄C3所載之標準守則，作為本公司董事進行證券交易之操守守則。

經向全體董事作出具體查詢後，各董事均確認，報告期間，彼等已遵守標準守則所載規定。

可能掌握本公司未公開內幕消息的本公司員工亦須遵守標準守則。報告期間，本公司並無發現僱員不遵守標準守則的事件。

#### 主要風險與不確定因素

我們的營運涉及若干主要風險與不確定因素，其中一部分在我們掌控之外。

下文載列我們面對的重大風險與不確定因素：

- 我們升級、增強及擴展我們的技術及解決方案，或提供成功的增強功能、新功能及應用，以滿足客戶不斷變化的需求的能力；
- 我們維持和增加客戶基礎的能力；
- 我們的財務狀況；
- 我們有效管理我們技術基礎設施及繼續創新並緊跟技術發展的步驟的能力；
- 我們與第三方雲端基礎設施提供商保持穩定關係的能力；及
- 違反我們安全措施及未經授權訪問客戶數據。

然而，以上並非詳盡的列表。投資者對股份進行任何投資前，應自行作出判斷或諮詢投資顧問的意見。

## DIRECTORS' REPORT

### 董事會報告

## PROSPECTS

A description of the future development in the Company's future business is provided in the sections headed "Chairman's Statement" and "Management Discussion and Analysis" of this report.

## DIRECTORS

The Directors during the Reporting Period and up to the date of this report are as follows:

### Executive Directors

Mr. Wang Zhaohui (*Chairman*)  
Mr. Ji Weiguo (*Chief Executive Officer*)  
Ms. Liu Xianna (*Chief Financial Officer*)

### Independent Non-executive Directors

Mr. Du Kui  
Mr. Zhao Hongqiang  
Mr. Ge Ke

In accordance with article 26.1 of the Articles of Association, subject to the provisions of the Articles of Association and the Companies Act, Cap. 22 (as revised) of the Cayman Islands, the Company may by ordinary resolution appoint any person to be a Director, either to fill a casual vacancy or as an additional Director.

In accordance with article 26.3 of the Articles of Association, the Directors may appoint any person to be a Director, either to fill a vacancy or as an additional Director provided that the appointment does not cause the number of Directors to exceed any number fixed by or in accordance with the Articles as the maximum number of Directors. Any Director so appointed shall hold office only until the first annual general meeting of the Company after such Director's appointment and shall then be eligible for re-election at that meeting.

In accordance with article 26.4 of the Articles of Association, at every annual general meeting of the Company one-third of the Directors for the time being (or, if their number is not three or multiple of three, then the number nearest to, but not less than, one-third) shall retire from office by rotation provided that every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years.

Accordingly, Ms. Liu Xianna and Mr. Du Kui shall retire from office by rotation at the AGM. All of the retired directors, being eligible, offer themselves for re-election at the AGM.

Details of the Directors to be re-elected at the forthcoming AGM are set out in the circular to Shareholders to be dispatched in due course in the manner as required by the Listing Rules.

## 展望

有關本公司未來業務發展的描述載於本報告「主席致辭」及「管理層討論與分析」章節。

## 董事

於報告期及直至本報告日期的董事如下：

### 執行董事

王朝暉先生 (*主席*)  
紀偉國先生 (*行政總裁*)  
劉憲娜女士 (*首席財務官*)

### 獨立非執行董事

杜葵先生  
趙宏強先生  
葛珂先生

根據組織章程細則第26.1條，在符合組織章程細則及開曼群島法例第22章公司法（經修訂）的規定之情況下，本公司可通過普通決議案委任任何人士為董事，以填補空缺或出任新增的董事職位。

根據組織章程細則第26.3條，董事可委任任何人士為董事，以填補空缺或出任新增的董事職位，但該委任不得使董事人數超過章程細則規定或根據章程細則規定應有的最高董事人數。任何以此方式委任的董事任期僅至其獲委任後本公司首次股東週年大會為止，屆時將符合資格於會上重選連任。

根據組織章程細則第26.4條，於本公司每屆股東週年大會上，三分之一的在任董事（或倘若董事數目並非三或三的倍數，則以最接近但不少於三分之一的董事）須輪值退任，惟每名董事（包括按特定任期獲委任的董事）均須最少每三年輪值退任一次。

因此，劉憲娜女士及杜葵先生須於股東週年大會上輪值退任。所有退休董事均符合資格亦願意於股東週年大會上膺選連任。

有關將於應屆股東週年大會上重選的董事詳情載於根據上市規則所規定方式於適當時候寄發予股東的通函內。

## DIRECTORS' REPORT

### 董事會報告

#### CHANGES TO INFORMATION OF DIRECTORS AND CHIEF EXECUTIVES

Mr. Ge Ke has been appointed as an independent director of Manycore Tech Inc. (a globally leading spatial intelligence service provider listed on the Hong Kong Stock Exchange, stock code: 00068) with effect from April 2026.

Biographical details of the Directors and the senior management of the Group are set out on pages 43 to 48 of this report. Save as disclosed in this report and as at the date of this report, there are no other changes to the Directors' or chief executive's information as required to be disclosed pursuant to Rules 13.51(2) and 13.51B(1) of the Listing Rules since the publication of the interim report of the Company for the six months ended 30 September 2025.

#### DIRECTORS' SERVICE CONTRACTS AND APPOINTMENT LETTERS

Each of the executive Directors has entered into a service contract with the Company for an initial fixed term of three years commencing from 30 March 2026 and will continue thereafter until terminated by not less than three months' notice in writing served by either party on the other, which notice shall not expire until after the fixed term. Each of our independent non-executive Directors has entered into a letter of appointment with the Company for an initial fixed term of three years commencing from 30 March 2026 and will continue thereafter until terminated by not less than two months' notice in writing served by either party on the other, which notice shall not expire until after the fixed term.

None of the Directors proposed for re-election at the AGM has an unexpired service contract or appointment letter which is not determinable by the Company or any of its subsidiaries within one year without payment of compensation, other than statutory compensation.

#### CONFIRMATION OF INDEPENDENCE FROM THE INDEPENDENT NON-EXECUTIVE DIRECTORS

We have received from each of the independent non-executive Directors, namely Mr. Du Kui, Mr. Zhao Hongqiang and Mr. Ge Ke, the confirmation of their respective independence pursuant to Rule 3.13 of the Listing Rules. The Company has duly reviewed the confirmation of independence of each of these Directors. We consider that our independent non-executive Directors have been independent throughout the year ended 31 March 2026 and remain so as at the date of this report.

#### 董事及最高行政人員資料變動

葛珂先生自2026年4月起擔任群核資訊技術有限公司（於香港聯交所上市的全球領先的空間智能服務提供商，股份代號：00068）的獨立董事。

董事及本集團高級管理層的履歷詳情載於本報告第43至第48頁。除本報告所披露者外，自本公司發佈截至2025年9月30日止六個月的中期報告以來，並無其他根據上市規則第13.51(2)及13.51B(1)條須予披露的董事或最高行政人員資料變動。

#### 董事服務合約及委任書

各執行董事已與本公司訂立服務合約，自2026年3月30日起初步固定為期三年，並將於其後持續有效，直至一方向另一方發出不少於三個月的書面通知終止，該通知不得在固定年期前屆滿。各獨立非執行董事已與本公司訂立委任函，自2026年3月30日起初步固定為期三年，並將於其後持續有效，直至一方向另一方發出不少於兩個月的書面通知終止，該通知不得在固定年期前屆滿。

於股東週年大會上膺選連任的董事概無與本公司或其任何附屬公司訂立尚未屆滿且不出作賠償（法定賠償除外）則不能於一年內終止的服務合約或委任書。

#### 獨立非執行董事的獨立性確認

本公司已接獲獨立非執行董事杜葵先生、趙宏強先生及葛珂先生各自根據上市規則第3.13條就其獨立性做出的確認。本公司已妥善審閱該等董事各自的獨立性確認函。我們認為，我們的獨立非執行董事於截至2026年3月31日止均為獨立人士，且於本報告日期仍然如是。

## DIRECTORS' REPORT

### 董事會報告

#### DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As far as the Company is aware, as at 31 March 2026, the interests and/or short positions (as applicable) of our Directors and chief executive in the Shares, underlying shares and debentures of our Company and its associated corporations, within the meaning of Part XV of the SFO, which were required (a) to be notified to our Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and/or short positions (as applicable) which they were taken or deemed to have taken under such provisions of the SFO); or (b) pursuant to section 352 of the SFO, to be recorded in the register referred to therein; or (c) to be notified to our Company and the Stock Exchange pursuant to the Model Code, were as follows:

#### Long/Short Positions in the Shares

#### 董事及最高行政人員於股份、相關股份及債權證的權益及淡倉

就本公司所知，於2026年3月31日，本公司董事及最高行政人員於本公司或其相聯法團（定義見證券及期貨條例第XV部分）的股份、相關股份及債權證中擁有(a)根據證券及期貨條例第XV部分第7及第8分部須知會本公司及聯交所的權益及／或淡倉（如適用）（包括根據證券及期貨條例有關條文被當作或視為擁有的權益及／或淡倉）；或(b)根據證券及期貨條例第352條的規定須登記於該條所述登記冊內的權益及／或淡倉；或(c)根據標準守則須知會本公司及聯交所的權益及／或淡倉如下：

#### 於股份中的好倉／淡倉

| Name of Director or Chief Executive<br>董事或最高行政人員姓名                          | Capacity/Nature of interest<br>身份／權益性質 | Number of Shares<br>interested <sup>(1)</sup><br>擁有權益的股份數目 <sup>(1)</sup> | Approximate<br>percentage of<br>shareholding <sup>(2)</sup><br>概約持股份百分比 <sup>(2)</sup><br>(%) |
|-----------------------------------------------------------------------------|----------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Mr. Wang Zhaohui ("Mr. Wang") <sup>(3)</sup><br>王朝暉先生（「王先生」） <sup>(3)</sup> | Beneficiary of a trust<br>信託受益人        | 81,054,370 (L)                                                            | 11.01                                                                                         |
|                                                                             | Beneficial interest<br>實益權益            | 1,745,200 (L)                                                             | 0.24                                                                                          |
|                                                                             | Interest of Spouse<br>配偶權益             | 2,060,570 (L)                                                             | 0.28                                                                                          |
| Mr. Ji Weiguo ("Mr. Ji") <sup>(4)</sup><br>紀偉國先生（「紀先生」） <sup>(4)</sup>      | Beneficiary of a trust<br>信託受益人        | 80,644,370 (L)                                                            | 10.95                                                                                         |
|                                                                             | Beneficial interest<br>實益權益            | 1,749,600 (L)                                                             | 0.24                                                                                          |
|                                                                             |                                        |                                                                           |                                                                                               |
| Ms. Liu Xianna ("Ms. Liu") <sup>(5)</sup><br>劉憲娜女士（「劉女士」） <sup>(5)</sup>    | Beneficiary of a trust<br>信託受益人        | 1,730,990 (L)                                                             | 0.24                                                                                          |
|                                                                             | Beneficial interest<br>實益權益            | 1,227,360 (L)                                                             | 0.17                                                                                          |
|                                                                             |                                        |                                                                           |                                                                                               |

## DIRECTORS' REPORT

### 董事會報告

#### Notes:

- (1) The letter "L" denotes the person's long position in the Shares.
- (2) As at 31 March 2026, there were 736,191,751 Shares in issue.
- (3) Zhaosen Holding Limited is a limited liability company which is owned by (i) Xiasen Limited as to 1%, an exempted company with limited liability wholly owned by Mr. Wang and (ii) Huisen Holding Limited as to 99%, a limited company incorporated in the BVI wholly owned by Sen Talent Holdings Limited, a BVI limited company, which is in turn wholly owned by Ark Trust (Singapore) Ltd., as the trustee for a trust established by Mr. Wang (as settlor and protector) for the benefit of Mr. Wang and his family. As such, each of Mr. Wang, Ark Trust (Singapore) Ltd., Sen Talent Holdings Limited and Huisen Holding Limited is deemed to be interested in 81,054,370 Shares owned by Zhaosen Holding Limited under the SFO.

Ms. Zhou Dan (周丹), Mr. Wang's spouse, was granted, taking into account of the Share Subdivision, (i) 783,410 options on 1 January 2019 pursuant to the Pre-IPO Share Option Plan, which were all exercised and 783,410 Shares were issued pursuant to the Pre-IPO Share Option Plan immediately after the completion of the Global Offering and the Share Subdivision, and (ii) 1,277,160 options on 1 March 2023, of which 638,580 options were vested but yet to be exercised. For details, please see "Directors' Report – Pre-IPO Share Option Plan – Outstanding share options granted" in this annual report. As such, Mr. Wang is deemed to be interested in 2,060,570 Shares that Ms. Zhou Dan is interested in under the SFO. Ms. Zhou Dan is also deemed to be interested in the Shares that Mr. Wang is interested in under the SFO.

On 1 March 2023, Mr. Wang was granted 1,500,000 options pursuant to the Pre-IPO Share Option Plan, of which 750,000 options were vested but yet to be exercised. Details of which are set out in "Directors' Report – Pre-IPO Share Option Plan – Outstanding share options granted" in this annual report. In addition, as at 31 March 2026, Mr. Wang directly holds 245,200 Shares.

#### 附註：

- (1) 字母「L」指該名人士於股份的好倉。
- (2) 截至2026年3月31日，已發行股份為736,191,751股。
- (3) Zhaosen Holding Limited為一家有限公司，其由(i) Xiasen Limited(王先生全資擁有的一家獲豁免有限公司)擁有1%的股權及(ii) Huisen Holding Limited(一家於英屬維爾京群島註冊成立的有限公司)擁有99%權益。Huisen Holding Limited由英屬維爾京群島有限公司Sen Talent Holdings Limited全資擁有，而Sen Talent Holdings Limited由Ark Trust (Singapore) Ltd.作為由王先生(作為委託人及保護人)為王先生及其家族利益設立的信託的受託人全資擁有。因此，根據證券及期貨條例，王先生、Ark Trust (Singapore) Ltd.、Sen Talent Holdings Limited及Huisen Holding Limited被視為於Zhaosen Holding Limited持有的81,054,370股股份中擁有權益。

王先生的配偶周丹女士(已考慮股份拆細)(i)於2019年1月1日根據首次公開發售前購股權計劃獲授予783,410份購股權，已獲悉數行使，並已於緊隨全球發售及股份拆細完成後根據首次公開發售前購股權計劃發行783,410股股份，及(ii)於2023年3月1日獲授予1,277,160份購股權，其中638,580份購股權獲歸屬但未被行使。有關詳情，請參閱本年度報告「董事會報告—首次公開發售前購股權計劃—已授出的尚未行使購股權」。因此，根據證券及期貨條例，王先生被視為於周丹女士持有的2,060,570股股份中擁有權益。根據證券及期貨條例，周丹女士亦被視為於王先生持有的股份中擁有權益。

於2023年3月1日，王先生根據首次公開發售前購股權計劃獲授1,500,000份購股權，其中750,000份購股權獲歸屬但未被行使。有關詳情載於本年度報告「董事會報告—首次公開發售前購股權計劃—已授出的尚未行使購股權」。此外，於2026年3月31日，王先生直接持有245,200股股份。

## DIRECTORS' REPORT

### 董事會報告

- (4) Weisen Holding Limited is a limited liability company which is owned by (i) Xisen Limited as to 1%, an exempted company with limited liability wholly owned by Mr. Ji and (ii) Guosen Holding Limited as to 99%, a limited company incorporated in the BVI wholly owned by Sen Platform Holdings Limited, a BVI limited company, which is in turn wholly owned by Ark Trust (Singapore) Ltd., as the trustee for a trust established by Mr. Ji (as settlor and protector) for the benefit of Mr. Ji and his family. As such, each of Mr. Ji, Ark Trust (Singapore) Ltd., Sen Platform Holdings Limited and Guosen Holding Limited is deemed to be interested in 80,644,370 Shares owned by Weisen Holding Limited under the SFO. On 1 March 2023, Mr. Ji was granted 1,500,000 options pursuant to the Pre-IPO Share Option Plan, of which 750,000 options were vested but yet to be exercised. In addition, as at 31 March 2026, Mr. Ji directly holds 249,600 Shares.

For details, please see "Directors' Report – Pre-IPO Share Option Plan – Outstanding share options granted" in this annual report.

- (5) Ms. Liu has been granted 2,843,150 options, including (i) 1,730,990 Options granted on 1 November 2018, 1 April 2020 and 1 April 2021 which have been exercised and 1,730,990 Shares were issued pursuant to the Pre-IPO Share Option Plan immediately after the completion of the Global Offering and the Share Subdivision; and (ii) 1,112,160 options granted on 1 March 2023, of which 556,080 options were vested but yet to be exercised. As at 31 March 2026, Ms. Liu directly holds 115,200 Shares.

For details, please see "Directors' Report – Pre-IPO Share Option Plan – Outstanding share options granted" in this annual report.

- (4) Weisen Holding Limited為一家有限公司，其由(i) Xisen Limited(紀先生全資擁有的一家獲豁免有限公司)擁有1%的股權及(ii) Guosen Holding Limited(一家於英屬維爾京群島註冊成立的有限公司)擁有99%權益。Guosen Holding Limited由英屬維爾京群島有限公司Sen Platform Holdings Limited全資擁有，而Sen Platform Holdings Limited由Ark Trust (Singapore) Ltd.作為由紀先生(作為委託人及保護人)為紀先生及其家族利益設立的信託的受託人全資擁有。因此，根據證券及期貨條例，紀先生、Ark Trust (Singapore) Ltd.、Sen Platform Holdings Limited及Guosen Holding Limited被視為於Weisen Holding Limited持有的80,644,370股股份中擁有權益。於2023年3月1日，紀先生根據首次公開發售前購股權計劃獲授1,500,000份購股權，其中750,000份購股權獲歸屬但未被行使。此外，於2026年3月31日，紀先生直接持有249,600股股份。

有關詳情載於本年度報告「董事會報告—首次公開發售前購股權計劃—已授出的尚未行使購股權」。

- (5) 劉女士已獲授2,843,150份購股權，其中(i)於2018年11月1日、2020年4月1日及2021年4月1日授出的1,730,990份購股權已獲行使，且1,730,990股股份已於緊隨全球發售及股份拆細完成後根據首次公開發售前購股權計劃發行；及(ii)於2023年3月1日授出的1,112,160份購股權，其中556,080份購股權獲歸屬但未被行使。於2026年3月31日，劉女士直接持有115,200股股份。

有關詳情，請參閱本年度報告「董事會報告—首次公開發售前購股權計劃—已授出的尚未行使購股權」。

### Interests in Associated Corporations

### 於相聯法團權益

| Name of Director or Chief Executive<br>董事或最高行政人員姓名 | Name of associated corporation<br>相聯法團名稱 | Nature of Interest<br>權益性質                                  | Number of shares interested in associated corporation<br>於相聯法團擁有權益之股份數目 | Approximate percentage of interests<br>權益概約百分比 (%) |
|----------------------------------------------------|------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------|
| Mr. Wang <sup>(3)</sup><br>王先生 <sup>(3)</sup>      | Onshore Holdco<br>境內控股公司                 | Beneficial interest<br>實益權益                                 | 21,274,997 (L)                                                          | 38.12                                              |
|                                                    |                                          | Interest in controlled corporation<br>受控法團的權益               | 8,205,658 (L)                                                           | 14.70                                              |
|                                                    |                                          | Interests held jointly with another person<br>與另一名人士共同持有的權益 | 21,272,996 (L)                                                          | 38.12                                              |
| Mr. Ji <sup>(3)</sup><br>紀先生 <sup>(3)</sup>        | Onshore Holdco<br>境內控股公司                 | Beneficial interest<br>實益權益                                 | 21,272,996 (L)                                                          | 38.12                                              |
|                                                    |                                          | Interest in controlled corporation<br>受控法團的權益               | 8,205,658 (L)                                                           | 14.70                                              |
|                                                    |                                          | Interests held jointly with another person<br>與另一名人士共同持有的權益 | 21,274,997 (L)                                                          | 38.12                                              |

## DIRECTORS' REPORT

### 董事會報告

#### Notes:

- (1) The letter "L" denotes the person's long position in the shares of the Onshore Holdco.
- (2) As at 31 March 2026, there were 55,805,203 shares of the Onshore Holdco in issue.
- (3) Mr. Wang and Mr. Ji are the limited partners holding approximately 64.07% and 35.92% partnership interests in Beisen Zongheng, a Registered Shareholder and a limited partnership established in the PRC, which holds 8,000,658 shares of the Onshore Holdco. Mr. Wang and Mr. Ji are the limited partners holding approximately 98.33% and 1.36% partnership interests respectively in Beijing Beisen Investment Management Center (Limited Partnership) (北京北森投資管理中心(有限合夥)) ("Beisen Investment"), a Registered Shareholder and a limited partnership established in the PRC, which holds 205,000 shares of the Onshore Holdco. Beijing Beisen Asset Management Co., Ltd. (北京北森資產管理有限公司) ("Beisen Asset"), a limited liability company established in the PRC, is the general partner of Beisen Zongheng and Beisen Investment, which is owned as to 50% by Mr. Wang and 50% by Mr. Ji. Under the Onshore Acting-in-concert Agreement, each of Mr. Wang, Mr. Ji, Beisen Zongheng and Beisen Investment held in aggregate 90.95% in the registered capital in the Onshore Holdco. Under the SFO, Mr. Wang is deemed to be interested in the shares of the Onshore Holdco held by Beisen Zongheng, Beisen Investment and Mr. Ji, while Mr. Ji is deemed to be interested in the shares of the Onshore Holdco held by Beisen Zongheng, Beisen Investment and Mr. Wang. For details, please refer to the Prospectus.

Save as disclosed above and to the best knowledge of our Directors, none of the Directors or chief executive of our Company had or was deemed to have any interest or short positions in the Shares, underlying Shares or debentures of our Company or any of its associated corporations as at 31 March 2026.

#### 附註：

- (1) 字母「L」代表該人士於境內控股公司股份中持有的好倉。
- (2) 截至2026年3月31日，境內控股公司已發行股份為55,805,203股。
- (3) 北森縱橫，為一名登記股東，一家於中國成立的有限合夥企業，持有境內控股公司8,000,658股股份，其中王先生及紀先生為分別持有約64.07%及35.92%合夥權益的有限合夥人。北京北森投資管理中心(有限合夥)(「北森投資」)，為一名登記股東，一家於中國成立的有限合夥企業，持有境內控股公司205,000股股份，其中王先生及紀先生為分別持有約98.33%及1.36%合夥權益的有限合夥人。北京北森資產管理有限公司(「北森資產」)，一家於中國成立的有限公司，為北森縱橫及北森投資的普通合夥人，其中王先生及紀先生為分別持有50%及50%。根據境內一致行動協議，王先生、紀先生、北森縱橫及北森投資合共持有境內控股公司90.95%的註冊資本。根據證券及期貨條例，王先生被視為於北森縱橫、北森投資及紀先生持有的境內控股公司中擁有權益，而紀先生被視為於北森縱橫、北森投資及王先生持有的境內控股公司中擁有權益。詳情請參閱招股章程。

除上文所披露者外，據董事所深知，截至2026年3月31日，本公司董事或最高行政人員概無擁有或視為擁有本公司或其任何相聯法團的股份、相關股份或債權證中的權益或淡倉。

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### 董事會報告

#### SUBSTANTIAL SHAREHOLDERS' AND OTHER PERSON'S INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31 March 2026, the persons, other than our Directors or the chief executive of our Company, who had interests or short positions in the Shares and underlying Shares which fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO as recorded in the register required to be kept by our Company pursuant to Section 336 of the SFO are as follows:

#### 主要股東及其他人士於股份及相關股份的權益及淡倉

於2026年3月31日，按本公司根據證券及期貨條例第336條所存置登記冊內的記錄，以下人士（本公司董事或最高行政人員除外）於股份及相關股份中擁有根據證券及期貨條例第XV部分第2及3分部條文須向本公司披露的權益或淡倉：

| Name of substantial shareholder<br>主要股東姓名／名稱                 | Capacity/Nature of Interest<br>身份／權益性質        | Number of Shares interested <sup>(1)</sup><br>擁有權益的股份數目 <sup>(1)</sup> | Approximate percentage of shareholding<br>概約持股百分比<br>(%) |
|--------------------------------------------------------------|-----------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------|
| Zhaosen Holding Limited <sup>(3)</sup>                       | Beneficial Interest<br>實益權益                   | 81,054,370 (L)                                                         | 11.01                                                    |
| Huisen Holding Limited <sup>(3)</sup>                        | Interest in controlled corporation<br>受控法團的權益 | 81,054,370 (L)                                                         | 11.01                                                    |
| Sen Talent Holdings Limited <sup>(3)</sup>                   | Interest in controlled corporation<br>受控法團的權益 | 81,054,370 (L)                                                         | 11.01                                                    |
| Weisen Holding Limited <sup>(4)</sup>                        | Beneficial Interest<br>實益權益                   | 80,644,370 (L)                                                         | 10.95                                                    |
| Guosen Holding Limited <sup>(4)</sup>                        | Interest in controlled corporation<br>受控法團的權益 | 80,644,370 (L)                                                         | 10.95                                                    |
| Sen Platform Holdings Limited <sup>(4)</sup>                 | Interest in controlled corporation<br>受控法團的權益 | 80,644,370 (L)                                                         | 10.95                                                    |
| Ark Trust (Singapore) Ltd. <sup>(3) (4)</sup>                | Trustee<br>受託人                                | 161,698,740 (L)                                                        | 21.96                                                    |
| Ms. Zhou Dan (周丹) <sup>(3)</sup><br>周丹女士 <sup>(3)</sup>      | Beneficiary of a trust<br>信託受益人               | 81,054,370 (L)                                                         | 11.01                                                    |
|                                                              | Interest of Spouse<br>配偶權益                    | 1,745,200 (L)                                                          | 0.24                                                     |
|                                                              | Beneficial Interest<br>實益權益                   | 2,060,570 (L)                                                          | 0.28                                                     |
| Eastern Bell Capital VIII Investment Limited<br>鐘鼎資本七期投資有限公司 | Interest in controlled corporation<br>受控法團的權益 | 59,156,260 (L)                                                         | 8.04                                                     |
| GC HCM Holdings Limited <sup>(5)</sup>                       | Beneficial Interest<br>實益權益                   | 2,052,060 (L)                                                          | 0.28                                                     |
| YSZ Holdings Limited <sup>(5)</sup>                          | Beneficial Interest<br>實益權益                   | 23,588,888 (L)                                                         | 3.20                                                     |

## DIRECTORS' REPORT

### 董事會報告

| Name of substantial shareholder<br>主要股東姓名／名稱                                               | Capacity/Nature of Interest<br>身份／權益性質        | Number of Shares<br>interested <sup>(1)</sup><br>擁有權益的股份數目 <sup>(1)</sup> | Approximate percentage<br>of shareholding<br>概約持股百分比<br>(%) |
|--------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------|
| Gaocheng Fund I, L.P. <sup>(5)</sup>                                                       | Interest in controlled corporation<br>受控法團的權益 | 25,640,948 (L)                                                            | 3.48                                                        |
| Gaocheng Holdings GP, Ltd <sup>(5)</sup>                                                   | Interest in controlled corporation<br>受控法團的權益 | 25,640,948 (L)                                                            | 3.48                                                        |
| JVF Holdings Limited <sup>(5)</sup>                                                        | Beneficial Interest<br>實益權益                   | 45,633,812 (L)                                                            | 6.20                                                        |
| Gaocheng Fund II, L.P. <sup>(5)</sup>                                                      | Interest in controlled corporation<br>受控法團的權益 | 45,633,812 (L)                                                            | 6.20                                                        |
| Gaocheng Holdings GP II, Ltd <sup>(5)</sup>                                                | Interest in controlled corporation<br>受控法團的權益 | 45,633,812 (L)                                                            | 6.20                                                        |
| Tsing Young Holding Limited <sup>(5)</sup>                                                 | Interest in controlled corporation<br>受控法團的權益 | 71,274,760 (L)                                                            | 9.68                                                        |
| Ms. Hong Jing <sup>(5)</sup><br>洪靖女士 <sup>(5)</sup>                                        | Interest in controlled corporation<br>受控法團的權益 | 71,274,760 (L)                                                            | 9.68                                                        |
| Genesis Capital I LP <sup>(6)</sup>                                                        | Beneficial Interest<br>實益權益                   | 47,059,400 (L)                                                            | 6.39                                                        |
| Genesis Capital Ltd <sup>(6)</sup>                                                         | Interest in controlled corporation<br>受控法團的權益 | 47,059,400 (L)                                                            | 6.39                                                        |
| Yuan Capital Ltd <sup>(6)</sup>                                                            | Interest in controlled corporation<br>受控法團的權益 | 47,059,400 (L)                                                            | 6.39                                                        |
| Mr. Peng Zhijian <sup>(6)</sup><br>彭志堅先生 <sup>(6)</sup>                                    | Interest in controlled corporation<br>受控法團的權益 | 47,059,400 (L)                                                            | 6.39                                                        |
| SCGC Capital Holding Company Limited <sup>(7)</sup>                                        | Beneficial Interest<br>實益權益                   | 43,310,030 (L)                                                            | 5.88                                                        |
| Shenzhen Capital (Hong Kong) Company Limited <sup>(7)</sup><br>創新資本(香港)有限公司 <sup>(7)</sup> | Interest in controlled corporation<br>受控法團的權益 | 43,310,030 (L)                                                            | 5.88                                                        |
| Shenzhen Capital Group Co., Ltd. <sup>(7)</sup><br>深圳市創新投資集團有限公司 <sup>(7)</sup>            | Interest in controlled corporation<br>受控法團的權益 | 43,310,030 (L)                                                            | 5.88                                                        |
| SVF II Bandicoot (DE) LLC <sup>(8)</sup>                                                   | Beneficial Interest<br>實益權益                   | 41,041,130 (L)                                                            | 5.57                                                        |
| SVF II Investment Holdings (Subco) LLC <sup>(8)</sup>                                      | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |
| SVF II Investment Holdings LLC <sup>(8)</sup>                                              | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |
| SVF II Holdings (DE) LLC <sup>(8)</sup>                                                    | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |
| SVF II Aggregator (Jersey) L.P. <sup>(8)</sup>                                             | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |
| SVF II GP (Jersey) Limited <sup>(8)</sup>                                                  | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |
| SoftBank Vision Fund II-2 L.P. <sup>(8)</sup>                                              | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |
| SB Global Advisers Capital Markets Limited <sup>(8)</sup>                                  | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |

## DIRECTORS' REPORT

### 董事會報告

| Name of substantial shareholder<br>主要股東姓名／名稱 | Capacity/Nature of Interest<br>身份／權益性質        | Number of Shares<br>interested <sup>(1)</sup><br>擁有權益的股份數目 <sup>(1)</sup> | Approximate percentage<br>of shareholding<br>概約持股百分比<br>(%) |
|----------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------------------|
| SB Global Advisers Limited <sup>(6)</sup>    | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |
| SoftBank Group Overseas GK <sup>(8)</sup>    | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |
| SoftBank Group Corp. <sup>(8)</sup>          | Interest in controlled corporation<br>受控法團的權益 | 41,041,130 (L)                                                            | 5.57                                                        |

#### Notes:

- (1) The letter "L" denotes the person's long position in the Shares.
- (2) As at 31 March 2026, there were 736,191,751 Shares in issue.
- (3) Zhaosen Holding Limited is a limited liability company which is owned by (i) Xiasen Limited as to 1%, an exempted company with limited liability wholly owned by Mr. Wang and (ii) Huisen Holding Limited as to 99%, a limited company incorporated in the BVI wholly owned by Sen Talent Holdings Limited, a BVI limited company, which is in turn wholly owned by Ark Trust (Singapore) Ltd., as the trustee for a trust established by Mr. Wang (as settlor and protector) for the benefit of Mr. Wang and his family. As such, each of Mr. Wang, Ark Trust (Singapore) Ltd., Sen Talent Holdings Limited and Huisen Holding Limited is deemed to be interested in 81,054,370 Shares owned by Zhaosen Holding Limited under the SFO.

#### 附註：

- (1) 字母「L」代表該人士於股份中持有的好倉。
- (2) 截至2026年3月31日，已發行股份為736,191,751股。
- (3) Zhaosen Holding Limited為一家有限公司，其由(i) Xiasen Limited(王先生全資擁有的一家獲豁免有限公司)擁有1%的股權及(ii) Huisen Holding Limited(一家於英屬維爾京群島註冊成立的有限公司)擁有99%權益。Huisen Holding Limited由英屬維爾京群島有限公司Sen Talent Holdings Limited全資擁有，而Sen Talent Holdings Limited由Ark Trust (Singapore) Ltd.作為由王先生(作為委託人及保護人)為王先生及其家族利益設立的信託的受託人全資擁有。因此，根據證券及期貨條例，王先生、Ark Trust (Singapore) Ltd.、Sen Talent Holdings Limited及Huisen Holding Limited被視為於Zhaosen Holding Limited持有的81,054,370股股份中擁有權益。

Ms. Zhou Dan, Mr. Wang's spouse, was granted, taking into account of the Share Subdivision, (i) 783,410 options on 1 January 2019 pursuant to the Pre-IPO Share Option Plan, which were all exercised and 783,410 Shares were issued pursuant to the Pre-IPO Share Option Plan immediately after the completion of the Global Offering and the Share Subdivision, and (ii) 1,277,160 options on 1 March 2023, which were not vested. The issued 783,410 Shares are held by Chunsen Holding Limited, one of the employee shareholding platforms incorporated in the BVI wholly owned by Futu Trustee Limited under the Sen Talent Trust, and Ms. Zhou Dan is one of the beneficiaries. For details, see "Directors' Report – Pre-IPO Share Option Plan – Outstanding share options granted" in this annual report. Ms. Zhou Dan is also deemed to be interested in the Shares Mr. Wang is interested in under the SFO.

王先生的配偶周丹女士(已考慮股份拆細)(i)於2019年1月1日根據首次公開發售前購股權計劃獲授予783,410份購股權，已獲悉數行使，並已於緊隨全球發售及股份拆細完成後根據首次公開發售前購股權計劃發行783,410股股份，及(ii)於2023年3月1日獲授予1,277,160份購股權，尚未歸屬。該等已發行783,410股股份由Chunsen Holding Limited持有，其為於英屬維爾京群島註冊成立的員工持股平台之一，該平台由Futu Trustee Limited根據Sen Talent Trust全資擁有，而周丹女士為其受益人之一。有關詳情，請參閱本年度報告「董事會報告—首次公開發售前購股權計劃—已授出的尚未行使購股權」。根據證券及期貨條例，周丹女士亦被視為於王先生持有的股份中擁有權益。

## DIRECTORS' REPORT

### 董事會報告

- (4) Weisen Holding Limited is a limited liability company which is owned by (i) Xisen Limited as to 1%, an exempted company with limited liability wholly owned by Mr. Ji and (ii) Guosen Holding Limited as to 99%, a limited company incorporated in the BVI wholly owned by Sen Platform Holdings Limited, a BVI limited company, which is in turn wholly owned by Ark Trust (Singapore) Ltd., as the trustee for a trust established by Mr. Ji (as settlor and protector) for the benefit of Mr. Ji and his family. As such, each of Mr. Ji, Ark Trust (Singapore) Ltd., Sen Platform Holdings Limited and Guosen Holding Limited is deemed to be interested in 80,644,370 Shares owned by Weisen Holding Limited under the SFO.
- (5) Gaocheng Holdings GP, Ltd is the general partner of Gaocheng Fund I, L. P., which wholly owns GC HCM Holdings Limited and YSZ Holdings Limited, both of which are companies established in the Cayman Islands. Gaocheng Holdings GP II, Ltd is the general partner of Gaocheng Fund II, L. P., which wholly owns JVF Holdings Limited, a company established in the Cayman Islands. Gaocheng Holdings GP, Ltd and Gaocheng Holdings GP II, Ltd are both wholly owned by Tsing Young Holding Limited, which in turn is wholly owned by Ms. Hong Jing. As such, Ms. Hong Jing is deemed to be interested in 71,274,760 Shares collectively held by GC HCM Holdings Limited, YSZ Holdings Limited and JVF Holdings Limited.
- (6) Genesis Capital I LP ("**Genesis Capital**"), an exempted limited partnership established in the Cayman Islands in July 2015, of which the general partner is Genesis Capital Ltd., which is wholly owned by Yuan Capital Ltd. and thus in turn wholly owned by Mr. Peng Zhijian. As such, each of Genesis Capital Ltd., Yuan Capital Ltd. and Mr. Peng Zhijian is deemed to be interested in 47,059,400 Shares held by Genesis Capital.
- (4) Weisen Holding Limited為一家有限公司，其由(i) Xisen Limited(紀先生全資擁有的一家獲豁免有限公司)擁有1%的股權及(ii) Guosen Holding Limited(一家於英屬維爾京群島註冊成立的有限公司)擁有99%權益。Guosen Holding Limited由英屬維爾京群島有限公司Sen Platform Holdings Limited全資擁有，而Sen Platform Holdings Limited由Ark Trust (Singapore) Ltd.作為由紀先生(作為委託人及保護人)為紀先生及其家族利益設立的信託的受託人全資擁有。因此，根據證券及期貨條例，紀先生、Ark Trust (Singapore) Ltd.、Sen Platform Holdings Limited及Guosen Holding Limited被視為於Weisen Holding Limited持有的80,644,370股股份中擁有權益。
- (5) Gaocheng Holdings GP, Ltd為Gaocheng Fund I, L.P.的普通合夥人，Gaocheng Fund I, L.P.全資擁有GC HCM Holdings Limited及YSZ Holdings Limited，兩者均為於開曼群島成立的公司。Gaocheng Holdings GP II, Ltd為Gaocheng Fund II, L.P.的普通合夥人，Gaocheng Fund II, L.P.全資擁有JVF Holdings Limited，一家於開曼群島成立的公司。Gaocheng Holdings GP, Ltd及Gaocheng Holdings GP II, Ltd均由Tsing Young Holding Limited全資擁有，而Tsing Young Holding Limited由洪靖女士全資擁有。因此，洪靖女士被視為於GC HCM Holdings Limited、YSZ Holdings Limited及JVF Holdings Limited合共持有的71,274,760股股份中擁有權益。
- (6) Genesis Capital I LP(「**Genesis Capital**」)為一家於2015年7月在開曼群島成立的獲豁免有限合夥企業，其普通合夥人為Genesis Capital Ltd.，而Genesis Capital Ltd.由Yuan Capital Ltd.全資擁有，而Yuan Capital Ltd.由彭志堅先生全資擁有。因此，Genesis Capital Ltd.、Yuan Capital Ltd.及彭志堅先生各自被視為於Genesis Capital持有的47,059,400股股份中擁有權益。

## DIRECTORS' REPORT

### 董事會報告

(7) SCGC Capital Holding Company Limited ("SCGC") is a company incorporated under the laws of the BVI, which is owned as to 93.83% by Shenzhen Capital (Hong Kong) Company Limited, which is in turn wholly owned by Shenzhen Capital Group Co., Ltd. (深圳市創新投資集團有限公司, "Shenzhen Capital"). As such, each of Shenzhen Capital (Hong Kong) Company Limited and Shenzhen Capital is deemed to be interested in 43,310,030 Shares held by SCGC.

(8) SVF II Bandicoot (DE) LLC ("SVF Bandicoot") is a company incorporated in Delaware, United States, which is directly owned by SVF II Investment Holdings (Subco) LLC. The sole member of SVF II Investment Holdings (Subco) LLC is SVF II Investment Holdings LLC, which is controlled by SVF II Holdings (DE) LLC. The sole member of SVF II Holdings (DE) LLC is SVF II Aggregator (Jersey) L.P., whose general partner is SVF II GP (Jersey) Limited and sole limited partner is SoftBank Vision Fund II-2 L.P., both of which are in turn ultimately wholly owned by SoftBank Group Corp., a company listed on Tokyo Stock Exchange (stock code: 9984). As such, each of SVF II Investment Holdings (Subco) LLC, SVF II Investment Holdings LLC, SVF II Holdings (DE) LLC, SVF II Aggregator (Jersey) L.P., SVF II GP (Jersey) Limited, SoftBank Vision Fund II-2 L.P., SB Global Advisers Capital Markets Limited, SB Global Advisers Limited, SoftBank Group Overseas GK and SoftBank Group Corp. is deemed to be interested in 41,041,130 Shares held by SVF Bandicoot.

Save as disclosed above and to the best knowledge of our Directors, as at 31 March 2026, we were not aware of any other person (other than the Directors or the chief executive of our Company) who had an interest or short position in the Shares or underlying Shares which would fall to be disclosed under Divisions 2 and 3 of Part XV of the SFO, or which would be required, pursuant to Section 336 of the SFO, to be entered in the register referred therein.

(7) SCGC Capital Holding Company Limited (「SCGC」) 為一家根據英屬維爾京群島法律註冊成立的公司，由創新資本（香港）有限公司持有93.83%權益，而創新資本（香港）有限公司由深圳市創新投資集團有限公司（「深圳創投」）全資擁有。因此，創新資本（香港）有限公司及深圳創投各自被視為於SCGC持有的43,310,030股股份中擁有權益。

(8) SVF II Bandicoot (DE) LLC (「SVF Bandicoot」) 為一家在美國特拉華州註冊成立的公司。SVF II Bandicoot由SVF II Investment Holdings (Subco) LLC直接擁有。SVF II Investment Holdings (Subco) LLC的唯一成員公司為SVF II Investment Holdings LLC，SVF II Investment Holdings LLC由SVF II Holdings (DE) LLC控制。SVF II Holdings (DE) LLC的唯一成員公司為SVF II Aggregator (Jersey) L.P.。SVF II Aggregator (Jersey) L.P.的普通合夥人為SVF II GP (Jersey) Limited，唯一有限合夥人為SoftBank Vision Fund II-2 L.P.，兩者最終由SoftBank Group Corp.（東京證券交易所上市公司，股份代號：9984）全資擁有。因此，SVF II Investment Holdings (Subco) LLC、SVF II Investment Holdings LLC、SVF II Holdings (DE) LLC、SVF II Aggregator (Jersey) L.P.、SVF II GP (Jersey) Limited、SoftBank Vision Fund II-2 L.P.、SB Global Advisers Capital Markets Limited、SB Global Advisers Limited、SoftBank Group Overseas GK及SoftBank Group Corp.各自被視為於SVF Bandicoot持有的41,041,130股股份中擁有權益。

除上文所披露者外，據董事所深知，於2026年3月31日，除本公司董事或最高行政人員外，我們概不知悉任何其他人士於股份或相關股份中擁有根據證券及期貨條例第XV部第2及3分部條文須予披露的權益或淡倉，或根據證券及期貨條例第336條須記入該條所述登記冊的權益或淡倉。

## DIRECTORS' REPORT

### 董事會報告

#### DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed in this report, at no time during the year ended 31 March 2026 was the Company or any of its subsidiaries, a party to any arrangement that would enable the Directors to acquire benefits by means of acquisition of shares in, or debentures of, the Company or any other body corporate, and none of the Directors or any of their spouse or children under the age of 18 had any right to subscribe for the share capital or debt securities of the Company or any other body corporate or had exercised any such right.

#### DIRECTORS' INTERESTS IN COMPETING BUSINESS

Save as disclosed in this report, each of the Directors confirms that during the Reporting Period and up to the date of this report, he/she did not have any interest in a business which competes or is likely to compete, directly or indirectly, with our business and requires disclosure under Rule 8.10 of the Listing Rules. From time to time our independent non-executive Directors may serve on the boards of both private and public companies within the broader information technology and software industries. However, as these independent non-executive Directors are not members of our executive management team, we do not believe that their interests in such companies as directors would render us incapable of carrying on our business independently from the other companies in which these Directors may hold directorships from time to time.

#### CONFLICT OF INTERESTS BETWEEN THE GROUP AND THE SINGLE LARGEST GROUP OF SHAREHOLDERS

The Company has received the annual confirmation from the Single Largest Group of Shareholders in respect of the conflict of interests between the Group and the Single Largest Group of Shareholders, and the Single Largest Group of Shareholders confirmed that there was no conflict of interests between the Group and the Single Largest Group of Shareholders during the Reporting Period and up to the date of this report. The independent non-executive Directors also reviewed whether there was any conflict of interests between the Group and the Single Largest Group of Shareholders. The independent non-executive Directors confirmed that there was no conflict of interests between the Group and the Single Largest Group of Shareholders during the Reporting Period and up to the date of this report.

#### DISCLOSURE PURSUANT TO RULES 13.20, 13.21 AND 13.22 OF THE LISTING RULES

There was no information required for disclosure by the Company under Rules 13.20, 13.21 and 13.22 of the Listing Rules during the Reporting Period.

#### 董事購買股份或債權證的權利

除本報告中所披露者外，於截至2026年3月31日止年度的任何時間，本公司或其任何附屬公司概無訂立任何安排，致使董事可藉購入本公司或任何其他法人團體的股份或債權證而獲益，而董事或彼等任何配偶或十八歲以下子女概無擁有或行使任何可認購本公司或任何其他法人團體的股本或債務證券的權利。

#### 董事於競爭業務中的權益

除本報告所披露者外，各董事確認，於報告期及直至本報告日期，其概無在與我們業務直接或間接競爭或可能競爭且根據上市規則第8.10條須予披露的業務中擁有任何權益。我們的獨立非執行董事可能不時在更廣泛的信息技術及軟件行業內的私營及公眾公司董事會任職。然而，由於該等獨立非執行董事並非我們行政管理層團隊的成員，我們認為彼等作為該等公司董事的權益不會令我們無法繼續獨立於彼等可能不時擔任董事的其他公司經營業務。

#### 本集團與單一最大股東集團之間的利益衝突

本公司已收到單一最大股東集團就本集團與單一最大股東集團之間的利益衝突發出的年度確認，而單一最大股東集團確認，於報告期及直至本報告日期，本集團與單一最大股東集團之間並無利益衝突。獨立非執行董事亦審閱本集團與單一最大股東集團之間是否存在任何利益衝突。獨立非執行董事確認，於報告期及直至本報告日期，本集團與單一最大股東集團之間並無利益衝突。

#### 根據上市規則第13.20、13.21及13.22條的披露

於報告期內，本公司並無根據上市規則第13.20、13.21及13.22條須予披露的資料。

## DIRECTORS' REPORT

### 董事會報告

## CONNECTED AND CONTINUING CONNECTED TRANSACTIONS

The following transactions constitute connected transaction, or continuing connected transactions for the Company under Rule 14A.31 of the Listing Rules and are required to be disclosed in this report in accordance with Rule 14A.71 of the Listing Rules. Details of related party transactions carried out in the normal course of business are set out in Note 32 to the consolidated financial statements. Save as disclosed below and payments of remuneration to certain Directors, which constitute continuing connected transactions fully exempt from the connected transaction requirements under Rule 14A.92 or Rule 14A.95 of the Listing Rules, no related party transactions disclosed in the consolidated financial statements constitute a connected transaction or a continuing connected transaction as defined under Chapter 14A of the Listing Rules. During the Reporting Period, the Company has fully complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules. Please see below the information required to be disclosed in compliance with Chapter 14A of the Listing Rules.

### Contractual Arrangements

#### Reasons for using the Contractual Arrangements

The operation of a cloud-based unified PaaS infrastructure to serve as the technology bedrock of all of the Group's solutions and services, including the cloud-based HCM solutions and the professional services business by the Onshore Holdco is subject to the restrictions under PRC regulations relating to the value-added telecommunication services. To comply with PRC laws and regulations and the Listing Rules, we determined that it was not viable for our Company to hold the Consolidated Affiliated Entity directly through equity ownership. Instead, we decided that, in line with common practice in industries subject to foreign investment restrictions in the PRC, through the Contractual Arrangements amongst (1) Beijing WFOE, (2) the Onshore Holdco, and (3) the Registered Shareholders, we would be able to (i) gain effective control over the Consolidated Affiliated Entity; (ii) obtain all of the economic benefits generated by the businesses currently operated by the Consolidated Affiliated Entity going forward; and (iii) have an exclusive option to purchase all or part of the equity interest in or all or part of the assets of or inject registered capital into the Onshore Holdco when and to the extent permitted by PRC law.

In order to comply with the PRC laws and regulations and the Listing Rules, while availing ourselves of international capital markets and maintaining effective control over all of our operations, the Contractual Arrangements were entered into on 25 September 2018 and were restated and amended on 13 August 2020, 9 April 2021 and 27 December 2021, whereby Beijing WFOE will acquire effective control over the financial and operational policies of Onshore Holdco, and will become entitled to all the economic benefits derived from its operations.

## 關連及持續關連交易

下列交易根據上市規則第14A.31條構成本公司關連交易或持續關連交易，且根據上市規則第14A.71條的要求須於本報告中披露。有關正常業務過程中進行的關聯方交易的詳情載於綜合財務報表附註32。除下文所披露者及支付若干董事酬金（其構成持續關連交易，完全豁免遵守上市規則第14A.92條或第14A.95條的關連交易規定）外，綜合財務報表中所披露的關聯方交易均不構成上市規則第14A章所定義的關連交易或持續關連交易。報告期內，本公司已符合上市規則第14A章的披露規定。請參閱下列就遵守上市規則第14A章的規定而須披露的資料。

### 合約安排

#### 使用合約安排之理由

境內控股公司運營本集團所有解決方案及服務的技術基礎雲端統一PaaS基礎設施，包括雲端HCM解決方案和專業服務業務，受中國增值電信服務相關法規的限制。為遵守中國法律法規及上市規則，我們認為本公司直接通過擁有權益持有綜合聯屬實體並不可行。相反，我們決定按照受中國外商投資限制行業的慣例，通過(1)北京外商獨資企業、(2)境內控股公司、(3)登記股東之間的合約安排，我們將能夠(i)取得對綜合聯屬實體的有效控制權；(ii)取得未來由綜合聯屬實體目前經營業務產生的全部經濟利益；及(iii)在中國法律許可範圍內，擁有獨家選擇權購買境內控股公司全部或部分股權或全部或部分資產或向境內控股公司注入註冊資本。

為遵守中國法律法規及上市規則，同時利用國際資本市場並保持對我們所有業務的有效控制權，我們於2018年9月25日訂立合約安排並於2020年8月13日、2021年4月9日及2021年12月27日予以重述及修訂，據此，北京外商獨資企業將取得對境內控股公司財務及經營政策的有效控制權，並享有其業務產生的全部經濟利益。

## DIRECTORS' REPORT

### 董事會報告

#### Summary of the Material Terms of the Contractual Arrangements.

A description of each of the specific agreements that comprise the Contractual Arrangements entered into by and among Beijing WFOE, Onshore Holdco, and the Registered Shareholders is set out below.

#### Exclusive Business Cooperation Agreement

Under the exclusive business cooperation agreement (the “**Exclusive Business Cooperation Agreement**”), Onshore Holdco appoints Beijing WFOE as its exclusive services provider to provide Onshore Holdco the following services during the term of the Exclusive Business Cooperation Agreement:

- (1) the use of any relevant software legally owned by the Beijing WFOE;
- (2) development, maintenance and updating of software in respect of the businesses of the Onshore Holdco;
- (3) design, installation, daily management, maintenance and updating of network systems, hardware and database;
- (4) providing technical support and professional training services to relevant staff of the Onshore Holdco;
- (5) providing assistance in consultancy and research of relevant technology; and
- (6) other services negotiated and specified from time to time, based on the actual business requirements of the Onshore Holdco and the services capacity of the Beijing WFOE, to the extent permitted by PRC laws and regulations.

In consideration of the services provided by Beijing WFOE, Onshore Holdco shall pay Beijing WFOE monthly fees, which shall be of reasonable prices in accordance with the scope and nature of the services, and shall consist of 100% of the total consolidated profit of Onshore Holdco, after deduction of any accumulated deficit of Onshore Holdco in the preceding financial year(s), working capital, expenses, taxes and other statutory contributions. Notwithstanding the foregoing, Beijing WFOE may adjust the scope and amount of service fees according to PRC tax law and tax practices, and Onshore Holdco shall accept such adjustments. Beijing WFOE shall calculate the service fees on a monthly basis and issue a corresponding value-added tax invoice to the Onshore Holdco, at the tax rate stipulated by current PRC laws regarding value-added tax. Notwithstanding the payment agreements in the Exclusive Business Cooperation Agreement, Beijing WFOE may adjust the payment time and payment method, and the Onshore Holdco shall accept any such adjustment.

#### 合約安排的重大條款概要

以下載列組成北京外商獨資企業、境內控股公司及登記股東所訂立合約安排的各項特定協議說明。

#### 獨家業務合作協議

根據獨家業務合作協議（「**獨家業務合作協議**」），境內控股公司委派北京外商獨資企業作為其獨家服務提供商，於獨家業務合作協議期限內向境內控股公司提供以下服務：

- (1) 使用北京外商獨資企業合法擁有的任何相關軟件；
- (2) 開發、維護及升級有關境內控股公司業務的軟件；
- (3) 設計、安裝、日常管理、維護及升級網絡系統、硬件及數據庫；
- (4) 向境內控股公司相關員工提供技術支持及專業培訓服務；
- (5) 提供相關技術的諮詢和研究方面的協助；及
- (6) 基於境內控股公司的實際業務需求及北京外商獨資企業的服務能力，在中國法律及法規的許可範圍內不時磋商及指定的其他服務。

鑒於北京外商獨資企業提供的服務，境內控股公司應向北京外商獨資企業每月支付費用，費用須為根據服務範圍及性質制定的合理價格，並包括境內控股公司100%的綜合利潤總額（經扣除過往財年境內控股公司的任何累計虧絀、營運資金、開支、稅項及其他法定供款）。儘管已有上述規定，北京外商獨資企業仍可根據中國稅務法律及稅務慣例調整服務費範圍及金額，且境內控股公司將接受有關調整。北京外商獨資企業須按月計算服務費並按現行中國有關增值稅的法律訂明的稅率向境內控股公司開具相應的增值稅發票。儘管獨家業務合作協議中有付款協議，北京外商獨資企業仍可調整付款時間及付款方式，且境內控股公司將接受有關調整。

## DIRECTORS' REPORT

### 董事會報告

#### *Loan Agreements*

Pursuant to the loan agreements (the "**Loan Agreements**"), Beijing WFOE provided Mr. Wang and Mr. Ji, being shareholders of Onshore Holdco with a loan in the aggregate amount of RMB351,286,200 to fund business activities and other uses (including acquiring shares in the Onshore Holdco held by its other then shareholders) as permitted by Beijing WFOE. Mr. Wang and Mr. Ji agreed that the proceeds from the transfer of any and/or all of the shares they hold in Onshore Holdco, pursuant to the exercise of the right to acquire such shares by Beijing WFOE under the Exclusive Option Agreement (defined below), shall only be used by Mr. Wang and Mr. Ji to repay the loan to the extent permitted under the PRC law. The Loan Agreements will remain effective until 10 years after the actual remittance date of such loan, which is extendable upon agreement by the parties to the Loan Agreements. During the term of the Loan Agreements, Beijing WFOE has the right, at its sole and absolute discretion, to accelerate maturity of loan at any time upon the occurrence of certain circumstances.

#### *Exclusive Option Agreement*

Under the exclusive option agreement entered into among Beijing WFOE, the Registered Shareholders, and Onshore Holdco (the "**Exclusive Option Agreement**"), Beijing WFOE have a right to require the Registered Shareholders to transfer any and all of the shares of Onshore Holdco they hold to Beijing WFOE and/or a third party designated by it, in whole or in part, at any time and from time to time, for a nominal price, at the lowest purchase price that permitted by the PRC laws or, for Mr. Wang and Mr. Ji, at the price equivalent to the aggregate amount of the loan provided to them by Beijing WFOE under the Loan Agreements.

#### *Share Pledge Agreement*

Pursuant to the share pledge agreement (the "**Share Pledge Agreement**"), each Registered Shareholder, has pledged all of such shareholder's shares in Onshore Holdco as a security interest, as applicable, to respectively guarantee Onshore Holdco and the Registered Shareholders' performance of their obligations under the relevant contractual arrangement, which include the Exclusive Business Cooperation Agreement, Exclusive Option Agreement, Proxy Agreement and the Loan Agreements. If Onshore Holdco or any of the Registered Shareholder breaches their contractual obligations under these agreements, Beijing WFOE, as pledgee, will be entitled to certain rights regarding the pledged shares. In the event of such breaches, upon giving written notice to the Registered Shareholders, Beijing WFOE to the extent permitted by PRC laws may exercise the right to enforce the pledge, which is being paid in priority with the shares of Onshore Holdco from the proceeds from auction or sale of the shares and request the amount owed by Mr. Wang and Mr. Ji under the Loan Agreements be repaid immediately. Each of the Registered Shareholders agrees that, during the term of the Share Pledge Agreement, such Registered Shareholder shall not transfer the shares, place or permit the existence of any security interest or other encumbrance on the shares or any portion thereof, without the prior written consent of Beijing WFOE. The Registered Shareholders may receive dividends distributed on the shares only with prior consent of Beijing WFOE.

#### *借款合同*

根據借款合同（「**借款合同**」），北京外商獨資企業向境內控股公司股東王先生及紀先生提供總金額為人民幣351,286,200元的貸款，以為北京外商獨資企業允許的業務活動及其他用途（包括收購其他當時股東持有的境內控股公司的股份）提供資金。王先生及紀先生同意，根據北京外商獨資企業行使獨家購買權協議（定義見下文）項下收購王先生及紀先生所持境內控股公司股份的權利，轉讓任何及／或所有彼等所持股份的所得款項將在中國法律允許的範圍內由王先生及紀先生僅用於償還貸款。借款合同將於有關貸款的實際匯款日期後10年維持有效，可經借款合同訂約方協定延期。於借款合同期間，於出現若干情況下，北京外商獨資企業有權全權酌情隨時加速貸款到期。

#### *獨家購買權協議*

根據北京外商獨資企業、登記股東及境內控股公司訂立的獨家購買權協議（「**獨家購買權協議**」），北京外商獨資企業有權要求登記股東隨時及不時以（就名義價格而言）中國法律允許的最低購買價格或就王先生及紀先生而言相當於北京外商獨資企業根據借款合同向彼等提供的貸款總額的價格將其持有的境內控股公司任何及全部股份全部或部分轉讓予北京外商獨資企業及／或其指定的第三方。

#### *股份質押協議*

根據股份質押協議（「**股份質押協議**」），各登記股東已質押該股東於境內控股公司的所有股份作為抵押權益（如適用），以分別擔保境內控股公司及登記股東履行其於相關合約安排（包括獨家業務合作協議、獨家購買權協議、股東表決權委託協議以及借款合同）項下的責任。如境內控股公司或任何登記股東違反其於該等協議項下的合約責任，北京外商獨資企業（作為質押權人）將享有質押股份的若干權利。如發生有關違約情況，在向登記股東發出書面通知後，北京外商獨資企業在中國法律允許的範圍內可行使權利強制執行質押，可以拍賣或出售境內控股公司股份的所得款項獲優先支付及要求王先生及紀先生立即償還於借款合同項下的欠款。各登記股東同意，在股份質押協議期間，在未得北京外商獨資企業事先書面同意前，有關登記股東不得轉讓股份，或就股份或其任何部分設置或允許存在任何抵押權益或其他產權負擔。只有在北京外商獨資企業事先同意下，登記股東方可收取就股份分派的股息。

## DIRECTORS' REPORT

### 董事會報告

#### *Proxy Agreement*

Under the proxy agreement entered into among Beijing WFOE, the Registered Shareholders, and Onshore Holdco (the “**Proxy Agreement**”), the Registered Shareholders have irrevocably undertaken to appoint Beijing WFOE or its designated persons (including but not limited to directors and their successors and liquidators replacing but excluding those non-independent or who may give rise to conflict of interests) to exercise certain rights relating to all shares held by the Registered Shareholders during the term of the Proxy Agreement to act on behalf of such Registered Shareholder as his/its exclusive agent and as his/its attorney-in-fact to exercise such Registered Shareholder's rights in Onshore Holdco according to the articles of association of Onshore Holdco.

#### *Confirmations from the Registered Shareholders*

Each of Mr. Wang and Mr. Ji has confirmed to the effect that (i) his interests do not fall within the scope of communal properties, and his spouse does not have the right to claim any interests in the Onshore Holdco (together with any other interests therein) or exert influence on the day-to-day management and voting matters of the Onshore Holdco; and (ii) in the event of his death, disappearance, incapacity, divorce, marriage or any other event which causes his inability to exercise his rights as a shareholder of the Onshore Holdco, his successors (including his spouse) will not take any actions that would affect his obligations under the Contractual Arrangements.

#### *Spouse undertakings*

The spouse of each of Mr. Wang and Mr. Ji, has signed undertakings to the effect that (i) she undertakes not to make any assertions in connection with the shares of Onshore Holdco held by Mr. Wang or Mr. Ji; (ii) she confirms that the performance, amendments and termination of the Contractual Arrangements do not require her further authorization or consents; (iii) she undertakes to execute all necessary documents and to take all necessary actions to ensure the proper performance of the Contractual Arrangements; (iv) in the event that she obtains any shares in Onshore Holdco, she shall be bound by the Contractual Arrangements and comply with the obligations thereunder as a shareholder of Onshore Holdco, and upon Beijing WFOE's request, she shall sign any document in the form and content substantially same as the Contractual Arrangements; (v) she further undertakes that she will not take any action that may violate the purpose or intention of the Contractual Arrangements under any circumstances; and (vi) any undertaking, confirmation, consent and authorization she makes shall not be invalid, prejudiced or otherwise adversely affected by reason of her loss of or restriction on capacity, death, divorce or other similar events.

For details of the major terms of the Contractual Arrangements, please refer to the sub-section headed “Contractual Arrangements – Summary of the material terms of the Contractual Arrangements” in the Prospectus of the Company dated 30 March 2023.

Save as disclosed herein, during the year ended 31 March 2026, there was no material change in the Contractual Arrangements and/or the circumstances under which they were adopted, and none of the Contractual Arrangements has been unwound as none of the restrictions that led to the adoption of Contractual Arrangements has been removed.

#### *股東表決權委託協議*

根據北京外商獨資企業、登記股東及境內控股公司訂立的股東表決權委託協議（「**股東表決權委託協議**」），登記股東已不可撤銷地承諾委任北京外商獨資企業或其指定人士（包括但不限於董事及其繼任人以及取代董事的清盤人，但不包括任何非獨立或可能會引致任何利益衝突的人士）於股東表決權委託協議期間行使與登記股東持有的所有股份有關的若干權利，作為該登記股東的獨家代理及實際代理人，根據境內控股公司的組織章程細則代表該登記股東行使其於境內控股公司的權利。

#### *登記股東的確認*

王先生及紀先生各自已確認(i)其權益不屬於公共財產範圍，且其配偶無權主張於境內控股公司的任何權益（連同其中的任何其他權益）或對境內控股公司的日常管理及投票事宜施加影響；及(ii)若其死亡、失蹤、喪失行為能力、離婚、結婚或任何其他導致其無法行使作為境內控股公司股東權利的事件，其繼承人（包括其配偶）將不會採取任何影響其於合約安排項下責任的任何行動。

#### *配偶承諾*

王先生及紀先生各自的配偶已簽署承諾，以致(i)其承諾不會就王先生或紀先生持有的境內控股公司股份提出任何主張；(ii)其確認合約安排的履行、修訂及終止無須其進一步授權或同意；(iii)其承諾簽立一切必要文件及採取一切必要行動以確保合約安排得到妥善履行；(iv)倘若其獲得境內控股公司的任何股份，其將受合約安排約束並作為境內控股公司的股東遵守於合約安排項下的責任，且於北京外商獨資企業要求時，其將簽署任何形式及內容與合約安排大致相同的任何文件；(v)其進一步承諾在任何情況下均不會採取任何可能違背合約安排宗旨或目的的行動；及(vi)其作出的任何承諾、確認、同意及授權均不得因其喪失行為能力或其行為能力受限、身故、離婚或其他類似事件而無效、受損或受到其他不利影響。

有關合約安排重大條款的詳情，請參閱本公司日期為2023年3月30日的招股章程中「合約安排—合約安排的重大條款概要」一節。

除本文所披露者外，截至2026年3月31日止年度，合約安排及／或採納該等合約安排的情況並無重大變動，且由於採納合約安排的限制並未解除，故並未解除任何合約安排。

## DIRECTORS' REPORT

### 董事會報告

#### *Restrictions under the FITE Regulations*

On 7 April 2022, the State Council of the PRC issued the Decision to Amend and Abolish Certain Administrative Regulations, which makes amendments to the 2016 FITE Regulations. As compared to the 2016 FITE Regulations, the 2022 FITE Regulations amends the concept of “foreign invested telecommunication enterprises” to “the enterprise which is legally formed by foreign investors within the territory of the PRC and is engaged in provision of telecommunications services”, being connected to the concept of “foreign-invested enterprises” under the Foreign Investment Law. The 2022 FITE Regulations adds “except as otherwise provided for by the State” to Article 6 of the 2016 FITE Regulations, demonstrating that there may be exceptions of foreign investors’ shareholding ratio in telecommunications sectors under relevant provisions. The 2022 FITE Regulations also removes the qualification requirements (i.e., a good track record and experience in operating value-added telecommunications business) for foreign investors that hold equity interest in PRC companies conducting value-added telecommunication business as set out in the 2016 FITE Regulations and streamlines application process of telecommunication business operation permit and shorten the review time period.

#### *Particulars of the Consolidated Affiliated Entity*

Our Consolidated Affiliated Entity, namely, Beijing Beisen Cloud Computing Co., Ltd., or our Onshore Holdco, is a limited liability company established in Beijing, the PRC on 17 May 2005, which is principally engaged in operation of cloud-based unified PaaS infrastructure to serve as the technology bedrock of all of the Group’s solutions and services, including the cloud-based HCM solutions and the professional services business.

As at 31 March 2026, the beneficial interest of Beijing Beisen Cloud Computing Co., Ltd. was held as to 47.67% by Mr. Wang, and 43.28% by Mr. Ji.

For the purposes of Chapter 14A of the Listing Rules, and in particular the definition of “connected person”, the Consolidated Affiliated Entity will be treated as our Company’s subsidiary, and the directors, chief executives or substantial shareholders (as defined in the Listing Rules) of the Consolidated Affiliated Entity and their respective associates will be treated as our Company’s “connected persons”. As such, transactions between these connected persons and our Group (including for this purpose the Consolidated Affiliated Entity) other than those under the Contractual Arrangements shall comply with Chapter 14A of the Listing Rules.

The transactions contemplated under the Contractual Arrangements constitute continuing connected transactions of the Company.

#### *外商投資電信企業規定限制*

於2022年4月7日，中國國務院發行《關於修改和廢止部分行政法規的決定》，其對2016年外商投資電信企業規定作出修訂。與2016年外商投資電信企業規定相比，2022年外商投資電信企業規定將「外商投資電信企業」的概念修改為「外國投資者依法在中華人民共和國境內設立的經營電信業務的企業」，即與外商投資法內「外商投資企業」的概念有關。2022年外商投資電信企業規定在2016年外商投資電信企業規定第6條內加入「國家另有規定的除外」，說明根據相關規定外商投資者於電信領域的股權比率或會有例外情況。2022年外商投資電信企業規定亦刪除2016年外商投資電信企業規定所載於進行增值電信業務的中國公司中持有權益的外商投資者資質要求（即擁有經營增值電信業務的良好往績記錄及經驗）並簡化電信業務經營許可證的申請流程以及縮短審批時間期限。

#### *綜合聯屬實體詳情*

我們的綜合聯屬實體，即北京北森雲計算股份有限公司，或我們的境內控股公司，是於2005年5月17日在中國北京成立的有限責任公司，主要從事雲端統一PaaS基礎設施運營，作為本集團所有解決方案及服務的技術基礎，包括雲端HCM解決方案及專業服務業務。

於2026年3月31日，王先生及紀先生分別持有北京北森雲計算股份有限公司47.67%及43.28%的實益權益。

就上市規則第14A章而言，尤其是「關連人士」的定義，綜合聯屬實體將被視為本公司的附屬公司，而綜合聯屬實體的董事、高級行政人員或主要股東（定義見上市規則）及其聯繫人，將被視為本公司的「關連人士」。因此，該等關連人士與本集團（就此而言，包括綜合聯屬實體）之間的交易（根據合約安排進行者除外）須遵守上市規則第14A章。

合約安排項下擬進行的交易構成本公司的持續關連交易。

## DIRECTORS' REPORT

### 董事會報告

#### Revenue and Assets subject to the Contractual Arrangements

For the year ended 31 March 2026, the revenue of Onshore Holdco, subject to the Contractual Arrangements, was RMB123.7 million, accounting for approximately 11.2% of the consolidated revenue of the Group.

As at 31 March 2026, the total assets of Onshore Holdco, subject to the Contractual Arrangements, was RMB523.7 million, accounting for approximately 24.6% of the total assets of the Group.

#### Review of the Transactions Carried Out under the Contractual Arrangements during the Reporting Period

Our independent non-executive Directors have reviewed the Contractual Arrangements and confirmed that: (i) the transactions carried out during the year ended 31 March 2026 have been entered into in accordance with the relevant provisions of the Contractual Arrangements, have been operated so that the revenue generated by the Consolidated Affiliated Entity has been substantially retained by Beijing WFOE, (ii) no dividends or other distributions have been made by the Consolidated Affiliated Entity to the holders of its equity interests which are not otherwise subsequently assigned or transferred to our Group; and (iii) any new contracts entered into, renewed or reproduced between our Group and the Consolidated Affiliated Entity during the year ended 31 March 2026 are on normal commercial terms or on terms more favourable to our Group in the ordinary and usual course of our Group's business, fair and reasonable, or advantageous, so far as our Group is concerned and in the interests of our Company and the Shareholders as a whole.

The Board had reviewed the overall performance of and compliance with the Contractual Arrangements for the year ended 31 March 2026.

The Group's auditor has carried out procedures in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 (Revised) "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants on the transactions carried out pursuant to the Contractual Arrangements and have provided a letter to our Directors stating that (a) nothing has come to their attention that causes the auditor to believe that the disclosed continuing connected transactions have not been approved by the Company's board of directors; (b) nothing has come to their attention that causes the auditor to believe that the transactions were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions; and (c) with respect of the disclosed continuing connected transactions with Onshore Holdco under the contractual arrangements, nothing has come to their attention that causes the auditor to believe that dividends or other distributions have been made by Onshore Holdco to the holders of the equity interests of Onshore Holdco which are not otherwise subsequently assigned or transferred to the Group.

#### 合約安排收入及資產

截至2026年3月31日止年度，境內控股公司的收入（根據合約安排）為人民幣123.7百萬元，約佔本集團合併收入的11.2%。

於2026年3月31日，境內控股公司的總資產（根據合約安排）為人民幣523.7百萬元，約佔本集團總資產的24.6%。

#### 審閱於報告期根據合約安排進行的交易

獨立非執行董事已審閱合約安排並確認：(i)截至2026年3月31日止年度進行的交易乃按照合約安排的有關條文訂立，而該等交易的運作令綜合聯屬實體產生的收入絕大部分撥歸北京外商獨資企業；(ii)綜合聯屬實體並無向其股權持有人派發其後不會以其他方式轉撥或轉讓予本集團的股息或其他分派；及(iii)本集團與綜合聯屬實體截至2026年3月31日止年度訂立、重續或重訂的任何新合約於本集團的一般及日常業務過程中按照一般商業條款或更有利於本集團的條款訂立，就本集團而言屬公平合理或有利，且符合本公司及股東的整體利益。

董事會已審閱截至2026年3月31日止年度合約安排的整體表現及遵守情況。

本集團核數師已根據香港會計師公會頒佈的《香港核證委聘準則》第3000號（經修訂）「審核或審閱過往財務資料以外之核證委聘」並參照《實務說明》第740號（經修訂）「關於香港上市規則所述持續關聯交易的核數師函件」，對根據合約安排作出的交易開展程序，並已向董事提交一份函件，聲明(a)並無發現任何事項令核數師相信所披露持續關連交易未經本公司董事會批准；(b)並無發現任何事項令核數師相信該等交易在各重大方面未有根據規管該等交易的相關協議訂立；及(c)就合約安排項下與境內控股公司的所披露持續關連交易而言，並無發現任何事項令核數師相信境內控股公司已向其股權持有人派發其後不會以其他方式轉撥或轉讓予本集團的股息或其他分派。

## DIRECTORS' REPORT

### 董事會報告

#### *Risks associated with the Contractual Arrangements and Actions taken by the Company to Mitigate the Risks*

We believe the following risks are associated with the Contractual Arrangement. Further details of these risks are set out on pages 63 to 68 in the Prospectus.

- If the PRC government finds that the agreements that establish the structure for operating our businesses in China do not comply with applicable PRC laws and regulations, or if these regulations or their interpretations change in the future, we could be subject to severe consequences, including the nullification of the contractual arrangements and the relinquishment of our interest in our Consolidated Affiliated Entity.
- Our contractual arrangements may not be as effective in providing operational control as direct ownership. Our Consolidated Affiliated Entity or their shareholders may fail to perform their obligations under our contractual arrangements.
- The shareholders of our Consolidated Affiliated Entity may have conflicts of interest with us, which may materially and adversely affect our business.
- If we exercise the option to acquire equity ownership and assets of our Consolidated Affiliated Entity, the ownership or asset transfer may subject us to certain limitations and substantial costs.
- We may lose the ability to use and enjoy assets held by our Consolidated Affiliated Entity that are material to our business operations if our Consolidated Affiliated Entity declares bankruptcy or becomes subject to a dissolution or liquidation proceeding.
- Substantial uncertainties exist with respect to the interpretation and implementation of the Foreign Investment Law and how it may impact the viability of our current corporate structure, corporate governance and business operations.
- Our contractual arrangements may be subject to scrutiny by the PRC tax authorities, and a finding that we owe additional taxes could substantially reduce our consolidated profit and the value of your investment.

#### *有關合約安排之風險以及本公司為減輕風險採取之行動*

我們認為存在下列與合約安排有關的風險。有關該等風險的進一步詳情載於招股章程第63至68頁。

- 倘若中國政府發現我們藉以在中國建立業務營運架構的協議並不符合適用的中國法律及法規，或倘若該等規定或其解釋於日後發生變動，我們或須承受嚴重後果，包括合約安排失效及放棄我們於綜合聯屬實體的權益。
- 我們的合約安排在提供經營控制權方面未必如直接所有權般有效。綜合聯屬實體或其股東可能無法履行其於合約安排下的責任。
- 綜合聯屬實體的股東可能與我們存在利益衝突，這或會對我們的業務產生重大不利影響。
- 倘若我們行使選擇權收購綜合聯屬實體的股權所有權及資產，所有權或資產轉讓可能使我們受到若干限制及承擔巨額成本。
- 倘若我們的綜合聯屬實體宣佈破產或牽涉解散或清盤程序，我們可能無法使用及享有綜合聯屬實體所持有對我們的業務營運屬重大的資產。
- 《外商投資法》的解釋及實施以及其對我們目前的企業架構可行性、企業管治及業務營運可能產生的影響均存在重大不確定性。
- 我們的合約安排可能須接受中國稅務機關的審查，倘若發現我們欠繳額外稅款，我們的綜合利潤及閣下的投資價值可能大幅減少。

## DIRECTORS' REPORT

### 董事會報告

Our Group has adopted measures to ensure the effective operation of our Group's businesses with the implementation of the Contractual Arrangements and our compliance with the Contractual Arrangements, including:

- major issues arising from the implementation and compliance with the Contractual Arrangements or any regulatory enquiries from government authorities will be submitted to our Board, if necessary, for review and discussion on an occurrence basis;
- our Board will review the overall performance of and compliance with the Contractual Arrangements at least once a year;
- our Company will disclose the overall performance and compliance with the Contractual Arrangements in our annual reports; and
- our Company will engage external legal advisors or other professional advisors, if necessary, to assist the Board to review the implementation of the Contractual Arrangements, review the legal compliance of Beijing WFOE and our Consolidated Affiliated Entity to deal with specific issues or matters arising from the Contractual Arrangements.

### DIRECTORS' AND THE SINGLE LARGEST GROUP OF SHAREHOLDERS' INTERESTS IN TRANSACTIONS, ARRANGEMENT AND CONTRACT OF SIGNIFICANCE

Save as disclosed in this report, no Director or an entity connected with a Director or a member of the Single Largest Group of Shareholders was materially interested, either directly or indirectly, in any transaction, arrangement or contract which is significant in relation to the business of the Group to which the Company, or any of its subsidiaries or fellow subsidiaries was a party subsisting for the year ended 31 March 2026.

### CONTRACT OF SIGNIFICANCE

Save as disclosed in this report, no contract of significance was entered into between the Company, or one of its subsidiary companies and its controlling shareholders or any of their subsidiaries (as applicable) for the year ended 31 March 2026.

### MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed for the year ended 31 March 2026 and up to the date of this report between the Company and a person other than a Director or any person engaged in the full-time employment of the Company.

本集團已採取措施，以確保本集團於實施合約安排及遵守合約安排時有效經營業務，包括：

- 倘需要，實行及遵守合約安排過程中出現的重大問題或政府機構的任何監管查詢將於發生時呈報董事會審閱及討論；
- 董事會將至少每年審閱一次履行及遵守合約安排的整體情況；
- 本公司將於年報中披露其履行及遵守合約安排的整體情況；及
- 本公司將於必要時委聘外部法律顧問或其他專業顧問，以協助董事會審閱合約安排的實行情況、審閱北京外商獨資企業及綜合聯屬實體的法律合規情況，以處理合約安排引致的具體問題或事宜。

### 董事及單一最大股東集團於重大交易、安排及合約中的權益

除本報告所披露者外，概無董事或與董事或單一最大股東集團的成員公司有聯繫之實體於截至2026年3月31日止年度與本公司或其附屬公司或同等附屬公司訂立與本集團業務有關之任何重大交易、安排或合約中擁有重大權益（不論直接或間接）。

### 重大合約

除本報告所披露者外，本公司或其任何附屬公司以及其控股股東或其任何附屬公司（如適用）概無於截至2026年3月31日止年度訂立重大合約。

### 管理合約

截至2026年3月31日止年度及直至本報告日期，本公司概無與除董事或任何本公司全職僱員以外的人士訂立任何有關本公司全部或絕大部分業務的管理及行政合約，亦無有關合約仍然存續。

## DIRECTORS' REPORT

### 董事會報告

#### DIRECTORS' PERMITTED INDEMNITY PROVISION

Pursuant to the Articles of Association, the Company shall indemnify out of the assets of the Company, any Director against any liability, action, proceeding, claim, demand, costs, damages or expenses, including legal expenses, whatsoever which he/she may incur as a result of any act or failure to act in carrying out his/her functions other than such liability (if any) that he/she may incur by reason of his/her own actual fraud or wilful default. No Director shall be liable to the Company for any loss or damage incurred by the Company as a result (whether direct or indirect) of the carrying out of his/her functions unless that liability arises through the actual fraud or wilful default of such Director. No person shall be found to have committed actual fraud or wilful default under the Articles of Association unless or until a court of competent jurisdiction shall have made a finding to that effect. As of the date of this report, the Company has arranged appropriate directors' liability insurance coverage for the Directors.

#### STAFF, REMUNERATION POLICY AND DIRECTORS' REMUNERATION

As at 31 March 2026, we had 1,851 employees (as at 31 March 2025: 1,898 employees). For the year ended 31 March 2026, the Group's total staff costs amounted to approximately RMB938.8 million, including salaries, wages, bonuses, share-based compensation, pension costs, other social security costs, housing benefits and other employee benefits. The Group continued to optimize the incentive-based system in line with business development needs and implemented remuneration policies with competitiveness.

Our Directors receive compensation in the form of fees, salaries, bonuses, other allowances, benefits in kind, contribution to the pension scheme and other share-based compensation. We determine the compensation of our Directors based on each Director's responsibilities, qualification, position and seniority.

The Remuneration Committee is responsible for determining, with the delegated responsibility from the Board, the remuneration packages of individual executive Directors and senior management of the Group, or making recommendations to the Board on the remuneration packages of executive Directors and senior management of the Group, which will be approved by the Board. The Remuneration Committee is also responsible for making recommendations to the Board on the remuneration of non-executive Directors. Details of the Directors' remuneration during the Reporting Period are set out in note 33 to the consolidated financial statements. No amount was paid to any Director or any of the five highest paid individuals disclosed in note 10 to the consolidated financial statements as an inducement to join or upon joining the Company or as a compensation for loss of office. In addition, there was no arrangement under which a Director waived or agreed to waive any remuneration.

#### 董事獲准許的彌償條文

根據組織章程細則，本公司須就任何董事在履行其職責時的任何作為或不作為而可能產生的任何責任、行動、訴訟、索賠、索求、成本、損害或費用（包括法律費用）（因個人自身的實際欺詐或故意失責而產生的責任（如有）除外）以本公司資產向其作出彌償。董事不向本公司承擔因其履行職責而（直接或間接）產生的本公司損失或損害（由於董事自身的實際欺詐或故意失責而產生的責任除外）。除非或直至有適當管轄權的法院做出相關判決，否則任何人士都不得被認為犯有組織章程細則項下的實際欺詐或故意失責。截至本報告日期，本公司已為董事安排適當的董事責任保險。

#### 員工、薪酬政策及董事薪酬

於2026年3月31日，我們擁有1,851名僱員（於2025年3月31日：1,898名僱員）。截至2026年3月31日止年度，本集團的員工成本總額約為人民幣938.8百萬元，包括工資、薪金、花紅、以股份為基礎的薪酬、退休金成本、其他社會保障開支、住房福利及其他員工福利。本集團緊貼業務發展需求，不斷優化激勵體系，實施具有競爭力的薪酬政策。

董事以袍金、薪金、花紅、其他津貼、實物福利、退休金計劃供款及其他以股份為基礎的薪酬的形式收取薪酬。我們基於各董事的職責、資格、職位及資歷釐定董事薪酬。

薪酬委員會獲董事會授權負責釐定本集團個別執行董事及高級管理層的薪酬待遇，或就本集團執行董事及高級管理層的薪酬待遇向董事會提出建議，並經董事會批准。薪酬委員會亦負責就非執行董事的薪酬向董事會提出建議。有關董事於報告期內的薪酬詳情載於綜合財務報表附註33。綜合財務報表附註10所披露的任何董事或五名最高酬金人士概無獲支付任何款項作為吸引加入本公司或於加入本公司時的獎勵，或作為離職補償。此外，董事亦無訂立任何放棄或同意放棄任何薪酬的安排。

## DIRECTORS' REPORT

### 董事會報告

## SHARE SCHEMES

We adopted the Pre-IPO Share Option Plan on 15 July 2019, which was amended on 23 April 2020, 26 September 2021 and 31 December 2021. We have also adopted the RSU Plan on 31 December 2021, which was amended on 23 March 2023 and 19 June 2025.

## PRE-IPO SHARE OPTION PLAN

The Pre-IPO Share Option Plan of our Company was adopted by the Board on 15 July 2019, and amended on 23 April 2020, 26 September 2021 and 31 December 2021.

The following is a summary of the principal terms of the Pre-IPO Share Option Plan. The terms of the Pre-IPO Share Option Plan are not subject to the provisions of Chapter 17 of the Listing Rules as they do not involve any grant of options by our Company to subscribe for new Shares after Listing.

### Summary of Terms

#### Purposes

The purposes of the Pre-IPO Share Option Plan are to attract and retain the best available personnel, to provide additional incentives to the Directors, employees and consultants of the Company, and to promote the success of the Company's business.

#### Participants

We may grant options (the "Options") to employees, consultants and directors of the Company and/or related entity(ies), which include, among others, the Onshore Holdco, Beijing WFOE and Chengdu WFOE.

#### Maximum Number of Shares

The maximum aggregate number of Shares which may be issued pursuant to all Options shall not exceed 79,728,830 Shares (proportionally adjusted to reflect any share dividends, share splits, or similar transactions).

Prior to the Listing, the Company had granted Options to subscribe for an aggregate of 79,725,600 Shares to Directors, senior management and employees of the Group, of which Options to subscribe for 23,761,790 Shares had been exercised prior to the Listing Date.

The total number of new Shares available for issue under the Pre-IPO Share Option Plan as at the date of this report is 29,730,072, which represents approximately 4.07% of the total issued Shares as at the date of this report.

Our Company will not grant any further Options under the Pre-IPO Share Option Plan upon Listing.

## 股份計劃

我們已於2019年7月15日採納首次公開發售前購股權計劃，其於2020年4月23日、2021年9月26日及2021年12月31日修訂。我們亦於2021年12月31日採納受限制股份單位計劃，該計劃於2023年3月23日及2025年6月19日獲修訂。

## 首次公開發售前購股權計劃

董事會於2019年7月15日採納本公司的首次公開發售前購股權計劃，並於2020年4月23日、2021年9月26日及2021年12月31日修訂。

以下為首次公開發售前購股權計劃的主要條款概要。首次公開發售前購股權計劃的條款毋須遵守上市規則第17章的條文，原因是其並不涉及本公司於上市後授出購股權以認購新股份。

### 條款概要

#### 目的

首次公開發售前購股權計劃旨在吸引並留住最優秀的人員，為董事、本公司僱員及顧問提供額外獎勵並促進本公司業務走向成功。

#### 參與者

我們可以授予本公司僱員、顧問及董事及／或包括（其中包括）境內控股公司、北京外商獨資企業及成都外商獨資企業在內的關聯實體購股權（「購股權」）。

#### 股份數目上限

根據所有購股權可發行的股份最高總數不應超過79,728,830股股份（可按比例予以調整，以反映任何股息、股份拆細或類似交易）。

於上市前，本公司已向董事、本集團高級管理層及僱員授予可認購合共79,725,600股股份的購股權，其中可認購23,761,790股股份的購股權已於上市日期前獲行使。

於本報告日期，根據首次公開發售前購股權計劃可供發行的新股份總數為29,730,072，佔於本報告日期已發行股份總數約4.07%。

本公司將不會於上市後根據首次公開發售前購股權計劃進一步授出任何購股權。

## DIRECTORS' REPORT

### 董事會報告

#### Administration

The Pre-IPO Share Option Plan shall be administered by the Board or a committee designated by the Board (the “**Administrator**”) in accordance with any applicable laws, regulations, rules of any jurisdiction applicable to the Options and the memorandum and the then effective articles of association of the Company. Once appointed, such committee shall continue to serve in its designated capacity until otherwise directed by the Board. The Board may authorize one or more officers or directors to grant the Awards and may limit such authority as the Board determines from time to time.

The Administrator determines and approves, among other things, the participants eligible to receive Options, the number of Options to be granted to each eligible participant, the forms of award agreements for use under the Pre-IPO Share Option Plan, and the terms and conditions of each Options granted including, but not limited to, the vesting schedule, repurchase provisions, rights of first refusal, forfeiture provisions, form of payment (cash, Shares, or other consideration) upon settlement of the Options, payment contingencies, and satisfaction of any applicable performance criteria.

#### Maximum Entitlement of a Participant

There are no restrictions on the maximum entitlement of a participant under the terms of the Pre-IPO Share Option Plan.

#### Exercise period

Subject to applicable laws, any Option granted shall be exercisable at such times and under such conditions as determined by the Administrator under the terms of the Pre-IPO Share Option Plan and specified in the award agreement.

An Option shall be deemed to be exercised when written notice of such exercise has been given to the Company in accordance with the terms of the Option by the person entitled to exercise the Option and full payment for the Shares with respect to which the Option is exercised.

#### Vesting Schedule

The Awards to be issued to any grantee under the Pre-IPO Share Option Plan shall be subject to the vesting schedule as specified in the award agreement of such grantee. The Administrator shall have the right to adjust the vesting schedule of the Options granted to the Grantees.

#### 管理

首次公開發售前購股權計劃應由董事會或董事會指定的委員會(「**管理人員**」)根據任何適用法律、法規、適用於購股權的任何司法管轄權規則以及本公司大綱及當時生效的組織章程細則管理。有關委員會一經委任，除非董事會另有指示，否則須繼續按其指定職能服務。董事會可授權一名或多名高級職員或董事授出獎勵，且董事會可不時決定限制有關授權。

管理人員釐定及批准(其中包括)合資格收取購股權的參與者、授予各合資格參與者購股權的數目、首次公開發售前購股權計劃項下使用的獎勵協議形式以及各授出購股權的條款及條件，包括但不限於歸屬時間表、回購條文、優先購買權、沒收條文、購股權結算的支付形式(現金、股份或其他對價)、支付或然事項及滿足任何適用表現標準。

#### 參與者的權利上限

根據首次公開發售前購股權計劃的條款，並無對參與者權利上限的限制。

#### 行使期

根據適用法律，授出的任何購股權可於管理人員按照首次公開發售前購股權計劃的條款釐定及獎勵協議規定的相關時間及相關條件可予行使。

根據購股權的條款，於有權行使購股權的人士將有關行使的書面通知發送予本公司以及將就行使購股權的股份全額付款時，購股權應被視為將予以行使。

#### 歸屬時間表

根據首次公開發售前購股權計劃將發行予承授人的獎勵受限於有關承授人訂立的獎勵協議所規定的歸屬時間表。管理人員有權調整授予承授人購股權的歸屬時間表。

## DIRECTORS' REPORT

### 董事會報告

#### Acceptance of Options

No consideration is payable by the grantee upon acceptance of the Option.

#### Exercise Price or Consideration

The exercise or purchase price, if any, for an Option shall be determined by the Administrator. In addition, subject to the applicable laws, the consideration to be paid for the Shares to be issued upon exercise or purchase of an Option under the Pre-IPO Share Option Plan including the method of payment, shall also be determined by the Administrator.

#### Terms, remaining life and conditions of the Pre-IPO Share Option Plan

Unless terminated earlier, the Pre-IPO Share Option Plan has a term of ten (10) years after the date of adoption on 15 July 2019. In general, the term of each Option shall be the term stated in the award agreement. Subject to the applicable laws, the Awards shall be transferable (i) by will and by the laws of descent and distribution and (ii) during the lifetime of the grantee, only to the extent and in the manner approved by the Administrator. Notwithstanding the foregoing, the grantee may designate one or more beneficiaries of the grantee's Options in the event of the grantee's death on a beneficiary designation form provided by the Administrator.

As at the date of this report, the remaining life of the Pre-IPO Share Option Plan was about three years and one month.

#### Termination

The Board may at any time amend, suspend or terminate the Pre-IPO Share Option Plan; provided, however, that no such amendment shall be made without the approval of the Company's shareholders to the extent such approval is required by applicable laws. No Option may be granted during any suspension of the Pre-IPO Share Option Plan or after termination of the Pre-IPO Share Option Plan. Unless otherwise determined by the Administrator in good faith, the suspension or termination of the Pre-IPO Share Option Plan shall not materially adversely affect any rights under Options already granted to a grantee.

#### 接納購股權

承授人接納購股權時無須支付任何對價。

#### 行使價或對價

購股權的行使價或購買價(如有)應由管理人員釐定。此外,在適用法律的規限下,根據首次公開發售前購股權計劃行使或購買購股權後擬發行股份所支付的對價(包括支付方式)亦應由管理人員決定。

#### 首次公開發售前購股權計劃的條款、剩餘年期及條件

除非提前終止,否則首次公開發售前購股權計劃自2019年7月15日獲接納起為期十(10)年。一般而言,各購股權的期限應為獎勵協議所述期限。在適用法律的規限下,獎勵可(i)根據遺囑及遺產繼承及分配法例;及(ii)於承授人在世期間,以管理人員批准的數額及方式轉讓。儘管有前述規定,承授人仍可指定一名或多名人士於其身故時以管理人員規定的受益指定形式為承授人購股權的受益人。

於本報告日期,首次公開發售前購股權計劃的剩餘年期約為三年零一個月。

#### 終止

董事會可隨時修訂、暫停或終止首次公開發售前購股權計劃;然而,如適用法律規定修訂須經批准,在未經本公司股東批准的情況下,不得作出有關修訂。於首次公開發售前購股權計劃任何暫停期間或首次公開發售前購股權計劃終止後,概無授出任何購股權。除非管理人員真誠另有決定,暫停或終止首次公開發售前購股權計劃不會對已向承授人授出的購股權項下的任何權利產生重大不利影響。

## DIRECTORS' REPORT

### 董事會報告

#### Outstanding share options granted

As of 31 March 2026, share options to subscribe for an aggregate of 79,725,600 Shares had been granted to Directors, senior management and employees of the Group, of which share options to subscribe for 23,761,790 Shares had been exercised and issued immediately after the completion of the Global Offering. During the Reporting Period, share options to subscribe for 2,530,542 Shares had been exercised and issued while share options to subscribe for 1,595,051 Shares were lapsed. As at 31 March 2026, share options to subscribe for 37,431,672 Shares were outstanding and held by grantees. No further options will be granted after Listing.

Details of the share options granted under the Pre-IPO Share Option Plan for the Reporting Period are set out below:

#### 已授出的尚未行使購股權

截至2026年3月31日，董事、本集團高級管理層及僱員已獲授可認購合共79,725,600股股份的購股權，其中可認購23,761,790股股份的購股權已獲行使並已於緊隨全球發售完成後發行。於報告期內，可認購2,530,542股股份的購股權已獲行使及發行，另外可認購1,595,051股股份的購股權已失效。截至2026年3月31日，可認購37,431,672股股份的購股權尚未獲行使並由承授人持有。上市後將不予授出其他購股權。

報告期內，根據首次公開發售前購股權計劃授出的購股權的詳情如下：

| Name or category of grantee                                                           | Outstanding as at 1 April 2025 | Granted during the Reporting Period | Exercised during the Reporting Period | Cancelled during the Reporting Period | Lapsed during the Reporting Period | Outstanding as at 31 March 2026 | Date of Grant             | Exercise Price | Vesting Period    | Exercise Period   | Share closing price immediately before the date of grant of share options | Weighted average share closing price immediately before the exercise dates |
|---------------------------------------------------------------------------------------|--------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|------------------------------------|---------------------------------|---------------------------|----------------|-------------------|-------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------|
| 承授人姓名或類別                                                                              | 於2025年4月1日尚未行使                 | 報告期內已授出                             | 報告期內已行使                               | 報告期內已註銷                               | 報告期內已失效                            | 於2026年3月31日尚未行使                 | 授出日期                      | 行使價            | 歸屬期               | 行使期               | 緊接授出購股權當日之股份收市價                                                           | 緊接行使日期前之加權平均股份收市價                                                          |
| <b>Directors (including former directors), Senior Management and their Associates</b> |                                |                                     |                                       |                                       |                                    |                                 |                           |                |                   |                   |                                                                           |                                                                            |
| <b>董事(包括前董事)、高級管理層及其聯繫人</b>                                                           |                                |                                     |                                       |                                       |                                    |                                 |                           |                |                   |                   |                                                                           |                                                                            |
| Mr. Wang<br>王先生                                                                       | 1,500,000                      | 0                                   | 0                                     | 0                                     | 0                                  | 1,500,000                       | 1 March 2023<br>2023年3月1日 | 0.00001        | 48 months<br>48個月 | (Note 3)<br>(附註3) | N/A/(Note 4)<br>不適用/(附註4)                                                 | N/A<br>不適用                                                                 |
| Mr. Ji<br>紀先生                                                                         | 1,500,000                      | 0                                   | 0                                     | 0                                     | 0                                  | 1,500,000                       | 1 March 2023<br>2023年3月1日 | 0.00001        | 48 months<br>48個月 | (Note 3)<br>(附註3) | N/A/(Note 4)<br>不適用/(附註4)                                                 | N/A<br>不適用                                                                 |
| Ms. Liu<br>劉女士                                                                        | 1,112,160                      | 0                                   | 0                                     | 0                                     | 0                                  | 1,112,160                       | 1 March 2023<br>2023年3月1日 | 0.00001        | 48 months<br>48個月 | (Note 3)<br>(附註3) | N/A/(Note 4)<br>不適用/(附註4)                                                 | N/A<br>不適用                                                                 |
| Zhou Dan (周丹)/(Note 1)<br>周丹(附註1)                                                     | 1,277,160                      | 0                                   | 0                                     | 0                                     | 0                                  | 1,277,160                       | 1 March 2023<br>2023年3月1日 | 0.00001        | 48 months<br>48個月 | (Note 3)<br>(附註3) | N/A/(Note 4)<br>不適用/(附註4)                                                 | N/A<br>不適用                                                                 |
| <b>Subtotal</b><br><b>小計</b>                                                          | <b>5,389,320</b>               | <b>0</b>                            | <b>0</b>                              | <b>0</b>                              | <b>0</b>                           | <b>5,389,320</b>                |                           |                |                   |                   |                                                                           |                                                                            |

## DIRECTORS' REPORT

### 董事會報告

| Name or category of grantee                                  | Outstanding as at 1 April 2025 | Granted during the Reporting Period | Exercised during the Reporting Period | Cancelled during the Reporting Period | Lapsed during the Reporting Period | Outstanding as at 31 March 2026 | Date of Grant                 | Exercise Price | Vesting Period              | Exercise Period | Share closing price immediately before the date of grant of share options | Weighted average share closing price immediately before the exercise dates |
|--------------------------------------------------------------|--------------------------------|-------------------------------------|---------------------------------------|---------------------------------------|------------------------------------|---------------------------------|-------------------------------|----------------|-----------------------------|-----------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------|
| 承授人姓名或類別                                                     | 於2025年4月1日尚未行使                 | 報告期內已授出                             | 報告期內已行使                               | 報告期內已註銷                               | 報告期內已失效                            | 於2026年3月31日尚未行使                 | 授出日期                          | 行使價            | 歸屬期                         | 行使期             | 緊接授出購股權當日之股份收市價                                                           | 緊接行使日期前之加權平均股份收市價                                                          |
| <b>Former Consultant of the Group</b><br><b>本集團前顧問</b>       |                                |                                     |                                       |                                       |                                    |                                 |                               |                |                             |                 |                                                                           |                                                                            |
| Xu Hao (徐嶢) (Note 2)                                         | 143,750                        | 0                                   | 0                                     | 0                                     | 0                                  | 143,750                         | 30 December 2019              | 0.00001        | Vested at the date of grant | (Note 3)        | N/A (Note 4)                                                              | N/A                                                                        |
| 徐嶢 (附註2)                                                     |                                |                                     |                                       |                                       |                                    |                                 | 2019年12月30日                   |                | 於授出日期歸屬                     | (附註3)           | 不適用 (附註4)                                                                 | 不適用                                                                        |
| <b>Subtotal</b><br><b>小計</b>                                 | <b>143,750</b>                 | <b>0</b>                            | <b>0</b>                              | <b>0</b>                              | <b>0</b>                           | <b>143,750</b>                  |                               |                |                             |                 |                                                                           |                                                                            |
| <b>Employee Participants of the Group</b><br><b>本集團僱員參與者</b> |                                |                                     |                                       |                                       |                                    |                                 |                               |                |                             |                 |                                                                           |                                                                            |
| Other employees                                              | 36,024,195                     | 0                                   | 2,530,542                             | 0                                     | 1,595,051                          | 31,898,602                      | 1 January 2009 – 1 March 2023 | 0.00001–0.487  | Nil or 48 months            | (Note 3)        | N/A (Note 4)                                                              | N/A                                                                        |
| 其他僱員                                                         |                                |                                     |                                       |                                       |                                    |                                 | 2009年1月1日–2023年3月1日           | 0.00001–0.487  | 零或48個月                      | (附註3)           | 不適用 (附註4)                                                                 | 不適用                                                                        |
| <b>Subtotal</b><br><b>小計</b>                                 | <b>36,024,195</b>              | <b>0</b>                            | <b>2,530,542</b>                      | <b>0</b>                              | <b>1,595,051</b>                   | <b>31,898,602</b>               |                               |                |                             |                 |                                                                           |                                                                            |
| <b>Total</b><br><b>總計</b>                                    | <b>41,557,265</b>              | <b>0</b>                            | <b>2,530,542</b>                      | <b>0</b>                              | <b>1,595,051</b>                   | <b>37,431,672</b>               |                               |                |                             |                 |                                                                           |                                                                            |

#### Notes:

- (1) Ms. Zhou Dan is the spouse of Mr. Wang, an executive Director and chairman of the Board.
- (2) Mr. Xu Hao has served as a consultant of the Group from November 2018 to March 2020, details of which are set out in the "Waivers and Exemption – Waiver and Exemption in Relation to the Pre-IPO Share Option Plan" of the Prospectus.
- (3) Five years from the date of grant.
- (4) Such Options were granted before the Listing Date and therefore the share closing price immediately before the date of grant of the Options is not applicable.
- (5) The Options granted under the Pre-IPO Share Option Plan are subject to fulfillment of the key performance index ("KPI") of such year, meaning the KPI of the grantee for the applicable year duly determined by the Company.
- (6) None of the grant to any participant was in excess of 1% individual limit.
- (7) Details of the valuation of the Options, including the accounting standard and policy adopted for the Pre-IPO Share Option Plan, are set out in note 25 to the consolidated financial statements.

#### 附註：

- (1) 周丹女士為王先生（執行董事兼董事會主席）的配偶。
- (2) 於2018年11月至2020年3月，徐嶢先生擔任本集團的合約顧問，有關詳情載於招股章程「豁免及例外情況—有關首次公開發售前購股權計劃的豁免及例外情況」。
- (3) 自授出日期起五年。
- (4) 該等購股權乃於上市日期前授出，因此，緊接授出購股權當日之股份收市價不適用。
- (5) 根據首次公開發售前購股權計劃授出的購股權受該年度的關鍵績效指標（「KPI」）規限，即由本公司正式確定的承授人於適用年度的KPI。
- (6) 概無任何對參與者的授予超過1%的個別限額。
- (7) 購股權估值（包括首次公開發售前購股權計劃採用的會計準則及政策）的詳情載於綜合財務報表附註25。

## DIRECTORS' REPORT

### 董事會報告

#### RSU Plan

The Company has conditionally adopted the RSU Plan by Shareholders' resolutions dated 31 December 2021 (as amended by further resolutions of the Shareholders on 23 March 2023, with effect from the Listing Date and amended by the board of directors on 19 June 2025). The RSU Plan will comply with amended provision in Chapter 17 of the Listing Rules which became effective from 1 January 2023. The Company may appoint a trustee (the **"RSU Trustee"**) to administer the RSU Plan with respect to the grant of any Award (as defined below), by way of restricted share unit(s) (the **"RSU(s)"**), which may vest in the form of Shares (the **"Award Shares"**) or the actual selling price of the Award Shares in cash in accordance with the RSU Plan.

The total number of Shares that may be issued in respect of RSUs granted under the RSU Plan (which includes Awards to be satisfied by new shares and/or treasury shares) during the Reporting Period divided by the weighted average number of Shares in issue (excluding treasury shares) as at the date of this report was 0.75%.

On 19 June 2025, the Board has resolved to amend the RSU Plan to allow the use of treasury shares to satisfy the Award(s) granted.

#### Eligible Persons to the RSU Plan

Any individual, being an employee (the **"Employee(s)"**), Director (including executive Directors, non-executive Directors and independent non-executive Directors) or a person (other than an employee, a Director or a Director of any member of the Group or any affiliate of the Group, solely with respect to rendering services in such persons' capacity as an employee or director of any member of the Group or any affiliate) who provide services to the Group on a continuing and recurring basis in its ordinary and usual course of business which are in the interests of the long-term growth of the Group (the **"Service Provider(s)"**) of any member of the Group or any affiliate (including nominees and/or trustees of any employee benefit trust established for them but excluding **"investee companies"**) (an **"Eligible Person"** and, collectively **"Eligible Persons"**) who the Board considers, in its sole discretion, to have contributed or will contribute to the Group or any affiliate is eligible to receive an award granted by the Board (an **"Award"**), by way of RSUs, which may vest in the form of Award Shares or the actual selling price of the Award Shares of RSUs in cash in accordance with the RSU Plan.

#### Purpose of the RSU Plan

The purpose of the RSU Plan is to align the interests of Eligible Persons with those of our Group through ownership of Shares, dividends and other distributions paid on Shares and/or the increase in value of the Shares, and to encourage and retain Eligible Persons to make contributions to the long-term growth and profits of our Group.

#### 受限制股份單位計劃

本公司透過日期為2021年12月31日的股東決議案（於2023年3月23日經股東透過決議案進一步修訂，自上市日期起生效，於2025年6月19日經董事會修訂）有條件採納受限制股份單位計劃。受限制股份單位計劃預計將符合自2023年1月1日生效的上市規則第17章經修訂條文。本公司可就以受限制股份單位（「**受限制股份單位**」）方式授出任何獎勵（定義見下文）（可以根據受限制股份單位計劃以股份（「**獎勵股份**」）形式或按獎勵股份的實際售價以現金的形式歸屬）委任一名受託人（「**受限制股份單位受託人**」）管理受限制股份單位計劃。

於報告期內，根據受限制股份單位計劃（包括將以新股份及／或庫存股份支付的獎勵）授出的受限制股份單位而可能發行的股份總數除以本報告日期已發行股份（不包括庫存股份）的加權平均數為0.75%。

於2025年6月19日，董事會決議修訂受限制股份單位計劃，允許使用庫存股份兌現授出之獎勵。

#### 受限制股份單位計劃之合資格人士

董事會全權酌情認為已或將為本集團或任何聯屬人士作出貢獻之個人（即本集團任何成員公司或任何聯屬人士的僱員（「**僱員**」）、董事（包括執行董事、非執行董事及獨立非執行董事）或持續或經常在日常及一般業務過程中為本集團提供服務並符合本集團長期增長利益的人士（僅就該人士作為本集團任何成員公司或任何聯屬人士的僱員或董事的身份提供服務而言，僱員、董事或本集團任何成員公司或本集團任何聯屬人士的董事除外）（「**服務提供者**」）（包括為彼等設立的任何僱員福利信託的代名人及／或受託人，惟不包括「**投資公司**」）（各為一名「**合資格人士**」，統稱為「**合資格人士**」）均合資格獲得董事會以受限制股份單位方式授出的獎勵（「**獎勵**」）（可以根據受限制股份單位計劃以受限制股份單位獎勵股份形式或按獎勵股份的實際售價以現金的形式歸屬）。

#### 受限制股份單位計劃的目的

受限制股份單位計劃旨在透過股份擁有權、股息及就股份作出其他分派及／或股份增值，令合資格人士的利益與本集團的利益一致，鼓勵及留住合資格人士協力作出貢獻，促進本集團的長遠增長及利潤。

## DIRECTORS' REPORT

### 董事會報告

#### Awards

An Award gives a selected participant a conditional right, when the RSU vests, to obtain the Award Share or, if in the absolute discretion of the Board, it is not practicable for the selected participant to receive the Award in Shares, the cash equivalent from the sale of the Award Shares. For the avoidance of doubt, the Board at its discretion may from time to time determine that any dividends declared and paid by our Company in relation to the Award Shares be paid to the selected participant even though the Award Shares have not yet vested.

#### Grant of Award

##### (i) Making the Grant

The Board may, from time to time, at its absolute discretion, select any Eligible Person to be a selected participant (the **"Selected Participant"**) and grant an Award to a Selected Participant by way of an award letter (the **"Award Letter"**). The Award Letter will specify the grant date, the number of Award Shares underlying the Award, the vesting criteria and conditions (including the Performance Target(s)), the vesting date and such other details as the Board may consider necessary. Subject to the determination of the Board otherwise, no amount is payable by the grantee on the acceptance of an Award, and no purchase price is payable by the grantee on vesting of an Award.

Each grant of an Award to any Director, chief executive or substantial shareholder of our Company, or any of their respective associates shall be subject to the prior approval of the independent non-executive Directors (excluding any independent non-executive Director who is a proposed recipient of an Award). Our Company will comply with the relevant requirements under Chapter 14A of the Listing Rules for any grant of Shares to connected persons of our Company.

#### 獎勵

獎勵給予選定參與者一項有條件的權利，於受限制股份單位歸屬時取得獎勵股份，如董事會全權酌情認為選定參與者以股份形式取得獎勵不切實際時，則取得等值於獎勵股份銷售額的現金。為免生疑問，即使獎勵股份尚未歸屬，董事會仍可不時酌情釐定將本公司就獎勵股份已宣派及派付之任何股息派付予選定參與者。

#### 授出獎勵

##### (i) 授出

董事會可不時全權酌情選擇任何合資格人士為選定參與者（「**選定參與者**」），並以獎勵函（「**獎勵函**」）之形式向選定參與者授出獎勵。獎勵函應訂明授出日期、有關獎勵之獎勵股份數目、歸屬標準及條件（包括表現目標）、歸屬日期及董事會可能認為必要之其他詳情。除董事會另有決定外，承授人無須為接納獎勵支付任何款項，亦無須為獎勵歸屬支付購買價。

每次向本公司任何董事、最高行政人員或主要股東（或彼等各自的任何聯繫人）授出獎勵，均須事先取得獨立非執行董事（不包括本身為建議獎勵承授人的任何獨立非執行董事）批准。本公司將就向本公司關連人士授出股份遵守上市規則第14A章的相關規定。

## DIRECTORS' REPORT

### 董事會報告

#### (ii) Restrictions on Grant and Timing of Grants

The Board may not grant any Award to any selected participant in any of the following circumstances:

- A. where any requisite approval from any applicable regulatory authorities has not been granted;
- B. where any member of our Group will be required under applicable securities laws, rules or regulations to issue a Prospectus or other offer documents in respect of such Award or the RSU Plan, unless the Board determines otherwise;
- C. where such Award would result in a breach by any member of our Group or its directors of any applicable securities laws, rules or regulations in any jurisdiction;
- D. but for the relevant waivers from the Stock Exchange or approval of Shareholders or independent Shareholders, where such grant of Award would result in a breach of the RSU Plan Limit (as defined below), the Individual Limit (as defined below), Service Providers Limit (as defined below) and the Director, Substantial Shareholder Limit and Chief Executive Limit (as defined below) or the 25% minimum public float requirement as required under the Listing Rules (or such other percentage as approved or agreed by the Stock Exchange), or would otherwise cause our Company to issue Shares in excess of the permitted amount approved by the Shareholders;
- E. where an Award is to be satisfied by way of issue of new Shares to the RSU Trustee, in any circumstances that cause the total Shares issued or allotted to connected persons to be in excess of the amount approved by the Shareholders;
- F. after inside information has become to our Company's knowledge until (and including) the trading day after our Company has announced the information;

#### (ii) 授出限制及授出時間

於以下任何情況下，董事會不得向任何選定參與者授出任何獎勵：

- A. 相關監管機構未授出所需批准；
- B. 本集團任何成員公司須根據適用證券法、規則或規例就相關獎勵或受限制股份單位計劃刊發招股章程或其他發售文件，除非董事會另行釐定；
- C. 有關獎勵或會導致本集團任何成員公司或其董事違反任何司法管轄區的任何適用證券法、規則或規例；
- D. 若非獲得聯交所的相關豁免或股東或獨立股東批准，授出獎勵或會導致違反受限制股份單位計劃上限（定義見下文）、個別上限（定義見下文）、服務提供者限額（定義見下文）及董事、主要股東限額和主要行政人員限額（定義見下文）或上市規則規定的最低25%（或聯交所批准或同意的有關其他百分比）公眾持股量要求，或導致本公司發行超出股東批准之準許數目之股份；
- E. 在本公司向受限制股份單位受託人發行新股份來支付該獎勵的情況下，導致本公司向關連人士發行或配發的股份總數量，超出股東批准之數目；
- F. 本公司知悉任何內幕消息後直至及包括本公司宣佈消息後的交易日；

## DIRECTORS' REPORT

### 董事會報告

G. during the period commencing one month immediately before the earlier of:

1. the date of the Board meeting (as such date is first notified to the Stock Exchange under the Listing Rules) for approving the results of the Company for any year, half-year, quarterly or any other interim period (whether or not required under the Listing Rules); and
2. the deadline for the Company to announce its results for any year or half-year under the Listing Rules, or quarterly or any other interim period (whether or not required under the Listing Rules), and ending on (and including) the date of the results announcement. No Award shall be granted during any period of delay in publishing a results announcement;

H. during the period of 60 days immediately preceding the publication of the annual results of our Company or, if shorter, the period from the end of the relevant financial year up to the publication date of the results; and

I. during the period of 30 days immediately preceding the publication date of the quarterly (if any) or half-yearly results or, if shorter, the period from the end of the relevant quarterly or half-year period up to the publication of the results.

G. 於緊接以下各項（以較早者為準）前一個月起的期間：

1. 批准本公司任何年度、半年度、季度或任何其他中期期間（不論上市規則有否規定）的業績的董事會會議日期（根據上市規則，有關日期首先知會聯交所）；及
2. 本公司根據上市規則公佈任何年度、半年度、季度或任何其他中期業績（無論是否為上市規則所規定者）的最後期限，截至且（包括）業績公告日。延遲刊發業績公告的任何期間內概不會授出獎勵；

H. 緊接本公司年度業績刊發前60日期間或相關財年結束直至業績刊發日期期間（以較短者為準）；及

I. 緊接本公司季度（如有）或半年度業績刊發前30日期間或相關財政季度或半年度結束直至業績刊發日期期間（以較短者為準）。

## DIRECTORS' REPORT

### 董事會報告

#### Maximum Number of Shares to be granted

The aggregate number of Shares underlying all grants made pursuant to the RSU Plan (excluding Award which have been lapsed in accordance with the RSU Plan) will not exceed 6% of the issued share capital of the Company as of the date of approval of the RSU Plan (being 68,349,127 Shares prior to the Share Subdivision), and subsequently adjusted to 683,491,270 Shares following the Share Subdivision without Shareholders' approval (the **"RSU Plan Limit"**), i.e. 41,009,476 Shares. The Company may seek (i) to refresh the RSU Plan Limit once every three years with Shareholders' approval by way of an ordinary resolution, or (ii) to refresh the RSU Plan Limit within the aforementioned three-year period with independent Shareholders' approval by way of an ordinary resolution, in accordance with the Listing Rules. For the avoidance of doubts, unless otherwise waived by the Stock Exchange, the RSU Plan Limit shall not exceed 10% of issued Shares at the relevant time.

As of the date of this report, grant of 11,458,345 Awards have been made pursuant to the RSU Plan. The total number of shares available for issue under the RSU Plan were 39,349,476, which represented approximately 5.39% of the Company's total number of issued shares (excluding treasury shares) as at the date of this report. For the purpose of Rule 17.09(3) of the Listing Rules, 39,349,476 was calculated by the number of RSUs available for grant under the RSU Plan (41,009,476) minus the number of vested/cancelled RSUs (1,660,000) as of the date of this report.

Save as the RSU Plan Limit or as otherwise approved by Shareholders by way of an ordinary resolution in accordance with the Listing Rules, for any 12-month period, the aggregate number of Shares granted to any Selected Participant shall not exceed 1% of the total number of the issued Shares at the relevant time (the **"Individual Limit"**) without Shareholders' approval by way of an ordinary resolution in accordance with Rule 17.03D(1) of the Listing Rules.

Subject to the RSU Plan Limit or as otherwise approved by the Shareholders by ordinary resolution in accordance with the Listing Rules, the maximum aggregate number of Shares which may be issued upon the vesting or exercise of the Awards to be granted to Service Providers pursuant to the RSU Plan shall not exceed 0.5% (the **"Service Providers Limit"**) of the issued Shares at the relevant time without Shareholders' approval by way of an ordinary resolution.

Subject to the Individual Limit, if the grant of Awards to a Director (including an independent non-executive director) of any member of the Group or any affiliate of the Group, a substantial Shareholder or the chief executive of the Company would result in the Shares issued and to be issued in respect of all Awards granted to such person in any 12-month period exceeding 0.1% of the total number of the issued Shares at the relevant time, such grant of Awards must be approved by the independent Shareholders by way of an ordinary resolution in accordance with Rule 17.04(4) of the Listing Rules.

#### 將授出股份的數目上限

如無股東批准，根據受限制股份單位計劃所作之一切授出所涉股份總數（不包括已根據受限制股份單位計劃失效的獎勵）不得超過截至批准受限制股份單位計劃日期本公司已發行股本6%（於股份拆細前為68,349,127股股份），隨後於股份拆細後調整為683,491,270股股份（**「受限制股份單位計劃上限」**）（即41,009,476股股份）。根據上市規則，本公司可尋求(i)在股東以普通決議案的方式批准的情況下每三年更新一次受限制股份單位計劃上限；或(ii)在獨立股東以普通決議案的方式批准的情況下在上述三年期間內更新受限制股份單位計劃上限。為免生疑，除非聯交所另行豁免，否則受限制股份單位計劃上限不得超過有關時間已發行股份的10%。

截至本報告日期，已根據受限制股份單位計劃授出11,458,345份獎勵。根據受限制股份單位計劃可發行的股份總數為39,349,476股，約佔於本報告日期本公司已發行股份（不包括庫存股份）總數的5.39%。就上市規則第17.09(3)條而言，39,349,476股乃根據截至本報告日期的受限制股份單位計劃下可供授出的受限制股份單位數目（41,009,476股）減去已歸屬／取消的受限制股份單位數目（1,660,000）計算得出。

除受限制股份單位計劃上限或股東根據上市規則另行以普通決議案的方式批准外，在任何12個月期間，未經股東根據上市規則第17.03D(1)條以普通決議案的方式批准，授予任何選定參與者的股份總數不得超過相關時間已發行股份總數的1%（**「個別限額」**）。

除受限制股份單位計劃上限或股東根據上市規則另行以普通決議案的方式批准外，未經股東以普通決議案的方式批准，於根據受限制股份單位計劃歸屬或行使擬授予服務提供者的獎勵後可予發行的股份最高總數不得超過有關時間已發行股份的0.5%（**「服務提供者限額」**）。

在個別限額的規限下，倘向本集團任何成員公司或本集團任何聯屬公司的董事（包括獨立非執行董事）、本公司主要股東及主要行政人員授予獎勵會導致任何12個月期間就授予該人士的所有獎勵已發行及將予發行的股份超過有關時間已發行股份總數的0.1%，此類獎勵的授予根據上市規則第17.04(4)條須經獨立股東以普通決議案的方式批准。

## DIRECTORS' REPORT

### 董事會報告

#### *Rights attached to the Award*

Save that the Board at its discretion may from time to time determine that any dividends declared and paid by our Company in relation to the Award Shares be paid to the selected participants even though the RSUs have not yet vested, the selected participant only has a contingent interest in the Award underlying an Award unless and until such Award is actually transferred to the selected participant, nor does he/she have any rights to any related income until the RSUs are vested.

The Award Letter may require the selected participant to grant a power of attorney to the Board or any Person designated by the Board to exercise the voting rights with respect to the Shares and the Company may require the selected participant exercising such Award to acknowledge and agree to be bound by the provisions of the currently effective Articles, the Shareholders Agreements and other documents of the Company in relation to the Shares (if any), as if the Selected Participant is a holder of Ordinary Shares thereunder.

The RSU Trustee shall not exercise the voting rights in respect of any Award Shares which are held under the Trust that have not yet vested.

#### *Issue of Shares and/or transfer of funds to the RSU Trustee*

The Company shall, within a reasonable period as determined by the Board (or its duly appointed administrator), from the grant date, (i) issue and allot Shares (or transfer treasury shares) to the RSU Trustee and/or (ii) transfer to the RSU Trustee the necessary funds and instruct the RSU Trustee to acquire Shares through on-market transactions at the prevailing market price, so as to satisfy the Awards.

The Company shall not issue or allot Award Shares (or transfer treasury shares) nor instruct the RSU Trustee to acquire Shares through on-market transactions at the prevailing market price, where such action (as applicable) is prohibited under the Listing Rules, the Securities and Futures Ordinance or other applicable laws from time to time. Where such a prohibition causes the prescribed timing imposed by the RSU Plan Rules or the trust deed to be missed, such prescribed timing shall be treated as extended until as soon as reasonably practicable after the first business day on which the prohibition no longer prevents the relevant action.

#### *Assignment of Awards*

Unless express written consent is obtained from the Board, any Award granted under the RSU Plan but not yet vested are personal to the selected participants to whom they are granted and cannot be assigned or transferred. A selected participant shall not in any way sell, transfer, charge, mortgage, encumber or create any interest in favor of any other person over or in relation to any Award, or enter into any agreement to do so, unless a waiver is granted by the Stock Exchange to allow a transfer of Awards to a vehicle (including a trust or a private company) for the benefit of the Selected Participant and his/her family member (e.g. for estate planning or tax planning purposes), provided such transfer would continue to meet the purpose of the RSU Plan and other requirements under Chapter 17 of the Listing Rules.

#### *獎勵所附的權利*

除董事會可在受限制股份單位尚未歸屬的情況下不時酌情釐定將本公司就獎勵股份已宣派及派付之任何股息派付予選定參與者外，除非及直至相關獎勵實際轉讓予選定參與者，否則選定參與者僅擁有獎勵所涉獎勵中的或有權益，且於受限制股份單位歸屬前，選定參與者無權收取任何相關收入。

獎勵函可要求選定參與者向董事會或董事會指定的任何人士授出授權書以行使與股份有關的投票權，本公司可要求選定參與者在行使有關獎勵時認可並同意受現行有效的細則、股東協議及本公司其他有關股份的文件（如有）的約束，猶如選定參與者為普通股的持有人。

受限制股份單位受託人不得就於信託下持有的尚未歸屬的任何獎勵股份行使投票權。

#### *向受限制股份單位受託人發行股份及／或轉移資金*

本公司將於授出日期起計由董事會或其正式委託管理人釐定的合理期限內，(i)向受限制股份單位受託人發行及配發股份（或轉讓庫存股份）及／或(ii)向受限制股份單位受託人轉移必要資金，並指示受限制股份單位受託人透過市場交易按當前市價收購股份，以履行獎勵。

倘若上市規則、證券及期貨條例或其他不時適用之法律禁止本公司發行或配發獎勵股份（或轉讓庫存股份），或指示受限制股份單位受託人按當時市價進行市場交易收購股份，則本公司不應作出有關行動（視適用情況而定）。倘若有關禁制導致錯過受限制股份單位計劃或信託契據施加之指定限期，則有關限期應被當作已延後，直至有關禁制不再妨礙有關行動之首個營業日後合理可行之最早時間為止。

#### *出讓獎勵*

除非取得董事會的書面同意，否則根據受限制股份單位計劃已授出但尚未歸屬的任何獎勵為獲授股份的選定參與者個人所有，不得出讓或轉讓。選定參與者不得以任何方式出售、轉讓、質押、抵押獎勵、就獎勵設立產權負擔或以任何其他人士為受益人創設任何利益或訂立任何協議以進行上述各項行為，除非聯交所授出豁免允許以選定參與者及其家庭成員（例如遺產規劃或稅務規劃的目的）的利益將獎勵轉移至某載體（包括信託或私人公司），前提是有關轉移可繼續符合受限制股份單位計劃目的並遵守上市規則第17章的其他規定。

## DIRECTORS' REPORT

### 董事會報告

#### *Vesting of Awards*

The Board may from time to time while the RSU Plan is in force and subject to all applicable laws, determine such vesting criteria and conditions or periods for the Award to be vested. The vesting period of any Award granted under the RSU Plan, and as specified in the relevant Award Letter, should not be less than 12 months, unless a shorter vesting period is approved by the Board.

Within a reasonable time period as agreed between the RSU Trustee and the Board from time to time prior to any vesting date, the Board will send a vesting notice to the relevant selected participant and instruct the RSU Trustee the extent to which the Award Shares held in the trust shall be transferred and released from the trust to the selected participant or be sold as soon as practicable from the vesting date. Subject to the receipt of the vesting notice and notification from the Board, the RSU Trustee will transfer and release the relevant Award in the manner as determined by the Board or sell the relevant Award Shares and pay the actual selling price to the selected participant within a reasonable time period (in both cases with the related income, if any).

If there is an event of change in control of the Company by way of a merger, a privatization of the Company by way of a scheme or by way of an offer, all Awards will become vested and exercisable immediately and no longer be subject to forfeiture or repurchase right of the Company, according to the terms of the RSU Plan at such times and under such conditions as determined by the Board and set forth in the letter containing the offer or grant of the relevant Awards unless the Board determines otherwise.

#### *Consolidation, subdivision, bonus issue and other distribution*

In the event the Company undertakes a subdivision or consolidation of the Shares, corresponding changes will be made to the number of outstanding RSUs that have been granted provided that the adjustments shall be made in such manner as the Board determines to be fair and reasonable in order to prevent dilution or enlargement of the benefits or potential benefits intended to be made available under the RSU Plan for the selected participants. All fractional shares (if any) arising out of such consolidation or subdivision in respect of the Award Shares of a selected participant shall be deemed as returned shares and shall not be transferred to the relevant selected participant on the relevant vesting date. The RSU Trustee shall hold returned shares to be applied towards future Awards in accordance with the provisions of the RSU Plan rules for the purpose of the RSU Plan.

In the event of an issue of Shares by the Company credited as fully paid to the holders of the Shares by way of capitalization of profits or reserves (including share premium account), the Shares attributable to any Award Shares held by the RSU Trustee shall be deemed to be an accretion to such Award Shares and shall be held by the RSU Trustee as if they were Award Shares purchased by the RSU Trustee hereunder and all the provisions hereof in relation to the original Award Shares shall apply to such additional Shares.

#### *獎勵歸屬*

於受限制股份單位計劃生效期間，董事會可在所有適用法律的規限下不時釐定待歸屬獎勵的相關歸屬標準及條件或期間。根據受限制股份單位計劃授出的任何獎勵及相關獎勵函規定的歸屬期不應少於12個月，除非董事會批准較短的歸屬期。

於受限制股份單位受託人與董事會於歸屬日期前不時議定之合理期間內，董事會將向相關選定參與者寄發歸屬通知並向受限制股份單位受託人說明以信託形式持有之獎勵股份自信託解除並轉讓予選定參與者或自歸屬日期起於切實可行情況下盡快出售之數目。接獲歸屬通知及董事會之通知後，受限制股份單位受託人將按董事會釐定之方式轉讓及發放相關獎勵或出售相關獎勵股份並於合理時期內向選定參與者支付實際售價（於兩種情況下均附帶相關收入（如有））。

倘若本公司控制權因合併、以計劃或發售方式私有化而變化，所有獎勵屆時將按受限制股份單位計劃的條款及董事會釐定及載有提供或授予相關獎勵的函件所載的有關條件即時歸屬及可行使，而本公司不再擁有沒收或購回的權利，除非董事會另行釐定。

#### *合併、分拆、紅股發行及其他分派*

倘若本公司進行股份分拆或合併，會相應調整已授出並已發行之受限制股份單位的數目，惟調整須以董事會認為公平合理之方式進行，以避免攤薄或擴大選定參與者根據受限制股份單位計劃擬得之利益或潛在利益。合併或分拆選定參與者之獎勵股份所產生之所有零碎股份（如有）應視為歸還股份，不得於相關歸屬日期轉讓予相關選定參與者。受限制股份單位受託人須根據受限制股份單位計劃規則之條文，就受限制股份單位計劃持有將應用於未來獎勵的歸還股份。

倘若本公司透過利潤或儲備（包括股份溢價賬）撥充資本向股份持有人發行入賬列作繳足股份，則受限制股份單位受託人持有之任何獎勵股份應佔的股份須視為相關獎勵股份之增加，並須由受限制股份單位受託人持有，猶如該等股份為受限制股份單位受託人據此購買之獎勵股份，而所有有關原獎勵股份之規定均適用於該等額外股份。

## DIRECTORS' REPORT

### 董事會報告

In the event of any non-cash distribution or other events not referred to above by reason of which the Board considers an adjustment to an outstanding Award to be fair and reasonable, an adjustment shall be made to the number of outstanding RSUs of each selected participant as the Board shall consider as fair and reasonable, in order to prevent dilution or enlargement of the benefits or potential benefits intended to be made available under the RSU Plan for the selected participants. The Company shall provide such funds, or such directions on application of the returned shares or returned trust funds, as may be required to enable the RSU Trustee to purchase Shares on-market at the prevailing market price to satisfy the additional Award.

In the event of other non-cash and non-scrip distributions made by the Company not otherwise referred to in the RSU Plan rules in respect of the Shares held upon trust, the RSU Trustee shall sell such distribution and the net sale proceeds thereof shall be deemed as related income of the Award Shares or returned trust funds of the returned Shares held upon trust as the case may be.

#### *Termination of Continuous Service*

Except as otherwise determined by the Board at the time of the grant of the Award or thereafter, upon termination of an employee's continuous service the applicable restriction period, all Awards that are at that time unvested shall lapse or repurchased in accordance with the Award Letter; provided, however, that the Board may (a) provide in any Award Letter that restrictions or forfeiture and repurchase conditions relating to Awards will be waived in whole or in part in the event of terminations resulting from specified causes, and (b) in other cases waive in whole or in part restrictions or forfeiture and repurchase conditions relating to Awards.

If a selected participant ceases to be an Eligible Person for reasons other than those stated in the above paragraph, any outstanding RSUs and related income not yet vested in the form of Award Shares shall be immediately lapsed and forfeited, unless the Board or its delegate(s) determines otherwise at their absolute discretion.

倘若出現任何非現金分派或因董事會認為就尚未行使之獎勵作出的調整公平合理而並無於上文提及的其他事件，則須就各選定參與者所持已發行受限制股份單位的數目作出董事會認為公平合理的調整，以避免攤薄或擴大選定參與者根據受限制股份單位計劃擬得之利益或潛在利益。本公司須就申請歸還股份或歸還信託基金提供必要資金或相關指示，以便受限制股份單位受託人能按現行市價於市場上購買股份，以履行額外獎勵。

如本公司就信託持有的股份作出受限制股份單位計劃規則未規定的其他非現金及非股票分配，受限制股份單位受託人須將該等分配出售，而該等分配的淨銷售收益應被視為信託持有的獎勵股份或歸還信託基金或歸還股份（視情況而定）的相關收入。

#### *終止繼續服務*

除非董事會於授出獎勵當時或其後另有決定，否則於適用限制期內終止僱員繼續服務時，當時尚未歸屬的所有獎勵將根據獎勵函失效或購回，惟董事會可(a)在任何獎勵函內規定有關獎勵的限制或沒收及購回條件將於因特定原因而終止的情況下全部或部分豁免；及(b)在其他情況下豁免有關獎勵的全部或部分限制或沒收及購回條件。

倘若選定參與者因上述段落所述以外的理由不再為合資格人士，除非董事會或其授權代表另行全權酌情決定，否則任何尚未行使的受限制股份單位及尚未以獎勵股份形式歸屬的相關收入應立即失效並沒收。

## DIRECTORS' REPORT

### 董事會報告

#### Alteration of the RSU Plan and the Awards

The RSU Plan may be altered in any respect (save for the RSU Plan Limit) by a resolution of the Board provided that no such alteration shall operate to affect adversely any subsisting rights of any selected participant unless otherwise provided for in the rules of the RSU Plan, except:

- (i) with the consent in writing of selected participants amounting to three-fourths in nominal value of all RSUs held by the RSU Trustee on that date;
- (ii) with the sanction of a special resolution that is passed at a meeting of the selected participants amounting to three-fourths in nominal value of all RSUs held by the RSU Trustee on that date; or
- (iii) as required by the Listing Rules or other applicable laws and/or regulations.

#### Termination and remaining life

The RSU Plan shall terminate on the earlier of:

- (i) the end of the period of ten years commencing on the date on which this scheme is adopted except in respect of any non-vested RSUs granted hereunder prior to the expiration of the RSU Plan, for the purpose of giving effect to the vesting in the form of Award Shares of such RSUs or otherwise as may be required in accordance with the provisions of the RSU Plan; and
- (ii) such date of early termination as determined by the Board provided that such termination shall not affect any subsisting rights of any selected participant under the rules of the RSU Plan, provided further that for the avoidance of doubt, the change in the subsisting rights of a selected participant in this paragraph refers solely to any change in the rights in respect of the RSUs already granted to a selected participant.

As such, as of the date of this report, the remaining life of the RSU Plan is approximately five years and six months.

#### Administration of the RSU Plan

The RSU Plan shall be subject to the administration of the Board in accordance with the RSU Plan and, where applicable, the trustee deed. The authority to administer the scheme may be delegated by the Board to a committee of the Board or any person(s) as deemed appropriate at the sole discretion of the Board.

#### 受限制股份單位計劃及獎勵之修訂

受限制股份單位計劃可借董事會決議案於任何方面（受限制股份單位計劃上限除外）作出修訂，惟除非受限制股份單位計劃規則另有規定，否則有關修訂之施行不得對任何選定參與者之既有權利有不利影響，惟下述情況下除外：

- (i) 取得當日佔受限制股份單位受託人所持全部受限制股份單位面值四分之三的選定參與者之書面同意；
- (ii) 經佔當日受限制股份單位受託人所持全部受限制股份單位面值四分之三的選定參與者於會議上通過特別決議案批准；或
- (iii) 上市規則或其他適用法律及／或法規規定。

#### 終止及剩餘年期

受限制股份單位計劃於下列較早日期終止：

- (i) 自本計劃採納日期起計十年期結束，惟於受限制股份單位計劃屆滿前根據受限制股份單位計劃授出任何未歸屬受限制股份單位以使用有關受限制股份單位的歸屬（以獎勵股份形式）生效或根據受限制股份單位計劃條文進行其他所需事宜者除外；及
- (ii) 董事會釐定的相關提前終止日期，惟有關終止不得影響任何選定參與者根據受限制股份單位計劃規則擁有之任何既有權利，為免生疑問，本段所述選定參與者之既有權利變動僅指經已授予選定參與者的受限制股份單位所涉權利的任何變動。

因此，截至本報告日期，受限制股份單位計劃的剩餘年期約為5年零6個月。

#### 受限制股份單位計劃之管理

受限制股份單位計劃須由董事會按照受限制股份單位計劃及（如適用）信託契據管理。董事會可授權董事委員會或董事會全權酌情認為合適的其他人士管理計劃。

## DIRECTORS' REPORT

### 董事會報告

#### Non-vested RSUs granted

During the Reporting Period:

- (i) on 22 April 2025, the Board resolved to grant a total of 470,000 RSUs to 5 grantees, being the employees of the Group, to subscribe for a total of 470,000 Shares pursuant to the RSU Plan and all of the offers of RSUs were accepted. The RSUs granted are subject to, amongst others, a vesting schedule in tranches and fulfilment of performance targets. The Group will evaluate the employees' performance and their contribution to the Group. The number of RSUs that will vest in each anniversary of the grant date shall be determined based on the performance ranking of the employee participants of the relevant year. The performance ranking is linked to the performance of the employee participants (and in some cases, the departments of the employee participants) for the relevant year, as assessed by the Group. For details, please refer to the announcement of the Company dated 22 April 2025;
- (ii) on 1 August 2025, the Board resolved to grant a total of 4,095,845 RSUs to 63 grantees, being the employees of the Group, to subscribe for a total of 4,095,845 Shares pursuant to the RSU Plan and all of the offers of RSUs were accepted. The RSUs granted are subject to, amongst others, a vesting schedule in tranches and fulfilment of performance targets. The Group will evaluate the employees' performance and their contribution to the Group. The vesting of the RSUs to the Grantees shall be determined based on the performance ranking of the employee participants in the relevant period. The performance ranking is linked to the performance of the employee participants (and in some cases, the departments of the employee participants) for the relevant period, as assessed by the Group. For details, please refer to the announcement of the Company dated 1 August 2025;
- (iii) on 10 October 2025, the Board resolved to grant a total of 190,000 RSUs to 4 grantees, being the employees of the Group, to subscribe for a total of 190,000 Shares pursuant to the RSU Plan and all of the offers of RSUs were accepted. The RSUs granted are subject to, amongst others, a vesting schedule in tranches and fulfilment of performance targets. The Group will evaluate the employees' performance and their contribution to the Group. The number of RSUs that will vest in each anniversary of the grant date shall be determined based on the performance ranking of the employee participants of the relevant year. The performance ranking is linked to the performance of the employee participants (and in some cases, the departments of the employee participants) for the relevant year, as assessed by the Group. For details, please refer to the announcement of the Company dated 10 October 2025; and

#### 已授出的尚未歸屬受限制股份單位

於報告期內：

- (i) 2025年4月22日，董事會決議向5名承授人（為本集團員工）授出總計470,000份受限制股份單位，以根據受限制股份單位計劃認購總計470,000股股份，所有的受限制股份單位要約獲接納。授出的受限制股份單位須（其中包括）遵守分批歸屬時間表及完成業績目標等規定。本集團將評估僱員的業績及其對本集團的貢獻。於授予日期每個週年日將歸屬的受限制股份單位數目應根據相關年度僱員參與者的業績排名釐定。業績排名與僱員參與者（於部分情況下，為僱員參與者所在部門）於相關年度的業績掛鉤，由本集團進行評估。有關詳情，謹請參閱本公司日期為2025年4月22日之公告；
- (ii) 2025年8月1日，董事會決議向63名承授人（為本集團員工）授出總計4,095,845份受限制股份單位，以根據受限制股份單位計劃認購總計4,095,845股股份，所有的受限制股份單位要約獲接納。授出的受限制股份單位須（其中包括）遵守分批歸屬時間表及完成業績目標等規定。本集團將評估僱員的業績及其對本集團的貢獻。承授人受限制股份單位的歸屬應根據相關期間僱員參與者的業績排名釐定。業績排名與僱員參與者（於部分情況下，為僱員參與者所在部門）於相關期間的業績掛鉤，由本集團進行評估。有關詳情，謹請參閱本公司日期為2025年8月1日之公告；
- (iii) 2025年10月10日，董事會決議向4名承授人（為本集團員工）授出總計190,000份受限制股份單位，以根據受限制股份單位計劃認購總計190,000股股份，所有的受限制股份單位要約獲接納。授出的受限制股份單位須（其中包括）遵守分批歸屬時間表及完成業績目標等規定。本集團將評估僱員的業績及其對本集團的貢獻。於授予日期每個週年日將歸屬的受限制股份單位數目應根據相關年度僱員參與者的業績排名釐定。業績排名與僱員參與者（於部分情況下，為僱員參與者所在部門）於相關年度的業績掛鉤，由本集團進行評估。有關詳情，謹請參閱本公司日期為2025年10月10日之公告；及

## DIRECTORS' REPORT

### 董事會報告

(iv) on 8 January 2026, the Board resolved to grant a total of 520,000 RSUs to 10 grantees, being the employees of the Group, to subscribe for a total 520,000 of Shares pursuant to the RSU Plan and all of the offers of RSUs were accepted. The RSUs granted are subject to, amongst others, a vesting schedule in tranches and fulfilment of performance targets. The Group will evaluate the employees' performance and their contribution to the Group. The number of RSUs that will vest in each anniversary of the grant date shall be determined based on the performance ranking of the employee participants of the relevant year. The performance ranking is linked to the performance of the employee participants (and in some cases, the departments of the employee participants) for the relevant year, as assessed by the Group. For details, please refer to the announcement of the Company dated 8 January 2026.

As at 31 March 2026, save for the aforesaid grant of RSUs, no other RSUs had been granted by the Company to its directors or the five highest paid individuals in the current financial year, and no other RSUs had been granted or agreed to be granted by the Company under the RSU Plan during the Reporting Period. Accordingly, the total number of RSUs available for grant under the scheme mandate of the RSU Plan were 35,624,476 and 30,991,756, respectively and the number of RSUs available for grant under the Service Providers Limit were 3,417,456 and 3,417,456 as at 1 April 2025 and 31 March 2026. Details of movement in RSUs under the RSU Plan during the Reporting Period pursuant to Rule 17.07 of the Listing Rules are set out below.

(iv) 2026年1月8日，董事會決議向10名承授人（為本集團員工）授出總計520,000份受限制股份單位，以根據受限制股份單位計劃認購總計520,000股股份，所有的受限制股份單位要約獲接納。授出的受限制股份單位須（其中包括）遵守分批歸屬時間表及完成業績目標等規定。本集團將評估僱員的業績及其對本集團的貢獻。於授予日期每個週年日將歸屬的受限制股份單位數目應根據相關年度僱員參與者的業績排名釐定。業績排名與僱員參與者（於部分情況下，為僱員參與者所在部門）於相關年度的業績掛鉤，由本集團進行評估。有關詳情，謹請參閱本公司日期為2026年1月8日之公告。

於2026年3月31日，除上述授予的受限制股份單位外，報告期內，本公司未向董事和本財政年度內總薪酬最高的五名個人授出受限制股份單位，本公司也未根據受限制股份單位計劃授出或同意授出其它受限制股份單位。因此，於2025年4月1日及2026年3月31日，根據受限制股份單位計劃的計劃授權可供授出的受限制股份單位總數分別為35,624,476份及30,991,756份，而根據服務提供者限額可供授出的受限制股份單位數目分別為3,417,456份及3,417,456份。根據上市規則第17.07條，報告期內，受限制股份單位計劃項下受限制股份單位的變動詳情載列如下。

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| Name or category of grantee | Date of grant   | Closing price of Shares immediately before the date on which the RSUs were granted | Vesting period                                       | Number of non-vested RSUs held as at 1 April 2025 | Number of RSUs granted during the Reporting Period | Number of RSUs lapsed during the Reporting Period | Number of RSUs cancelled during the Reporting Period | Number of RSUs vested during the Reporting Period | Number of non-vested RSUs held as at 31 March 2026 | Weighted average closing price (HK\$/Share) of the Shares immediately before the dates on which the RSUs were vested | Fair value of RSUs at the date of grant |
|-----------------------------|-----------------|------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|---------------------------------------------------|------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| 承授人姓名或類別                    | 授出日期            | 緊接授出受限股份單位當日之股份收市價                                                                 | 歸屬期                                                  | 於2025年4月1日持有的未歸屬受限股份單位數量                          | 報告期內授出的受限股份單位數量                                    | 報告期內失效的受限股份單位數量                                   | 報告期內註銷的受限股份單位數量                                      | 報告期內歸屬的受限股份單位數量                                   | 於2026年3月31日持有的尚未歸屬受限股份單位數量                         | 緊接受限股份單位歸屬日期前之加權平均收市價(港元/股)                                                                                          | 授出日受限股份單位的公允價值                          |
| Other employee participants | 1 August 2023   | HK\$8.76 per Share                                                                 | 1 August 2024 - 1 August 2027 <sup>(Note1)</sup>     | 532,500                                           | 0                                                  | 30,000                                            | 0                                                    | 177,500                                           | 325,000                                            | 8.70                                                                                                                 | Note 4                                  |
| 其他僱員參與者                     | 2023年8月1日       | 每股8.76港元                                                                           | 2024年8月1日-2027年8月1日 <sup>(附註1)</sup>                 |                                                   |                                                    |                                                   |                                                      |                                                   |                                                    |                                                                                                                      | 附註4                                     |
|                             | 10 October 2023 | HK\$5.62 per Share                                                                 | 10 October 2024 - 10 October 2027 <sup>(Note1)</sup> | 30,000                                            | 0                                                  | 15,000                                            | 0                                                    | 5,000                                             | 10,000                                             | 8.71                                                                                                                 | Note 4                                  |
|                             | 2023年10月10日     | 每股5.62港元                                                                           | 2024年10月10日-2027年10月10日 <sup>(附註1)</sup>             |                                                   |                                                    |                                                   |                                                      |                                                   |                                                    |                                                                                                                      | 附註4                                     |
|                             | 8 January 2024  | HK\$4.71 per Share                                                                 | 8 January 2025 - 8 January 2028 <sup>(Note1)</sup>   | 202,500                                           | 0                                                  | 67,500                                            | 0                                                    | 45,000                                            | 90,000                                             | 7.25                                                                                                                 | Note 4                                  |
|                             | 2024年1月8日       | 每股4.71港元                                                                           | 2025年1月8日-2028年1月8日 <sup>(附註1)</sup>                 |                                                   |                                                    |                                                   |                                                      |                                                   |                                                    |                                                                                                                      | 附註4                                     |
|                             | 22 April 2024   | HK\$3.90 per Share                                                                 | 22 April 2025 - 22 April 2028 <sup>(Note1)</sup>     | 220,000                                           | 0                                                  | 45,000                                            | 0                                                    | 55,000                                            | 120,000                                            | 5.00                                                                                                                 | Note 4                                  |
|                             | 2024年4月22日      | 每股3.90港元                                                                           | 2025年4月22日-2028年4月22日 <sup>(附註1)</sup>               |                                                   |                                                    |                                                   |                                                      |                                                   |                                                    |                                                                                                                      | 附註4                                     |
|                             | 1 August 2024   | HK\$3.75 per Share                                                                 | 1 August 2025 - 1 August 2028 <sup>(Note1)</sup>     | 2,470,000                                         | 0                                                  | 70,000                                            | 0                                                    | 600,000                                           | 1,800,000                                          | 8.70                                                                                                                 | Note 4                                  |
|                             | 2024年8月1日       | 每股3.75港元                                                                           | 2025年8月1日-2028年8月1日 <sup>(附註1)</sup>                 |                                                   |                                                    |                                                   |                                                      |                                                   |                                                    |                                                                                                                      | 附註4                                     |
|                             | 10 October 2024 | HK\$3.74 per Share                                                                 | 10 October 2025 - 10 October 2028 <sup>(Note1)</sup> | 550,000                                           | 0                                                  | 5,000                                             | 0                                                    | 132,500                                           | 412,500                                            | 7.25                                                                                                                 | Note 4                                  |
|                             | 2024年10月10日     | 每股3.74港元                                                                           | 2025年10月10日-2028年10月10日 <sup>(附註1)</sup>             |                                                   |                                                    |                                                   |                                                      |                                                   |                                                    |                                                                                                                      | 附註4                                     |
|                             | 16 January 2025 | HK\$4.73 per Share                                                                 | 16 January 2026 - 16 January 2029 <sup>(Note1)</sup> | 862,500                                           | 0                                                  | 85,625                                            | 0                                                    | 190,000                                           | 586,875                                            | 7.20                                                                                                                 | Note 4                                  |
|                             | 2025年1月16日      | 每股4.73港元                                                                           | 2026年1月16日-2029年1月16日 <sup>(附註1)</sup>               |                                                   |                                                    |                                                   |                                                      |                                                   |                                                    |                                                                                                                      | 附註4                                     |
|                             | 22 April 2025   | HK\$5.10 per Share                                                                 | 22 April 2026 - 22 April 2029 <sup>(Note1)</sup>     | N/A                                               | 470,000                                            | 0                                                 | 0                                                    | 0                                                 | 470,000                                            | N/A                                                                                                                  | Note 4                                  |
|                             | 2025年4月22日      | 每股5.10港元                                                                           | 2026年4月22日-2029年4月22日 <sup>(附註1)</sup>               | 不適用                                               |                                                    |                                                   |                                                      |                                                   |                                                    | 不適用                                                                                                                  | 附註4                                     |

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| Name or category of grantee | Date of grant   | Closing price of Shares immediately before the date on which the RSUs were granted | Vesting period                                          | Number of non-vested RSUs held as at 1 April 2025 | Number of RSUs granted during the Reporting Period | Number of RSUs lapsed during the Reporting Period | Number of RSUs cancelled during the Reporting Period | Number of RSUs vested during the Reporting Period | Number of non-vested RSUs held as at 31 March 2026 | Weighted average closing price (HK\$/Share) of the Shares immediately before the dates on which the RSUs were vested | Fair value of RSUs at the date of grant |
|-----------------------------|-----------------|------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|---------------------------------------------------|------------------------------------------------------|---------------------------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| 承授人姓名或類別                    | 授出日期            | 緊接授出受限股份單位當日之股份收市價                                                                 | 歸屬期                                                     | 於2025年4月1日持有的未歸屬受限股份單位數量                          | 報告期內授出的受限股份單位數量                                    | 報告期內失效的受限股份單位數量                                   | 報告期內註銷的受限股份單位數量                                      | 報告期內歸屬的受限股份單位數量                                   | 於2026年3月31日持有的尚未歸屬受限股份單位數量                         | 緊接受受限股份單位歸屬日期前之加權平均收市價(港元/股)                                                                                         | 授出日受限股份單位的公允價值                          |
|                             | 1 August 2025   | HK\$8.74 per Share                                                                 | 17 months to 48 months after the date of grant (Note 1) | N/A                                               | 4,095,845                                          | 80,000                                            | 0                                                    | 0                                                 | 4,015,845                                          | N/A                                                                                                                  | Note 4                                  |
|                             | 2025年8月1日       | 每股8.74港元                                                                           | 授出日期後17個月至48個月(附註1)                                     | 不適用                                               |                                                    |                                                   |                                                      |                                                   |                                                    | 不適用                                                                                                                  | 附註4                                     |
|                             | 10 October 2025 | HK\$8.51 per Share                                                                 | 10 October 2026 - 10 October 2029 (Note 1)              | N/A                                               | 190,000                                            | 50,000                                            | 0                                                    | 0                                                 | 140,000                                            | N/A                                                                                                                  | Note 4                                  |
|                             | 2025年10月10日     | 每股8.51港元                                                                           | 2026年10月10日-2029年10月10日(附註1)                            | 不適用                                               |                                                    |                                                   |                                                      |                                                   |                                                    | 不適用                                                                                                                  | 附註4                                     |
|                             | 8 January 2026  | HK\$7.13 per Share                                                                 | 8 January 2027 - 8 January 2030 (Note 1)                | N/A                                               | 520,000                                            | 0                                                 | 0                                                    | 0                                                 | 520,000                                            | N/A                                                                                                                  | Note 4                                  |
|                             | 2026年1月8日       | 每股7.13港元                                                                           | 2027年1月8日-2030年1月8日(附註1)                                | 不適用                                               |                                                    |                                                   |                                                      |                                                   |                                                    | 不適用                                                                                                                  | 附註4                                     |
| <b>Total</b>                |                 |                                                                                    |                                                         | <b>4,867,500</b>                                  | <b>5,275,845</b>                                   | <b>448,125</b>                                    | <b>0</b>                                             | <b>1,205,000</b>                                  | <b>8,490,220</b>                                   |                                                                                                                      |                                         |
| <b>總計</b>                   |                 |                                                                                    |                                                         |                                                   |                                                    |                                                   |                                                      |                                                   |                                                    |                                                                                                                      |                                         |

#### Notes:

- (1) The RSUs granted shall be vested over one to four years from the dates of grant.
- (2) The RSUs granted under the RSU Plan are subject to fulfilment of the KPI of such year, meaning the KPI of the grantee for the applicable year duly determined by the Company.
- (3) Since the adoption of the RSU Plan, no awards had been made to (i) any Director, chief executive, substantial shareholder or their respective associates; or (ii) related entity participant or service provider. In addition, there is no participant with options and awards granted and to be granted in excess of the 1% individual limit.

#### 附註：

- (1) 授出的受限制股份單位應於授出日期起一至四年內歸屬。
- (2) 根據受限制股份單位計劃授出的受限制股份單位受該年度的KPI規限，即由本公司正式確定的承授人於適用年度的關鍵績效指標。
- (3) 自受限制股份單位計劃採用以來，概未向(i)任何董事、最高行政人員、主要股東或彼等各自的聯繫人；或(ii)相關實體參與者或服務提供者授出任何獎勵。此外，概無參與者獲授或將獲授超過1%個人限額的購股權及獎勵。

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- (4) Details of the valuation of the share awards of the Company during the Reporting Period, including the accounting standard and policy adopted for the share schemes, are set out in note 25 to the consolidated financial statements.
- (5) The purchase price of all RSUs mentioned in the table above is nil.

### EQUITY-LINKED AGREEMENT

Save as disclosed in the sections headed "Pre-IPO Share Option Plan" and "RSU Plan" above and the Concurrent Share Transaction disclosed in the section headed "Management Discussion and Analysis" of this report, there was no equity-linked agreement entered into by the Company during the year ended 31 March 2026.

### MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 March 2026, the Group's five largest customers accounted for less than 30% of the Group's total revenue.

For the year ended 31 March 2026, the Group's five largest suppliers accounted for less than 30% of the Group's total purchases.

None of our Directors, their associates or any of our shareholders (who or which to the knowledge of the Directors owned more than 5% of our issued share capital) had any interest in any of our five largest suppliers or our five largest customers for the year ended 31 March 2026.

- (4) 報告期間內，本公司股份獎勵的估值詳情（包括就股份計劃採用的會計準則及政策）載於綜合財務報表附註25。
- (5) 上表中提及的所有受限制股份單位的購買價格為零。

### 股權掛鈎協議

除上文「首次公開發售前購股權計劃」及「受限制股份單位計劃」章節所披露者及本報告「管理層討論與分析」一節所披露之同時進行之股份交易外，截至2026年3月31日止年度，本公司概無訂立股權掛鈎協議。

### 主要客戶及供應商

截至2026年3月31日止年度，本集團五大客戶佔本集團總收入的30%以下。

截至2026年3月31日止年度，本集團五大供應商佔本集團總採購的30%以下。

截至2026年3月31日止年度，我們的董事、彼等的聯繫人或任何股東（據董事所知擁有我們已發行股本5%以上者）概無於我們的任何五大供應商或五大客戶中擁有任何權益。

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#### GENERAL MANDATE TO REPURCHASE SHARES

Our Directors have been granted a general unconditional mandate to exercise all the powers of our Company to repurchase our own shares with a total number of up to 10% of the aggregate number of issued shares of the Company (excluding treasury shares) at the date of passing of the shareholder resolutions (i.e. on 20 September 2024 and 18 September 2025). The Company may hold the shares so repurchased as treasury shares.

The repurchase mandate only relates to repurchases of our Shares made on the Stock Exchange, or on any other stock exchange on which our Shares are listed (and which are recognized by the SFC and the Stock Exchange for this purpose), subject to and in accordance with all applicable laws and the Listing Rules.

This general mandate to repurchase Shares will expire at the earliest of:

- (a) the conclusion of the next annual general meeting of the Company;
- (b) the expiration of the period within which the next annual general meeting of the Company is required by any applicable laws or the Articles of Association to be held; or
- (c) the revocation or variation of the authority given under the shareholder resolution by an ordinary resolution of the shareholders of the Company in a general meeting of the Company.

#### 購回股份的一般授權

董事獲授行使本公司的一切權力以購回總數不超過於股東決議通過之日（即2024年9月20日及2025年9月18日）本公司已發行股份（不包括庫存股份）總數10%的股份（而本公司可將這樣購回的股份作為庫存股份持有）的一般無條件授權。

購回授權僅涉及在聯交所或我們股份上市並就此獲證監會及聯交所認可的任何其他證券交易所進行的購回我們的股份，受所有適用法律及上市規則的規限。

購回股份的一般授權將在以下最早日期到期：

- (a) 本公司下屆股東週年大會結束時；
- (b) 任何適用法律或組織章程細則規定本公司須召開下屆股東週年大會之期限屆滿時；或
- (c) 本公司股東於本公司股東大會上通過普通決議案撤銷或更改根據股東決議授權之日。

## DIRECTORS' REPORT

### 董事會報告

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

For the year ended 31 March 2026, the Company repurchased a total of 15,794,600 Shares (the "Shares Repurchased") on the Stock Exchange at an aggregate consideration (excluding transaction cost) of HK\$108,577,622 which were held as treasury shares. During the Reporting Period, the Company cancelled 32,000,000 treasury shares. As at 31 March 2026, the number of treasury shares held by the Company was 5,885,800 Shares. The Company intends to use the treasury shares as awards for the participant(s) in the RSU Plan and/or for other purposes in compliance with the Listing Rules. The repurchase was effected because the Board considered that a share repurchase in the then conditions demonstrates the Company's confidence in its own business outlook and prospects and would, in the long term, benefit the Company and create value to the Shareholders. Particulars of the Shares Repurchased for the year ended 31 March 2026 are as follows:

| Month of repurchase<br>購回月份 |          | No. of Shares<br>repurchased<br>所購回股份數目 | Highest price<br>paid per Share<br>每股已付最高價<br>(HK\$)<br>(港元) | Lowest price<br>paid per Share<br>每股已付最低價<br>(HK\$)<br>(港元) | Aggregate<br>consideration<br>代價總額<br>(HK\$)<br>(港元) |
|-----------------------------|----------|-----------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------|
| April 2025                  | 2025年4月  | 700,000                                 | 5.06                                                         | 4.56                                                        | 3,331,474                                            |
| June 2025                   | 2025年6月  | 200,000                                 | 8.56                                                         | 8.44                                                        | 1,702,434                                            |
| July 2025                   | 2025年7月  | 744,200                                 | 8.65                                                         | 8.34                                                        | 6,331,606                                            |
| August 2025                 | 2025年8月  | 2,668,400                               | 8.46                                                         | 7.85                                                        | 21,676,496                                           |
| September 2025              | 2025年9月  | 1,074,800                               | 8.20                                                         | 7.81                                                        | 8,598,348                                            |
| October 2025                | 2025年10月 | 1,711,200                               | 8.25                                                         | 7.87                                                        | 13,880,186                                           |
| November 2025               | 2025年11月 | 1,035,000                               | 7.34                                                         | 6.90                                                        | 7,238,668                                            |
| December 2025               | 2025年12月 | 2,970,000                               | 7.56                                                         | 7.14                                                        | 21,866,752                                           |
| January 2026                | 2026年1月  | 589,000                                 | 7.30                                                         | 7.06                                                        | 4,218,824                                            |
| February 2026               | 2026年2月  | 1,715,200                               | 5.85                                                         | 4.82                                                        | 9,002,676                                            |
| March 2026                  | 2026年3月  | 2,386,800                               | 4.80                                                         | 4.17                                                        | 10,730,158                                           |
| Total                       | 總計       | 15,794,600                              |                                                              |                                                             | 108,577,622                                          |

Save as disclosed above, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities (including sale of the treasury shares) for the year ended 31 March 2026.

#### 購買、出售或贖回本公司上市證券

截至2026年3月31日止年度，本公司於聯交所購回合共15,794,600股股份（「所購回股份」），代價總額（不包括交易成本）為108,577,622港元，該等所購回股份持作庫存股份。報告期間，本公司註銷32,000,000股庫存股。於2026年3月31日，本公司持有5,885,800股庫存股。本公司擬將庫存股份用作受限制股份單位計劃參與者的獎勵及／或其他符合上市規則的用途。董事會認為，以當時的條件購回股份，彰顯出本公司對自身業務的展望及前景抱有信心，令本公司長期受益並為股東創造價值，因此作出回購事宜。截至2026年3月31日止年度，所購回股份詳情如下：

除上文所披露者外，截至2026年3月31日止年度，概無本公司或其任何附屬公司購買、出售及贖回任何本公司上市證券（包括出售庫存股份）。

## DIRECTORS' REPORT

### 董事會報告

## CHARITABLE CONTRIBUTIONS

In April 2025, the Group made a donation in the amount of RMB100,000 to Tsinghua University Education Foundation in support of the construction and development of the Institute for Global Securities Markets under the School of Economics and Management at Tsinghua University. In May 2025, the Group made a donation in the amount of RMB120,000 to Beijing Yixin Care Charity Foundation (北京一心關愛慈善基金會) in support of Love Kitchen Project. In December 2025, the Group donated HK\$1,000,000 to relief initiatives in connection with the fires in Hong Kong. In December 2025, the Group donated RMB100,000 to Shanghai Yongda Foundation (上海永達基金會) to support assistance for poor children. In January 2026, the Group made a donation of RMB5,000 to Shanghai Science and Technology Development Foundation. In March 2026, the Group donated RMB168,000 to China Foundation for Rural Development.

## COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company is committed to maintaining high standards of corporate governance to safeguard the interests of the Shareholders and to enhance corporate value and accountability. The Company has adopted the CG Code as its own code of corporate governance. During the year ended 31 March 2026, the Board is of the opinion that the Company has complied with all the code provisions set out in the CG Code.

Details of the corporate governance practices adopted by the Company are set out in the Corporate Governance Report on pages 98 to 122 of this report.

## AUDITOR

The consolidated financial statements of the Group for the year ended 31 March 2026 have been audited by KPMG. KPMG shall retire and being eligible, offer itself for re-appointment, and a resolution to this effect shall be proposed at the forthcoming AGM.

During the year ended 31 March 2024, PricewaterhouseCoopers resigned as the auditor of the Company on 29 February 2024 and KPMG was appointed as the auditor of the Company on 18 March 2024. Save as disclosed above, there was no change in the auditor of the Company in the preceding three years.

By order of the Board of Directors  
**Beisen Holding Limited**  
**Mr. Wang Zhaohui**  
Chairman

Chengdu, the PRC, 22 June 2026

## 慈善捐款

2025年4月，本集團向清華大學教育基金會捐贈人民幣100,000元用於支持清華大學經濟管理學院全球證券市場研究所的建設和發展。2025年5月，本集團向北京一心關愛慈善基金會捐款人民幣120,000元，以支持愛心廚房項目。2025年12月，本集團向香港大火相關救災項目捐贈港幣1,000,000元。2025年12月，本集團向上海永達基金會捐贈人民幣100,000元用於貧困兒童幫扶項目。2026年1月，本集團向上海科技發展基金會捐贈人民幣5,000元。2026年3月，本集團向中國鄉村發展基金會捐贈人民幣168,000元。

## 遵守企業管治守則

本公司致力維持高水平的企業管治，以保障股東利益，提升公司價值，強化問責機制。本公司已採納企業管治守則作為其本身的企業管治守則。截至2026年3月31日止年度，董事會認為本公司已遵守企業管治守則所載所有守則條文。

本公司採納的企業管治實踐詳情載於本報告第98至122頁的企業管治報告。

## 核數師

本集團截至2026年3月31日止年度的綜合財務報表已經畢馬威會計師事務所審核。畢馬威會計師事務所應退任，並符合資格亦願意膺選連任，相關決議案將於應屆股東週年大會上提呈。

截至2024年3月31日止年度，羅兵咸永道會計師事務所已於2024年2月29日辭任本公司核數師，畢馬威會計師事務所於2024年3月18日獲委任為本公司核數師。除上文所披露者外，本公司核數師於過往三年概無任何變更。

承董事會命  
**Beisen Holding Limited**  
**王朝暉先生**  
主席

中國成都，2026年6月22日

# CORPORATE GOVERNANCE REPORT

## 企業管治報告

### CORPORATE CULTURE

"To create talents through the means of technology and to help Chinese enterprises to equip themselves with world-leading talent management capabilities" is the mission of the Company.

The Company is a leading company engaged in human resources technology in China. Through the use of innovative integrated HR SaaS and talent management platforms, we provide Chinese enterprises with end-to-end total solutions for all technologies and products in human resource management scenarios, including HR software, talent management methodology, employee service ecosystems and low-code platforms. We help enterprises to achieve digital management covering the entire employee lifecycle including recruitment, onboarding, management and offboarding, so as to quickly improve their efficiency for human resource management, to improve their talent management capabilities and help the employees to achieve rapid growth, so as to achieve smart decision making. The vision of the Company is to become one of the most reliable human resources technology companies to clients.

The Company is firmly committed to a high level of corporate governance and adherence to the governance principles and practices emphasising transparency, independence, accountability, responsibility and fairness. These principles and practices are reviewed and revised regularly as appropriate to reflect the ever-changing regulatory requirements and corporate governance development. The Board believes that the high standards of corporate governance are the essential core for sustaining the Group's long term performance and value creation for our Shareholders, the investing public and the other stakeholders.

The Company also recognises the importance of integrity, ethical conduct, and responsible business practices, which are instilled and continually reinforced across the Group. It strives to foster a culture of compliance, good corporate governance, and ethical behaviour with its stakeholders to build trust and credibility.

The Board has established the Company's purpose, values, and strategy, and has satisfied itself that the Company's culture is aligned. By acting with integrity and leading by example, the Directors will further and continue to promote the desired culture within the Group.

### 企業文化

「科技成就人才，幫助中國企業擁有世界領先的人才管理能力」是本公司的使命。

本公司是中國領先的人力資源科技公司。通過創新的一體化HR SaaS及人才管理平台，為中國企業提供人力資源管理場景中所有技術和產品，包括HR軟件、人才管理技術、員工服務生態、低代碼平台的端到端整體解決方案。幫助企業實現覆蓋員工招募、入職、管理到離職的全生命週期的數位化管理，快速提升人力資源管理效率、人才管理能力、幫助員工成長，實現智慧決策。本公司願景成為客戶最信賴的人力資源科技公司。

本公司堅守高水平的企業管治，並時刻遵守注重透明度、獨立性、問責、負責與公平之管治原則及實踐。本公司定期在適當時候檢討及修訂該等原則及實踐，以反映不斷轉變的監管規定及企業管治發展。董事會相信，高標準的企業管治對本集團保持長遠表現，以及為各股東、公眾投資者及其他持份者創造價值而言乃不可或缺的關鍵元素。

本公司亦知悉誠信、道德行為和負責任的商業實踐的重要性，並在整個集團內灌輸和不斷強化該等理念。本公司致力於與持份者共同營造合規、良好企業管治及道德行為的文化氛圍，彼此建立信任及信譽。

董事會已確立公司目標、價值及策略，並對一致的企業文化表示滿意。通過誠信行事、榜樣引領，董事將在本集團內深入持續推廣公司期望建立的文化。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### CORPORATE GOVERNANCE PRACTICES

The Board is committed to achieving good corporate governance standards.

The Board believes that good corporate governance standards are essential in providing a framework for the Company to safeguard the interests of Shareholders, enhance corporate value, formulate our business strategies and policies, and enhance its transparency and accountability.

The Company has adopted the principles and code provisions of the CG Code contained in Appendix C1 to the Listing Rules as the basis of the Company's corporate governance practices.

In the opinion of the Directors, during the Reporting Period, the Company has complied with all the code provisions as set out in the CG Code. The Directors will periodically review on the Company's corporate governance policies and will propose any amendment, if necessary, to ensure compliance with the code provisions from time to time.

#### DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules as its own code of conduct regarding Directors' securities transactions since the Listing Date. Having made specific enquiries of all Directors, each of the Directors has confirmed that he or she has complied with the requirements as set out in the Model Code during the Reporting Period and up to the date of this report.

#### BOARD OF DIRECTORS

The Company is headed by an effective Board which oversees the Group's businesses, strategic decisions and performance and makes decisions objectively in the best interests of the Company.

The Board should regularly review the contribution required from a Director to perform his/her responsibilities to the Company, and whether the Director is spending sufficient time performing such responsibilities.

#### 企業管治實踐

董事會致力達致良好的企業管治標準。

董事會相信良好的企業管治標準對本公司而言屬不可或缺的框架，以保障股東利益，提升企業價值，制定業務策略及政策，強化透明度及問責機制。

本公司採用上市規則附錄C1企業管治守則所載的原則及守則條文，作為本公司企業管治常規的基礎。

董事認為，於報告期內，本公司已遵守企業管治守則所載的所有守則條文。董事將定期審閱本公司企業管治政策，必要時作出修訂，以確保符合不時之守則條文。

#### 董事進行證券交易

自上市日期起，本公司已採納上市規則附錄C3所載之標準守則，作為本公司董事進行證券交易之操守守則。經向全體董事作出具體查詢後，於報告期及直至本報告日期，各董事均確認彼等已遵守標準守則所載規定。

#### 董事會

董事會高效引領公司，監督本集團業務、戰略決策及表現，並客觀作出符合本公司最佳利益的決策。

董事會應定期檢討董事履行其對公司職責所需貢獻，以及董事是否投入足夠時間履行職責。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Board Composition

The Board currently comprises six Directors, consisting of three executive Directors and three independent non-executive Directors.

##### Executive Directors

Mr. Wang Zhaohui (*Chairman*)  
Mr. Ji Weiguo (*Chief Executive Officer*)  
Ms. Liu Xianna (*Chief Financial Officer*)

##### Independent Non-executive Directors

Mr. Du Kui  
Mr. Zhao Hongqiang  
Mr. Ge Ke

The biographical information of the Directors is set out in the section headed “Directors and Senior Management – Directors” on pages 43 to 48 of this report.

Save as disclosed in this report, to the best knowledge of the Board, there has been no other financial, business, family, or other material/relevant relationships among members of the Board.

In terms of gender diversity, while there has already been one female Director on the Board as at the date of this report, the Company and the Nomination Committee recognise the importance and benefits of gender diversity at the Board level and are committed to continue to identify female candidates and ensure at least one member of the Board and the Nomination Committee shall be female.

As at 31 March 2026, our workforce (including the senior management) consisted of 960 male employees and 891 female employees, representing approximately 51.9% and 48.1% of the total workforce, respectively. The Company will continue to take gender diversity into consideration during recruitment and increase the minority gender proportion at all levels over time with the ultimate goal of achieving gender parity. In recognizing the particular importance of gender diversity and that gender diversity at the Board level and our management level can be improved, we are using our best endeavours to ensure the principles of board and gender diversity are integrated into our recruitment process for staff at a mid to senior level so that we will have a pipeline of potential employees (including senior management) and successors to our Board and engage more resources in training staff (particularly female staff) who have extensive and relevant experience in our business, with the aim of promoting them to the senior management or directorship of our Group.

#### 董事會組成

董事會現由六名董事組成，包括三名執行董事及三名獨立非執行董事。

##### 執行董事

王朝暉先生 (*主席*)  
紀偉國先生 (*行政總裁*)  
劉憲娜女士 (*首席財務官*)

##### 獨立非執行董事

杜葵先生  
趙宏強先生  
葛珂先生

董事履歷資料載於本報告第43至48頁「董事及高級管理層—董事」一節。

除本報告所披露者外，就董事會所知，董事會成員之間並無其他財務、業務、家族或其他重大／相關關係。

就性別多元化而言，雖然於本報告日期，董事會已有一名董事為女性，但本公司及提名委員會認識到董事會層面性別多元化的重要性及益處，致力於繼續物色女性候選人，並確保董事會及提名委員會成員中至少有一名為女性。

於2026年3月31日，本公司員工隊伍（包括高級管理層）由960名男性員工及891名女性員工組成，分別約佔員工總數的51.9%及48.1%。本公司將繼續於招聘時考慮性別多元化，並隨時間推移增加各級女性員工佔比，最終實現性別均等。認識到性別多元化的特殊重要性以及我們在董事會層面及管理層層面的性別均等情況仍有待提高，我們正致力於確保董事會及性別多元化原則融入我們中高級員工招聘流程中，以為董事會培養一批潛在員工（包括高級管理層）及繼任者，並於向擁有豐富業務相關經驗的職員（尤其是女性職員）提供培訓時使用更多資源，旨在促進彼等升任本集團高級管理層或董事。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Board Meetings and General Meetings

Code provision C.5.1 of the CG Code stipulates that the board should meet regularly and board meetings should be held at least four times a year at approximately quarterly intervals involving active participation, either in person or through electronic means of communication, of a majority of directors.

Code provision C.2.7 of the CG Code requires the chairman should at least annually hold meetings with independent non-executive Directors without the presence of other directors.

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

During the Reporting Period and up to the date of this report, the Board held four Board meetings to review, among others, the Group's overall strategy, business prospect, financial and operating performance, review of the Group's annual and interim results announcements and reports, regulatory compliance, corporate governance, the forthcoming annual general meeting, reappoint external auditors and Board members and other significant matters. The Company will comply with Code Provision C.5.1 of the CG Code to convene Board meetings at least four times a year at approximately quarterly.

For other Board meetings and Board committee meetings, reasonable notice is generally given. The agenda and accompanying Board papers are dispatched to the Directors or Board committee members at least three days before the meetings to ensure that they have sufficient time to review the papers and are adequately prepared for the meetings. When Directors or Board committee members are unable to attend a meeting, they will be advised of the matters to be discussed and given an opportunity to make their views known to the Chairman prior to the meeting. Minutes of meetings shall be kept by the joint company secretaries of the Company with copies circulated to all Directors for information and records.

Minutes of the Board meetings and Board committee meetings are recorded in sufficient detail about the matters considered by the Board and the Board committees and the decisions reached, including any concerns raised by the Directors. Draft minutes of each Board meeting and Board committee meeting are sent to the Directors for comments within a reasonable time after the date on which the meeting is held. Minutes of the Board meetings are open for inspection by the Directors.

The AGM is scheduled to be held on 17 September 2026. For details, please refer to the circular for the AGM.

#### 董事會會議及股東大會

企業管治守則的守則條文C.5.1訂明，董事會應定期舉行會議，董事會會議應每年召開至少四次，大約每季一次，每次召開董事會會議應有大部分董事親身出席，或透過電子通訊方法積極參與。

企業管治守則的守則條文C.2.7規定，主席應至少每年與獨立非執行董事在沒有其他董事出席下舉行一次會議。

本公司定期舉行董事會會議，每年至少舉行四次會議，大約每季度舉行一次。全體董事就所有定期董事會會議獲發不少於十四天的通知，令彼等有機會出席會議及於定期會議議程內載入有關事宜。

報告期內及直至本報告日期止，董事會舉行了四次董事會會議，以審閱(其中包括)本集團整體策略、業務前景、財務及運營表現、本集團年度及中期業績公告與報告、監管合規、企業管治、應屆股東週年大會、續聘外部核數師、董事會成員等重大事項。本公司將遵守企業管治守則的守則條文C.5.1規定，每年召開至少四次董事會會議，大約每季一次。

就其他董事會會議及董事委員會會議而言，一般會發出合理時間的通知。會議議程及隨附董事會文件在會議日期前至少三天寄發予董事或董事委員會成員，以確保彼等有充足時間審閱有關文件及充分準備出席會議。倘董事或董事委員會成員未能出席會議，則彼等會獲悉將予討論的事宜及於會議召開前有機會知會主席有關彼等的意見。會議記錄將由本公司的聯席公司秘書保存，副本將於全體董事間傳閱，以供參閱及記錄。

董事會會議及董事委員會會議的會議記錄會詳盡記錄董事會及董事委員會所考慮的事宜及所達致的決定，包括董事提出的任何問題。各董事會會議及董事委員會會議的會議記錄初稿會於會議舉行日期後的合理時間內寄送至各董事，以供彼等提出意見。董事會會議的會議記錄可供董事查閱。

股東週年大會將於2026年9月17日舉行。詳情請參閱股東週年大會的通函。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

The attendance of each Director at the Board and Board committee meetings and the annual general meeting of the Company during the Reporting Period is set out below:

報告期內，各董事出席本公司董事會會議、董事委員會會議及股東週年大會情況載列如下：

| Name of Director                            | 董事              | Attendance/Number of Meetings<br>會議出席次數／會議次數 |                          |                                 |                               | Annual general meeting<br>股東週年大會 |
|---------------------------------------------|-----------------|----------------------------------------------|--------------------------|---------------------------------|-------------------------------|----------------------------------|
|                                             |                 | Board<br>董事會                                 | Audit Committee<br>審核委員會 | Remuneration Committee<br>薪酬委員會 | Nomination Committee<br>提名委員會 |                                  |
| <b>Executive Directors:</b>                 | <b>執行董事：</b>    |                                              |                          |                                 |                               |                                  |
| Mr. Wang Zhaohui                            | 王朝暉先生           | 4/4                                          | –                        | –                               | –                             | 1/1                              |
| Mr. Ji Weiguo                               | 紀偉國先生           | 4/4                                          | –                        | 1/1                             | –                             | 1/1                              |
| Ms. Liu Xianna                              | 劉憲娜女士           | 4/4                                          | –                        | –                               | 1/1                           | 1/1                              |
| <b>Independent Non-Executive Directors:</b> | <b>獨立非執行董事：</b> |                                              |                          |                                 |                               |                                  |
| Mr. Du Kui                                  | 杜葵先生            | 4/4                                          | 2/2                      | 1/1                             | 1/1                           | 1/1                              |
| Mr. Zhao Hongqiang                          | 趙宏強先生           | 4/4                                          | 2/2                      | –                               | –                             | 1/1                              |
| Mr. Ge Ke                                   | 葛珂先生            | 4/4                                          | 2/2                      | 1/1                             | 1/1                           | 1/1                              |

In addition to the regular Board meetings, during the year ended 31 March 2026, the Chairman also held a meeting with independent non-executive Directors without the attendance of other Directors.

除董事會定期會議外，截至2026年3月31日止年度，董事長亦同獨立非執行董事舉行過一次會議，其他董事並無出席。

#### Chairman and Chief Executive Officer

The roles of the Chairman and Chief Executive Officer of the Company are held by Mr. Wang Zhaohui and Mr. Ji Weiguo, respectively. The Chairman focuses on the Board's work related to the operation and management of the Company. The Chief Executive Officer provides overall strategic planning and business direction of the Group and management of the Company. Their respective responsibilities are clearly defined and set out in writing.

#### 主席及行政總裁

本公司主席及行政總裁的角色分別由王朝暉先生及紀偉國先生擔任。主席專注於董事會與本公司營運及管理有關的工作。行政總裁提供本集團及本公司管理層的整體戰略規劃及業務指導。彼等各自的職責已明確界定並以書面形式列出。

#### Independent Non-executive Directors

During the Reporting Period to the date of this report, the Board at all times met the requirements of the Listing Rules relating to the appointment of at least three independent non-executive Directors representing at least one-third of the Board with one of whom possessing appropriate professional qualifications or accounting or related financial management expertise.

#### 獨立非執行董事

報告期內及直至本報告日期止，董事會一直符合上市規則有關須委任至少三名獨立非執行董事、獨立非執行董事須佔董事會成員人數至少三分之一及其中一名獨立非執行董事須具備適當的專業資格或會計或相關財務管理專長的規定。

We have received from each of the independent non-executive Directors, namely Mr. Du Kui, Mr. Zhao Hongqiang and Mr. Ge Ke, the confirmation of their respective independence pursuant to Rule 3.13 of the Listing Rules. The Company has duly reviewed the confirmation of independence of each of these Directors. We consider that our independent non-executive Directors have been independent for the Reporting Period and remain so as at the date of this report.

本公司已接獲獨立非執行董事杜葵先生、趙宏強先生及葛珂先生各自根據上市規則第3.13條就其獨立性做出的確認。本公司已妥善審閱該等董事各自的獨立性確認函。我們認為，我們的獨立非執行董事於報告期內均為獨立人士，且於本報告日期仍然如是。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Mechanisms to Ensure Independent Views

The Company ensures independent views and input are available to the Board via the below mechanisms:

1. The Board composition and the independence of the independent non-executive Directors should be reviewed by the Nomination Committee on an annual basis, in particular the portion of the independent non-executive Directors and the independence of the independent non-executive director who has served for more than nine years.
2. A written confirmation was received by the Company under Rule 3.13 of the Listing Rules from each of the independent non-executive Directors in relation to his/her independence to the Company. The Company considers all its independent non-executive Directors to be independent.
3. In view of good corporate governance practices and to avoid conflict of interests, the Directors who are also directors and/or senior management of the Company's controlling shareholders and/or certain subsidiaries of the controlling shareholders, would abstain from voting in the relevant Board resolutions in relation to the transactions with the controlling shareholders and/or its associates.
4. The chairman of the Board shall meet with independent non-executive Directors at least once annually.
5. All members of the Board can seek independent professional advice when necessary to perform their responsibilities in accordance with the company policy.

The Board reviews the mechanisms for ensuring independent views and input are available to the Board on an annual basis, whether in terms of proportion, recruitment and independence of independent non-executive Directors, and their contribution and access to external independent professional advice.

#### 獨立意見保障機制

本公司通過以下機制，以確保董事會可獲得獨立的意見及見解：

1. 提名委員會每年審核董事會組成及獨立非執行董事的獨立性，特別是獨立非執行董事的比例及任職超過九年的獨立非執行董事的獨立性。
2. 本公司已收到各獨立非執行董事按照上市規則第3.13條就其於本公司的獨立性作出的書面確認。本公司認為所有獨立非執行董事均為獨立人士。
3. 鑒於良好的企業管治實踐及為避免利益衝突，兼任本公司控股股東及／或控股股東若干附屬公司的董事及／或高級管理人員的董事，將就與控股股東及／或其聯繫人的交易有關的相關董事會決議案放棄投票。
4. 董事會主席與獨立非執行董事的會議必須至少每年舉行一次。
5. 全體董事會成員均可在必要時尋求獨立專業意見，以按照公司政策履行其職責。

董事會每年對確保董事會可獲得獨立意見及見解的機制進行檢討，包括獨立非執行董事的比例、招聘及獨立性、彼等的貢獻及可獲取外部獨立專業人士意見的情況。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Appointment and Re-election of Directors

Each of the executive Directors has entered into a service contract with the Company for an initial term of three years commencing from 30 March 2026, which may be terminated by not less than three months' notice in writing served by either party. Each of the independent non-executive Directors has entered into an appointment letter with the Company for an initial fixed term of three years commencing from 30 March 2026 and will continue thereafter until terminated by not less than two months' notice in writing served by either party on the other, which notice shall not expire until after the fixed term. The appointments of Directors are subject to the provisions of retirement and rotation of Directors under the Articles of Association.

Under the Articles of Association, at each annual general meeting, one-third of the Directors for the time being (or if their number is not three or multiple of three, then the number nearest to but not less than one-third) shall retire from office by rotation provided that every Director shall be subject to retirement at an annual general meeting at least once every three years. The Directors to retire by rotation shall include any Director who wishes to retire and not offer himself for re-election. The Articles of Association also provides that any Director appointed by the Board to fill a casual vacancy or as an addition to the existing Board shall hold office until the next following annual general meeting of the Company and shall then be eligible for re-election.

#### Responsibilities, Accountabilities and Contributions of the Board and Management

The Board should assume responsibility for leadership and control of the Company and is collectively responsible for directing and supervising the Company's affairs.

The Board directly, and indirectly through its committees, leads and provides direction to the management by laying down strategies and overseeing their implementation, monitors the Group's operational and financial performance, and ensures that sound internal control and risk management systems are in place.

All Directors, including independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning. The independent non-executive Directors are responsible for ensuring a high standard of regulatory reporting of the Company and providing a balance in the Board for bringing effective independent judgement on corporate actions and operations.

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

The Directors shall disclose to the Company details of other offices held by them.

#### 委任及重選董事

各執行董事已與本公司訂立服務合同，初步任期自2026年3月30日起計為期三年，可由任何一方向另一方發出不少於三個月的書面通知予以終止。各獨立非執行董事均已與本公司訂立委任書，自2026年3月30日起初步固定為期三年，並將於其後持續有效，直至一方向另一方發出不少於兩個月的書面通知終止，該通知不得在固定年期前屆滿。董事委任須遵守組織章程細則中有關董事退任及輪值的規定。

根據組織章程細則，在每屆股東週年大會上，當時三分之一董事（若人數並非三或三的倍數，則須為最接近但不少於三分之一人數）將輪值退任，惟各董事須於股東週年大會至少每三年退任一次。輪值退任的董事包括有意退任且不參加膺選連任的任何董事。組織章程細則亦規定，任何獲董事會委任填補臨時空缺或新加入現行董事會的董事，任期至本公司下屆股東週年大會為止，屆時可膺選連任。

#### 董事會及管理層的職責、責任及貢獻

董事會應負責領導及控制本公司，並共同負責指導及監督本公司事務。

董事會透過制定策略和監督其實施情況，直接及透過其委員會間接領導及指導管理層、監察本集團的營運及財務表現，並確保內部控制及風險管理系統健全。

所有董事（包括獨立非執行董事）為董事會帶來廣泛而寶貴的營商經驗、知識和專業技能，使董事會能有效率及有效地運作。獨立非執行董事負責確保本公司有高水平的監管申報，並在董事會內發揮平衡作用，就企業行動及營運作出有效的獨立判斷。

所有董事均可充分、適時地獲得所有有關本公司的資料，並可要求於適當情況下就履行其於本公司的職責尋求獨立專業意見，該費用由本公司承擔。

董事須向本公司披露彼等擔任其他職務的詳情。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

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

The Company has arranged appropriate insurance coverage on Directors' and officers' liabilities in respect of any legal action taken against them arising out of corporate activities. The insurance coverage would be reviewed on an annual basis.

#### Continuous Professional Development of Directors

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

Every newly appointed Director has received a formal and comprehensive induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of a Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements. Such induction shall be supplemented by regular meetings with senior management of the Group to understand the Group's businesses, governance policies and regulatory environment.

The Directors should participate in appropriate continuous professional development to develop and refresh their knowledge and skills. Internally-facilitated briefings for Directors would be arranged and reading materials on relevant topics would be provided to Directors where appropriate. All Directors are encouraged to attend relevant training courses at the Company's expenses. During the Reporting Period, all Directors of the Company attended director training courses provided by SWCS Corporate Services Group (Hong Kong) Limited on topics including Matters for Directors to Note When Fulfilling Their Responsibilities as Directors of a Listed Company, An Overview of the Latest Compliance and Regulatory Developments for Listed Companies, The Role and Responsibilities of Directors in ESG, Matters for Directors to Note Under Anti-Money Laundering/Counter-Terrorist Financing Regulations, and Interpretation of and Response Strategies for the SEHK's New Climate Disclosure Rules.

During the year ended 31 March 2026, the Directors are continually provided with information relating to the developments in the legal and regulatory regime and the business and market environments to facilitate the execution of their responsibilities. Continuing briefings and professional development for the Directors were arranged by the Company and its professional advisers.

董事會保留所有重要事宜的決策權，當中涉及本公司的政策事宜、策略及預算、內部控制及風險管理、重大交易（尤其是可能涉及利益衝突者）、財務資料、委任董事及其他重大營運事宜。有關執行董事會決策、指導及協調本公司日常營運及管理的職責則轉授權力予管理層負責。

本公司已安排適當的董事及高級人員責任保險，為其因企業活動而被提起任何法律行動提供保障，而保險保障範圍將會每年進行檢討。

#### 董事持續專業發展

董事應緊貼監管發展及轉變，以有效地履行其職責並確保其繼續為董事會作出知情及相關的貢獻。

每名新委任董事於首次獲委任時均曾接受正式及全面的入職培訓，以確保董事對本公司的業務及營運有適當理解，以及完全明白上市規則及相關法定要求下董事的責任和義務。有關入職培訓應輔以與本集團高級管理層進行定期會議，以了解本集團的業務、管治政策及監管環境。

董事應參與合適的持續專業發展，以發展並更新其知識及技能。本公司會為董事安排內部簡報會，並會在適當時候為董事提供相關題目的閱讀材料。本公司鼓勵所有董事出席相關培訓課程，有關費用由本公司承擔。報告期內，本公司全體董事參加了方圓企業服務集團（香港）有限公司提供的董事培訓課程，主題包括《董事在履行上市公司董事責任時應注意的事項》、《上市公司合規監管最新概覽》、《董事於ESG中的角色及責任》、《董事於反洗錢／反恐融資法規下的注意事項》及《聯交所氣候披露新規解讀與應對策略》等。

截至2026年3月31日止年度，董事持續獲提供有關法律及規管制度以及業務及市場環境發展的資料，以協助彼等履行職責。本公司及其專業顧問為董事安排持續性簡報會及專業發展。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

The training records of the Directors during the year ended 31 March 2026 are summarized as follows:

截至2026年3月31日止年度的董事培訓記錄概列如下：

| Directors                                  | 董事             | Participated in continuous professional development <sup>Note</sup> | Total number of hours participation in continuous professional development |
|--------------------------------------------|----------------|---------------------------------------------------------------------|----------------------------------------------------------------------------|
|                                            |                | 參與持續專業發展 <sup>附註</sup>                                              | 發展的總時數                                                                     |
| <b>Executive Directors</b>                 | <b>執行董事</b>    |                                                                     |                                                                            |
| Mr. Wang Zhaohui (Chairman)                | 王朝暉先生(主席)      | ✓                                                                   | 5                                                                          |
| Mr. Ji Weiguo (Chief Executive Officer)    | 紀偉國先生(行政總裁)    | ✓                                                                   | 5                                                                          |
| Ms. Liu Xianna (Chief Financial Officer)   | 劉憲娜女士(首席財務官)   | ✓                                                                   | 5                                                                          |
| <b>Independent Non-executive Directors</b> | <b>獨立非執行董事</b> |                                                                     |                                                                            |
| Mr. Du Kui                                 | 杜葵先生           | ✓                                                                   | 5                                                                          |
| Mr. Zhao Hongqiang                         | 趙宏強先生          | ✓                                                                   | 5                                                                          |
| Mr. Ge Ke                                  | 葛珂先生           | ✓                                                                   | 5                                                                          |

*Note:* Attended training/seminar/conference arranged by the Company or other external parties or read relevant materials

附註：出席由本公司或其他外方安排的培訓／講座／會議，或閱覽相關材料

## BOARD COMMITTEES

The Board has established four committees, namely, the Audit Committee, the Remuneration Committee, the Nomination Committee, and the Sustainability Committee, for overseeing particular aspects of the Company's affairs. All Board committees of the Company are established with specific written terms of reference which deal clearly with their authorities and duties, and are provided with sufficient resources to discharge their duties. The terms of reference of the Audit Committee, the Remuneration Committee and the Nomination Committee are posted on the Company's website and the Stock Exchange's website and are available to Shareholders upon request.

The list of the chairman and members of each Board committee is set out under the section headed "Corporate Information" on page 2 of this annual report.

## 董事委員會

董事會已成立四個委員會，即審核委員會、薪酬委員會、提名委員會及可持續發展委員會，以監察本公司特定範疇的事務。本公司成立的所有董事委員會均有書面訂明的特定職權範圍，當中清楚界定其權力及職責，並獲提供充足資源以履行彼等的職責。審核委員會、薪酬委員會及提名委員會的職權範圍已上載至本公司網站及聯交所網站，股東亦可要求索取有關資料。

各董事委員會主席及成員名單載於本年報第2頁「公司資料」一節。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Audit Committee

The Audit Committee currently consists of three independent non-executive Directors, namely Mr. Zhao Hongqiang, Mr. Ge Ke and Mr. Du Kui. Mr. Zhao Hongqiang, who has financial management expertise as required under Rules 3.10(2) and 3.21 of the Listing Rules, serves as the chairman of the Audit Committee. The terms of reference of the Audit Committee are of no less exacting terms than those set out in the CG Code. The primary duties of the Audit Committee include, but not limited to, the following:

- making recommendation to the Board on the appointment or change of external auditors to our Board, and monitoring the independence of external auditors and objectivity and the effectiveness of the audit process in accordance with applicable standards;
- examining the financial information of our Company and reviewing financial reports and statements of our Company;
- overseeing the Company's financial reporting system and internal control procedures;
- dealing with other matters that are authorized by the Board or involved in relevant laws and regulations; and
- to review the Company's compliance with the CG Code and disclosure in the Corporate Governance Report.

During the Reporting Period, the Audit Committee held two meetings to review the interim financial results and reports and significant issues on the financial reporting, operational and compliance controls, the effectiveness of the risk management and internal control systems and internal audit function, and relevant scope of works and, connected transactions and arrangements for employees to raise concerns about possible improprieties.

The Company's annual results for the year ended 31 March 2026 have been reviewed by the Audit Committee on 22 June 2026. The Audit Committee considers that the annual financial results for the year ended 31 March 2026 are in compliance with the relevant accounting standards, rules and regulations and appropriate disclosures have been duly made. The Group's internal control and risk management systems were reviewed regularly by the management of the Company. With the view of enhancing the Group's internal control and risk management systems, during the year ended 31 March 2026, the Group had its internal audit function to review the Group's internal control system and recommend actions to improve the Group's internal controls. Based on the review, the Audit Committee is of the view that the Group's internal control and risk management systems were generally effective and adequate and in compliance with the requirements of the CG Code D.2.1 for the year ended 31 March 2026 in all material respects.

#### 審核委員會

審核委員會目前由三名獨立非執行董事組成，即趙宏強先生、葛珂先生及杜葵先生。趙宏強先生擔任審核委員會主席，其具備上市規則第3.10(2)條及第3.21條所規定的財務管理專長。審核委員會的職權範圍不少於企業管治守則所載的職權範圍。審核委員會的主要職責包括（但不限於）以下各項：

- 就委任或更換外部核數師向董事會提出建議，根據適用標準監察外部核數師的獨立性以及審核過程的客觀性和效能；
- 審查本公司的財務資料及審閱本公司的財務報告及報表；
- 監督本公司的財務報告系統及內部控制程序；
- 處理董事會授權的其他事項或有關法律法規規定的其他事項；及
- 檢討本公司遵守企業管治守則和企業管治報告內披露的情況。

報告期內，審核委員會舉行兩次會議，以審閱中期財務業績與報告以及有關財務報告的重要事項、運營及合規控制、風險管理及內部控制機制有效性、內部審計職能、相關工作範疇、關連交易及提請僱員注意潛在不當行為的安排。

本公司截至2026年3月31日止年度的年度業績已於2026年6月22日由審核委員會審閱。審核委員會認為，截至2026年3月31日止年度的年度財務業績符合相關會計準則、規則及法規，並已妥為作出適當披露。本公司管理層定期檢討本集團之內部監控及風險管理制度。為提升本集團內部監控及風險管理制度，截至2026年3月31日止年度，本集團的內部審計職能已評核本集團之內部監控制度，並提出有關提升本集團內部監控措施之建議。根據評核，審核委員會認為，截至2026年3月31日止年度，本集團之內部監控及風險管理制度在各重大方面基本符合企業管治守則第D.2.1條之規定並有效及充分運作。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Remuneration Committee

We have established a Remuneration Committee with written terms of reference in compliance with Rule 3.25 of the Listing Rules and the CG Code. The Remuneration Committee currently consists of two independent non-executive Directors, namely Mr. Ge Ke and Mr. Du Kui and one executive Director, namely Mr. Ji Weiguo. Mr. Ge Ke serves as the chairman of the Remuneration Committee. The terms of reference of the Remuneration Committee are of no less exacting terms than those set out in the CG Code. The primary duties of the Remuneration Committee include, but not limited to, the following:

- making recommendations to the Board on the Company's policy and structure for all Directors' and senior management's remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy;
- reviewing and approving management's remuneration proposals with reference to the Board's goals and objectives;
- reviewing and approving the compensation payable to executive Directors and senior management for any loss or termination of office or appointment and compensation arrangements relating to dismissal or removal of Directors for misconduct;
- reviewing and/or approving matters relating to shares schemes under Chapter 17 of the Listing Rules; and
- dealing with other matters that are authorized by the Board.

The Remuneration Committee has adopted the model as described in code provision E.1.2(c) (i) of the CG Code to determine, with delegated responsibility, the remuneration packages of individual executive directors and senior management, including salaries, bonuses, pension rights, compensation payments and benefits in kind.

During the Reporting Period, the Remuneration Committee held one meeting to review and make recommendation to the Board on the remuneration policy and the remuneration packages of the Directors and senior management.

#### 薪酬委員會

我們已遵照上市規則第3.25條及企業管治守則成立薪酬委員會並制訂書面職權範圍。薪酬委員會目前由兩名獨立非執行董事（葛珂先生及杜葵先生）及一名執行董事（紀偉國先生）組成。葛珂先生擔任薪酬委員會主席。薪酬委員會的職權範圍不少於企業管治守則所載的職權範圍。薪酬委員會的主要職責包括（但不限於）下列各項：

- 就本公司有關全體董事及高級管理人員的薪酬政策及架構，及就設立正規而具透明度的程序制訂薪酬政策，向董事會提出建議；
- 因應董事會所訂方針及目標而檢討及批准管理層的薪酬建議；
- 檢討及批准向執行董事及高級管理人員就其喪失或終止職務或委任而須支付的賠償，及因董事行為失當而解僱或罷免有關董事所涉及的賠償安排；
- 根據上市規則第17章檢討及／或批准股份計劃相關事宜；及
- 處理董事會授權的其他事項。

薪酬委員會已採納企業管治守則之守則條文第E.1.2(c)(i)條載列之標準，根據授權責任釐定各執行董事及高級管理層的薪酬待遇，包括薪酬、花紅、退休金權利、補償金及實物福利。

報告期內，薪酬委員會舉行了一次會議以審閱董事及高級管理層的薪酬政策、薪酬方案，並就此向董事會提出建議。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

The remuneration payable to the senior management <sup>Note</sup> of the Company for the year ended 31 March 2026 is shown in the following table by band:

下表載列截至2026年3月31日止年度應向本公司高級管理層<sup>附註</sup>支付的酬金範圍：

| Annual Remuneration<br>年度酬金                                 | Number of individual(s)<br>人數 |
|-------------------------------------------------------------|-------------------------------|
| RMB6,000,001 to RMB6,500,000<br>人民幣6,000,001元至人民幣6,500,000元 | 1                             |
| RMB6,500,001 to RMB7,000,000<br>人民幣6,500,001元至人民幣7,000,000元 | 1                             |
| <b>Total</b><br><b>總計</b>                                   | 2                             |

*Note:* Our senior management team comprises of Mr. Ji Weiguo and Ms. Liu Xianna.

附註：我們的高級管理團隊由紀偉國先生及劉憲娜女士組成。

Further details of the remuneration payable to the Directors and the five highest paid individuals for the year ended 31 March 2026 are set out in notes 33 and 10 to the consolidated financial statements in this report.

截至2026年3月31日止年度應向董事及五名最高薪金人士支付的酬金的更多詳情載於本報告綜合財務報表附註33及10。

### Nomination Committee

### 提名委員會

We have established a Nomination Committee with written terms of reference in compliance with Rule 3.27A of the Listing Rules and the CG Code. On 19 June 2025, Mr. Wang Zhaohui ceased to be a member of the Nomination Committee while Ms. Liu Xianna has been appointed as a member of the Nomination Committee. The Nomination Committee currently consists of two independent non-executive Directors, namely Mr. Ge Ke and Mr. Du Kui and one executive Director, namely Ms. Liu Xianna. Mr. Du Kui serves as the chairman of the Nomination Committee. The terms of reference of the Nomination Committee are of no less exacting terms than those set out in the CG Code. The primary duties of the Nomination Committee include, but not limited to, the following:

我們已遵照上市規則第3.27A條及企業管治守則成立提名委員會並制訂書面職權範圍。於2025年6月19日，王朝暉先生不再擔任提名委員會成員，而劉憲娜女士已獲委任為提名委員會成員。提名委員會目前由兩名獨立非執行董事（葛珂先生及杜葵先生）及一名執行董事（劉憲娜女士）組成。杜葵先生擔任提名委員會主席。提名委員會的職權範圍不少於企業管治守則所載的職權範圍。提名委員會的主要職責包括（但不限於）下列各項：

- reviewing the structure, size and composition (including the skills, knowledge and experience) required of the Board annually, assisting the Board in maintaining a board skills matrix, and making recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- making recommendation to the Board on the appointment or re-appointment of Directors and succession planning for Directors in particular the chairman and the chief executive;
- 每年檢討董事會之架構、人數及組成（包括技能、知識及經驗方面），協助董事會編製董事會技能表，並就任何為配合本公司的公司策略而擬對董事會作出的變動提出建議；
- 就董事委任或重新委任以及董事（尤其是主席及行政總裁）繼任計劃向董事會提出建議；

## CORPORATE GOVERNANCE REPORT

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- evaluating the balance of skills, knowledge and experience on the Board before appointments are made by the Board and formulating, or assisting the Board to formulate, a board diversity policy and a workforce (including senior management) diversity policy for the Company;
- identifying individuals suitably qualified to become Directors and selecting or making recommendations to the Board on the selection of individuals nominated for directorship;
- assessing and reviewing the independence of independent non-executive Directors;
- supporting the Company's regular evaluation of the Board's performance; and
- dealing with other matters that are authorized by our Board.

The Nomination Committee should seek independent professional advice to perform its responsibilities, when necessary, at the Company's expense.

In assessing the Board composition, the Nomination Committee would take into account various aspects as well as factors concerning board diversity as set out in the Company's board diversity policy (the **"Board Diversity Policy"**). The Nomination Committee would discuss and agree on measurable objectives for achieving diversity on the Board, where necessary, and recommend them to the Board for adoption.

During the Reporting Period, the Nomination Committee held one meeting to review the structure, size and composition of the Board. The Nomination Committee considered an appropriate balance of diversity perspectives of the Board is maintained.

#### Nomination Policy

##### Director Nomination Policy

The Company adopted a nomination policy in compliance with the CG Code with effect from the Listing Date, which establishes written guidelines to Nomination Committee to identify individuals suitably qualified to become Board members and make recommendations to the Board on the selection of individuals nominated for directorships with reference to the formulated criteria. The Nomination Committee shall propose suitable candidates to the Board for it to consider and make recommendations to the Shareholders for appointment as directors of the Company at general meetings. The Board, through the delegation of its authority to the Nomination Committee, has used its best efforts to ensure that Directors appointed to the Board possess the relevant background, experience and knowledge in business, finance and management skills critical to the Group's business to enable the Board to make sound and well considered decisions. Collectively, they have competencies in areas which are relevant and valuable to the Group.

- 在董事會作出委任之前，綜合評估董事會之技能、知識及經驗，制定或協助董事會為本公司制訂董事會多元化政策及全體員工（包括高級管理人員）多元化政策；
- 物色具備合適資格可擔任董事的人士，並挑選提名有關人士出任董事或就此向董事會提供意見；
- 評估及檢討獨立非執行董事的獨立性；
- 支援本公司定期評估董事會表現；及
- 處理董事會授權的其他事項。

如有需要，提名委員會應徵詢獨立專業意見以便履行其職務，費用由本公司支付。

於評核董事會組成時，提名委員會考慮本公司董事會多元化政策（「**董事會多元化政策**」）所載列的有關董事會多元化的多個範疇及因素。必要時，提名委員會將討論及協定實現董事會多元化的可計量目標，並建議董事會採納。

報告期內，提名委員會舉行了一次會議以檢討董事會的架構、人數及組成。提名委員會認為本公司已就董事會成員多元化維持適當之平衡。

#### 提名政策

##### 董事提名政策

本公司自上市日期起採納符合企業管治守則之提名政策，當中制訂書面指引，以便提名委員會物色符合資格出任董事會成員之合適人士及參照所制定標準於挑選獲提名出任董事之人士時作出甄選並向董事會提供推薦意見，供董事會審議，並在股東大會上向股東推薦任命為董事。董事會透過向提名委員會轉授其權力，盡其所能確保獲委任為董事會成員之董事具備相關業務背景、經驗及知識以及對本集團業務至關重要之財務及管理技能，以便董事會經周詳考慮後作出明智決策。整體而言，該等董事在對本集團而言屬相關及有價值之範疇具備勝任能力。

## CORPORATE GOVERNANCE REPORT

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#### Selection Criteria

The Nomination Committee shall identify director candidates with appropriate qualifications in accordance with the provisions under the Listing Rules, the Articles of Association and applicable laws and regulations.

The Nomination Committee will take into account whether a candidate has the qualifications, skills, experience and gender diversity that add to and complement the range of skills, experience and background of existing Directors by considering the highest personal and professional ethics and integrity of the director candidates, proven achievement and competence in the nominee's field and the ability to exercise sound business judgment, skills that are complementary to those of the existing Board, the ability to assist and support management and make significant contributions to the Company's success and such other factors as it may deem are in the best interests of the Company and its Shareholders. The Company shall review and reassess the nomination policy and its effectiveness on a regular basis or as required.

#### Nomination Process

The Nomination Committee shall assess whether any vacancy on the Board has been created or is expected on a regular basis or as required. The Nomination Committee utilises various methods for identifying director candidates, including recommendations from Board members, management, and professional search firms. All director candidates, including incumbents and candidates nominated by Shareholders are evaluated by the Nomination Committee based upon the director qualifications. While director candidates will be evaluated on the same criteria through review of resume, personal interview and performance of background checks. The Nomination Committee retains the discretion to establish the relative weighting of such criteria, which may vary based on the composition, skill sets, age, gender and experiences of the collective Board rather than on the individual candidate for the purpose of diversity perspectives appropriate to the requirement of the Company's business.

#### 甄選標準

提名委員會應根據上市規則、組織章程細則和適用法律法規的規定，確定具有適當資格的董事候選人。

提名委員會將考慮候選人之資格、技能、經驗及性別多元化能否擴大及完善現有董事之技能、經驗及背景種類，當中會考慮董事候選人之最高個人及專業道德及誠信、獲提名人士於本身範疇之彪炳往績及勝任能力以及作出優秀業務決策之能力、與現有董事會相輔相成之技能、協助及支持管理層以及為本公司取得成功作出重大貢獻之能力以及其他可能被視為符合本公司及其股東最佳利益之因素。本公司將定期或於必要時檢討及重新評估提名政策及其成效。

#### 提名流程

提名委員會將定期或於必要時評估董事會是否有出現或預期出現任何成員空缺。提名委員會運用各種方法物色董事候選人，包括由董事會成員、管理層及專業獵頭公司推薦建議者。所有董事候選人（包括現任董事及獲股東提名之候選人）均由提名委員會評估是否具備出任董事所需資格。儘管董事候選人將透過審閱履歷表、私人面談及進行背景核查按相同標準評估，惟提名委員會保留酌情權以制定有關標準之相對比重，而有關比重或為滿足本公司業務要求所適用多元觀點而因應整體董事會（而非個別候選人）之組成、技能、年齡、性別及經驗作出調整。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Board Diversity Policy

We are committed to promoting the culture of diversity in the Company. We have strived to promote diversity to the extent practicable by taking into consideration a number of factors in our corporate governance structure.

We have adopted the Board Diversity Policy which sets out the objective and approach to achieve and maintain diversity of our Board in order to enhance the effectiveness of our Board. Pursuant to the Board Diversity Policy, we seek to achieve Board diversity through the consideration of a number of factors, including but not limited to gender, age, race, cultural background, educational background, industry experience and professional experience. Our Directors have a balanced mix of knowledge and skills, including knowledge and experience in the areas of business administration, education, development policy, accounting and engineering. Our Board Diversity Policy is well implemented as evidenced by the fact that there are both male and female Directors ranging from 49 years old to 62 years old with different nationalities and experience from different industries and sectors. After due consideration, our Board believes that based on our existing business model and specific needs, and the background of our Directors, the composition of our Board satisfies the principles under the Board Diversity Policy.

We will continue to take steps to promote gender diversity at all levels of our Company, including but not limited to our Board and the senior management levels. In particular, given that one out of six of our Directors is female, our Board will, taking into account the business needs of our Group and changing circumstances from time to time that may affect our Group's business plans, use its best endeavors to actively identify female individuals suitably qualified to become our Board members (keeping in mind the importance of management continuity and the timeline for retirement and reappointment of Directors under the Articles). We will also continue to ensure that there is gender diversity when recruiting staff at mid to senior level so that we will have a pipeline of female senior management and potential successors to our Board in due time to ensure gender diversity of our Board. Our Group will continue to emphasize training of female talent and providing long-term development opportunities for our female staff. During the process, we may face the issue of whether the supply of personnel of a particular gender in the human resources market matches the required qualifications, experience and skills required for positions within the Company. Despite these challenges, we will endeavour to maintain gender balance in the workforce.

Our Nomination Committee is responsible for ensuring the diversity of our Board members. Our Nomination Committee will continue to review the Board Diversity Policy from time to time to ensure its continued effectiveness and we will disclose in our corporate governance report about the implementation of the Board Diversity Policy on an annual basis.

#### 董事會多元化政策

我們致力於促進本公司的多元文化發展。我們考慮企業管治架構的諸多因素，在可行情況下努力推進多元化發展。

我們已採納董事會多元化政策，該政策列明我們實現及維持董事會多元化的目標與方針，以提高董事會的效率。根據董事會多元化政策，我們將考慮諸多因素（包括但不限於性別、年齡、種族、文化背景、教育背景、行業經驗及專業經驗），務求實現董事會多元化。董事之間的知識及技能均衡搭配，包括工商管理、教育、發展政策、會計及工程領域的知識和經驗。董事年齡在49歲至62歲之間，男女性別兼具，且具備不同國籍及不同行業和部門的經驗。由此可見，我們的董事會多元化政策獲良好執行。經審慎考慮後，董事會認為，基於我們現有的業務模式及特定需求以及董事的背景，董事會的組成符合董事會多元化政策的原則。

我們將繼續採取措施促進本公司所有層面的性別多元化，包括但不限於董事會及高級管理層。尤其是，鑒於我們的六名董事之一為女性，考慮到本集團的業務需要及不時影響本集團業務計劃的變化環境，董事會將盡最大努力積極物色合適女性成為董事會會員（注意管理層連續性的重要性及董事根據細則退任及獲重新委任的時間線）。我們亦將繼續於招聘中高級員工時確保性別多元化，使我們於適當時間擁有女性高級管理人員儲備及潛在董事會繼任者，確保董事會性別多元化。本集團將繼續重視女性人才培訓及向女性員工提供長期發展機會。在此過程中，我們可能會面臨如下問題：人力資源市場特定性別的人員供應是否與本公司職位所需的資格、經驗和技能相匹配。儘管面臨該等挑戰，我們將努力保持勞動力性別平衡。

我們的提名委員會負責確保董事會成員多元化。提名委員會將不時審核董事會多元化政策，以確保其持續有效性，且我們將每年在企業管治報告中披露董事會多元化政策的實施情況。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Sustainability Committee

We have established the Sustainability Committee on 20 March 2026 with written terms of reference. The Sustainability Committee currently consists of one executive Director, namely Ms. Liu Xianna, and two independent non-executive Directors, namely Mr. Ge Ke and Mr. Du Kui. Ms. Liu Xianna serves as the chairman of the Sustainability Committee. The primary duties of the Sustainability Committee include, but not limited to, the following:

- coordinating, overseeing and reporting to the Board on the Company's management policies, strategies, frameworks and principles relating to overall sustainability, ensuring alignment with the Company's business strategy and stakeholder expectations;
- monitoring significant trends, risks and opportunities relating to sustainability, reviewing their potential impact on the Company's business model, strategy and financial performance, and making recommendations to the Board;
- reviewing the Company's annual ESG report and any other relevant disclosure documents to ensure that their content is complete, accurate and compliant with the Listing Rules and the relevant requirements of other regulatory authorities.

Sustainability Committee did not hold any meetings from the date of its establishment up to 31 March 2026.

#### 可持續發展委員會

我們已於2026年3月20日成立可持續發展委員會並制訂書面職權範圍。可持續發展委員會目前由一名執行董事（劉憲娜女士）及兩名獨立非執行董事（葛珂先生及杜葵先生）組成。劉憲娜女士擔任可持續發展委員會主席。可持續發展委員會的主要職責包括（但不限於）下列各項：

- 負責統籌、監督並向董事會匯報本公司整體可持續發展相關事宜的管理方針、策略、框架及原則，確保與本公司的業務策略及利益相關方期望保持一致；
- 就可持續發展相關的重大趨勢、風險及機遇進行監督，並審議其對本公司業務模式、策略及財務表現的潛在影響，向董事會提出建議；
- 審閱本公司年度ESG報告及任何其他相關披露文件，確保其內容完整、準確，且符合上市規則及其他監管機構的相關規定。

由可持續發展委員會成立之日起至2026年3月31日期間，該委員會並未舉行任何會議。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Corporate Governance Functions

Our Company is committed to achieving high standards of corporate governance with a view to safeguarding the interests of our Shareholders, by complying with the CG Code and the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 to the Listing Rules.

During the year ended 31 March 2026, the Board and the Audit Committee had reviewed the Company's corporate governance policies and practices, training and continuous professional development of Directors and senior management of the Group, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of the Model Code, and the Company's compliance with the CG Code and the disclosure in this Corporate Governance Report.

#### RISK MANAGEMENT AND INTERNAL CONTROLS

We have devoted ourselves to establishing and maintaining risk management and internal control systems consisting of policies and procedures that we consider to be appropriate for our business operations, and we are dedicated to continuously improving these systems. We have adopted and implemented comprehensive risk management policies in various aspects of our business operations, such as information system, regulatory compliance, human resources and financial reporting. The Group's system of internal control is designed to provide reasonable, but not absolute, assurance against material misstatement or loss and to manage and eliminate risks of failure in operational systems and fulfillment of the business objectives. The internal control system is reviewed on an ongoing basis by the Board in order to make it practical and effective in providing reasonable assurance in relation to protection of material assets and the Shareholders' interests.

The Group has adopted a three-tier risk management approach to identify, assess and manage different types of risks. As the first line of defence, business units are responsible for identifying, assessing and monitoring risk associated with each business or transaction. The management, as the second line of defence, defines rule sets and models, provides technical support, develops new system and oversees portfolio management. It ensures that risks are within acceptable range and that the first line of defence is effective. As the final line of defense, the internal audit function assists the Audit Committee to review the first and second lines of defence.

Our Board is responsible and has the general power to supervise the operations of our business, and is in charge of managing the overall risks of our Company. It is responsible for considering, reviewing and approving any significant business decision involving material risk exposures. Our Board will monitor the ongoing implementation of our risk management policies and corporate governance measures. The Audit Committee under our Board comprises three members, namely Mr. Zhao Hongqiang, Mr. Ge Ke and Mr. Du Kui, with Mr. Zhao Hongqiang (being our independent non-executive director with the appropriate professional qualifications) as chairman of the Audit Committee.

#### 企業管治職能

本公司通過遵守企業管治守則及上市規則附錄C3所載上市發行人董事進行證券交易的標準守則，致力達致高水平的企業管治，以保障股東利益。

截至2026年3月31日止年度，董事會及審核委員會已審閱本公司的企業管治政策及實踐、董事及本集團高級管理層的培訓及持續專業發展、本公司遵守法律及監管規定的政策及實踐、標準守則的遵守情況，以及本公司遵守企業管治守則及本企業管治報告的披露情況。

#### 風險管理及內部控制

我們致力於建立與維持風險管理與內部控制制度，其中包括我們認為適合我們業務運營的政策及程序，並努力不斷改善該等制度。我們已在信息系統、監管合規、人力資源以及財務報告等業務營運的各個方面採用並執行全面的風險管理政策。本集團設立內部監控制度旨在對重大錯誤陳述或損失提供合理但並非絕對之保證，以及管理及消除營運系統故障及未能達致業務目標之風險。董事會持續檢討內部監控制度，以確保其在保護重要資產及保障股東權益方面能提供實際而有效之合理保證。

本集團採納三級風險管理方法以識別、評估及管理不同類型之風險。在第一道防線，業務單位負責識別、評估及監察與每項業務或交易有關之風險。作為第二道防線，管理層界定規則組合及模型、提供技術支持、制定新制度及監察組合管理，並確保風險在可接受範圍內及第一道防線行之有效。作為最後一道防線，內部審計部門協助審核委員會審閱第一道及第二道防線。

董事會負責並全權監管我們業務的營運以及負責管理本公司的整體風險。董事會亦負責考慮、審查及批准任何涉及重大風險的重要商業決策。董事會將監督風險管理政策和企業管治措施的持續實施情況。董事會轄下的審核委員會由三位成員組成，即趙宏強先生、葛珂先生及杜葵先生，而趙宏強先生（具有適當專業資格的獨立非執行董事）為審核委員會的主席。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Information System Risk Management

We pay close attention to risk management relating to our information system as sufficient maintenance, storage and protection of user data and other related information is critical to our success. We have designed and adopted strict internal procedures to ensure that our data is protected and that leakage and loss of such data are avoided.

#### Regulatory Compliance Risk Management

In order to effectively manage our regulatory compliance and legal risk exposures, we have adopted strict internal procedures to ensure the compliance of our business operations with the applicable rules and regulations. In accordance with these procedures, our in-house legal department performs the basic function of reviewing and updating the form of contracts we enter into with our customers, suppliers and other business partners. Our legal department examines the contract terms and reviews all relevant documents for our business operations, including licenses and permits obtained by the counterparties to perform their obligations under our business contracts and all the necessary underlying due diligence materials, before we enter into any contract or business arrangements.

Our in-house legal department is responsible for obtaining any requisite governmental pre-approvals or consents, including preparing and submitting all necessary documents for filing with relevant government authorities, within the prescribed regulatory timelines. We continuously improve our internal policies according to changes in laws, regulations and industry standards, and update internal templates for legal documents. We undertake compliance management over various aspects of our operations and employee activities. We have also established an accountability system in respect of employees' violations of laws, regulations and internal policies. In addition, we continually review the implementation of our risk management policies and measures to ensure our policies and implementation are effective and sufficient. We have an employee code of conducts in place, which contains internal rules and guidelines regarding basic working rules, work ethics, confidentiality, negligence, anti-bribery and anti-corruption. We provide our employees with regular training and resources to explain the guidelines contained in the employee code of conducts.

#### 資料系統風險管理

我們密切關注有關我們信息系統的風險管理，如充分維護、儲存及保護用戶數據及其他對我們的成功至關重要的相關資料。我們已設計及採用嚴格的內部程序以確保我們的數據受到保護，避免相關數據洩露及遺失。

#### 監管合規風險管理

為有效管理我們的合規及法律風險，我們已採用嚴格的內部程序，以確保我們的業務營運符合適用條例及法規。根據該等程序，我們的內部法律部門執行審閱及更新我們與客戶、供應商及其他業務夥伴訂立的合約形式的基本職能。我們的法律部門審查合約條款及審閱所有有關我們業務營運的文件，包括於我們訂立任何合約或業務安排前，交易方就我們的業務合約所履行的義務及根據必要的盡職審查材料而獲得的許可及批准。

我們的內部法務部負責取得任何必需的政府預先批准或同意，包括於規定的監管期限內編製及提交所有必要文件以向相關政府機關備案。我們會根據法律、法規及行業標準的變動持續改進我們的內部政策，以更新法律文件的內部模板。我們對業務及員工活動的各個方面進行合規管理。我們亦建立有關員工違反法律、法規及內部政策的問責制度。此外，我們不斷審查我們的風險管理政策及措施的執行情況，以確保我們的政策及執行有效和充分。我們訂有員工行為準則，當中載有有關基本工作規則、職業道德、保密、失職、反賄賂及反腐敗的內部規定及指引。我們為員工提供定期培訓及資源，以解釋員工行為準則所載的指引。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Human Resources Risk Management

We have established internal control policies covering various aspects of human resources management such as recruiting, training, work ethics and legal compliance. The demand in our industry for qualified talent is intense and we may be adversely affected by the departure of any key employees. Each of our executive officers and key employees has entered into with us an employment agreement containing confidentiality, intellectual property and non-compete provisions.

We also require our employees to conform to high ethical standards. We have in place an employee handbook and a code of conduct which is distributed to all our employees. The handbook contains internal rules and guidelines regarding work ethics, fraud prevention mechanisms, negligence and anti-corruption. In particular, our code of conduct explicitly requires that all employees comply with any applicable anti-corruption laws, regulations and policies, and they are prohibited from making illegal or improper payments to any government official, either on their own or via third parties. Additionally, our employees and their family members are not allowed to solicit or accept gifts, travel, hospitality or anything of value to the extent such favors or advantages may influence their professional judgments. Under our firm-wide whistleblowing policy, we make our internal reporting channel open and available for our employees to report, on an anonymous basis, any non-compliance incidents and acts, including bribery and corruption.

We provide employees with regular training, as well as resources to explain the guidelines contained in the employee handbook. We also provide regular and specialized training tailored to the needs of our employees in different departments, through which we enable our employees to better comply with applicable laws and regulations in the course of conducting business.

#### Financial Reporting Risk Management

We have a complete set of accounting policies and procedures in connection with our financial reporting risk management, such as financial reporting management, internal control, investment management and budget management. Our financial department reviews our management accounts and internal control procedures based on such policies and procedures. In addition, we provide regular training to our financial department staff to ensure they understand our accounting policies and procedures and implement them in our daily operations.

#### Effectiveness of Risk Management and Internal Control

Through the Audit Committee, the Board has conducted annual review of the effectiveness of the Group's internal control and risk management systems for the year ended 31 March 2026, covering the material financial, operational and compliance controls, which are considered effective and adequate. The Audit Committee has reviewed the adequacy of resources, qualifications and experience, training and budget of the accounting, internal audit and financial reporting functions on an annual basis.

#### 人力資源風險管理

我們已建立內部控制政策，涵蓋招聘、培訓、職業道德及遵紀守法等人力資源管理的各個方面。我們行業對合資格人才的需求強烈，且我們可能因任何關鍵員工的離職而受到重大不利影響。每位高級行政人員及關鍵員工均與我們訂立涵蓋保密、知識產權及不競爭條款的員工協議。

我們亦要求我們的員工遵守高道德水準。我們有員工手冊及發放予我們所有員工的行為準則。該手冊載有關於職業道德、欺詐防範機制、失職及反腐敗的內部規定及指引。具體而言，我們的行為準則明確要求所有員工遵守任何適用的反腐敗法律、法規及政策，並禁止彼等自行或通過第三方向任何政府官員進行非法或不當付款。此外，我們的員工及其家庭成員不得索取或接受禮品、旅行、款待或任何有價物，以免該等好處或利益影響員工的專業判斷。根據我們公司範圍內的舉報政策，我們開放內部舉報渠道，可供員工匿名舉報賄賂及腐敗等任何違規事件及行為。

我們為員工提供定期培訓及資源，以解釋員工手冊所載的指引。我們亦提供定期及特別定制的培訓，以滿足我們不同部門員工的需求，據此，我們的員工於開展業務時可更好地遵守適用法律及法規。

#### 財務報告風險管理

我們擁有關於財務報告風險管理的全套會計政策及程序，如財務報告管理、內部控制、投資管理及預算管理。我們的財務部門根據該等政策及程序審閱我們的管理賬目及內部控制程序。此外，我們為我們財務部門的員工提供定期培訓，以確保其可理解我們的會計政策及程序，並於我們的日常營運中實施。

#### 風險管理及內部控制成效

董事會通過審核委員會就截至2026年3月31日止年度本集團內部監控及風險管理制度之成效（涵蓋重大財務、經營及合規控制）進行年度檢討，並認為其屬有效及充足。審核委員會已按年度基準檢討會計、內部審計及財務報告職能方面之資源、員工資歷及經驗、培訓以及有關預算是否足夠。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### INSIDE INFORMATION POLICY

The Group acknowledges its responsibilities under the SFO and the Listing Rules and the overriding principle that inside information should be announced immediately when it is the subject of a decision.

The Company has put in place an internal policy for the handling and disclosure of inside information in compliance with the SFO. The internal policy sets out the procedures and internal controls for the handling and dissemination of inside information in a timely manner and provides the Directors, senior management, and relevant employees of the Company a general guide in monitoring information disclosure and responding to enquiries. Control procedures have been implemented to ensure that unauthorized access and use of inside information are strictly prohibited. The procedures and internal controls for the handling and dissemination of inside information are as follows:

- the Group conducts its affairs with close regard to the disclosure requirements under the Listing Rules as well as the “Guidelines on Disclosure of Inside Information” published by the Securities and Futures Commission of Hong Kong;
- the Group has implemented and disclosed its policy on fair disclosure by pursuing broad, non-exclusive distribution of information to the public through channels such as financial reporting, public announcements and its website; and
- the Group has strictly prohibited unauthorized use of confidential or inside information.

During the Reporting Period, the Company has regularly reviewed and enhanced its risk management, internal control systems and inside information disclosure policy. We believe that our Directors and members of our senior management possess the necessary knowledge and experience in providing good corporate governance oversight in connection with risk management and internal control. The Board has conducted an annual review of the effectiveness of the risk management and internal control systems and considers these systems effective and adequate in general.

#### 內幕消息政策

本集團知悉其根據證券及期貨條例及上市規則所應履行之責任，整體原則是內幕消息必須在有所決定後即時公佈。

本公司已根據證券及期貨條例制定處理及披露內幕消息的內部政策。該內部政策列明及時處理及發佈內幕消息之程式及內部控制，以及向本公司董事、高級管理層及相關僱員提供監察消息披露及回應查詢的一般指引。本公司已實施監控程式，以確保嚴禁擅自獲取及使用內幕消息。處理及發佈內幕消息之程式及內部監控措施如下：

- 本集團處理事務時會充分考慮上市規則項下之披露規定以及香港證券及期貨事務監察委員會頒佈之「內幕消息披露指引」；
- 本集團透過財務報告、公告及公司網站等途徑向公眾廣泛及非獨家披露資料，以實施及披露其公平披露政策；及
- 本集團已嚴格禁止未經授權使用機密或內幕消息。

於報告期內，本公司定期審閱及加強其風險管理、內部控制體系及內幕消息披露政策。我們認為董事和高級管理層成員擁有必要的知識和經驗，可在風險管理和內部控制方面提供良好的企業管治監督。董事會已就風險管理及內部控制體系的有效性進行年度審核，並認為該等體系總體而言有效且充足。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### DIRECTORS' RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements of the Group for the year ended 31 March 2026 which give a true and fair view of the affairs of the Company and the Group and of the Group's results and cash flows.

The management has provided to the Board such explanation and information as are necessary to enable the Board to carry out an informed assessment of the Group's consolidated financial statements, which are put to the Board for approval.

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

The statement of the independent auditor of the Company about their reporting responsibilities on the consolidated financial statements of the Group is set out in the Independent Auditor's Report on pages 123 to 130.

#### AUDITOR'S REMUNERATION

The remuneration paid to the independent auditor of the Company, KPMG, in respect of audit services and non-audit services for the year ended 31 March 2026 is set out below:

| Service Category<br>服務類別 |           | Fees Paid/Payable<br>已付／應付費用<br>(RMB'000)<br>(人民幣千元) |
|--------------------------|-----------|------------------------------------------------------|
| Audit services           | 核數服務      | 3,750                                                |
| Non-audit services       | 非核數服務     | -                                                    |
| <b>Total</b>             | <b>總計</b> | <b>3,750</b>                                         |

#### 董事就財務報表承擔的責任

董事確認彼等編製本集團截至2026年3月31日止年度的財務報表的責任，即真實、公平地反映本公司及本集團的事務以及本集團的業績及現金流量。

管理層已向董事會提供必要說明及資料，令董事會可對本集團綜合財務報表（提交董事會批准）進行知情評估。

董事並不知悉有任何與可能會對本公司持續經營能力構成重大疑慮的事件或情況有關的重大不確定因素。

本公司獨立核數師就本集團的綜合財務報表作出的申報責任聲明載於第123至130頁的獨立核數師報告。

#### 核數師酬金

截至2026年3月31日止年度，就核數服務及非核數服務支付予本公司獨立核數師畢馬威會計師事務所的酬金載列如下：

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### JOINT COMPANY SECRETARIES

During the Reporting Period, Ms. Liu Xianna, our executive Director, is one of our joint company secretaries of the Company and is responsible for advising the Board on corporate governance matters and ensuring that Board policy and procedures, and applicable laws, rules and regulations are followed. She was appointed as a joint company secretary since 31 December 2021, and received approval from the Stock Exchange confirming her eligibility to serve as the company secretary of the Company under Rules 3.28 and 8.17 of the Listing Rules in March 2026.

During the Reporting Period, in order to uphold good corporate governance and ensure compliance with the Listing Rules and applicable Hong Kong laws, the Company also appointed Ms. Au Wai Ching, a senior manager of SWCS Corporate Services Group (Hong Kong) Limited (a corporate services provider), who possesses the qualifications as required under Rule 3.28 of the Listing Rules, as another joint company secretary of the Company to assist Ms. Liu Xianna to discharge her duties as company secretary of the Company. She was appointed as the other joint company secretary since 31 December 2021. Ms. Liu Xianna is Ms. Au Wai Ching's primary contact person in the Company.

For the year ended 31 March 2026, each of Ms. Liu Xianna and Ms. Au Wai Ching has undertaken not less than 15 hours of relevant professional training in compliance with Rule 3.29 of the Listing Rules.

#### DIVIDEND POLICY

The Company adopted a policy on payment of dividends (the "Dividend Policy") with effect from the Listing Date, which establishes an appropriate procedure on declaring and recommending the dividend payment of the Company.

The Board considers sustainable returns to Shareholders whilst retaining adequate reserve for the Group's future development to be an objective. Under the Dividend Policy, dividends may be declared from time to time and be paid to Shareholders provided that the Group is profitable and without affecting the normal operations of the Group. In summary, the declaration of dividends and the dividend amount shall be determined at the sole and absolute discretion of the Board, subject to Shareholders' approval, where applicable, taking into account the following factors:

- general business conditions of the Company;
- financial results of the Company;
- capital requirements of the Company;
- interests of the Shareholders; and
- any other factors which the Board may deem relevant.

#### 聯席公司秘書

於報告期內，本公司執行董事劉憲娜女士為本公司其中一名聯席公司秘書，負責就企業管治事宜向董事會提供建議，並確保遵守董事會的政策及程序、適用法律、規則及法規。自2021年12月31日起，其獲委任為聯席公司秘書，並於2026年3月獲得聯交所同意符合資格擔任上市規則第3.28條及第8.17條下的本公司公司秘書。

報告期內，為維持良好企業管治及確保遵守上市規則及適用香港法律，本公司亦聘任方圓企業服務集團（香港）有限公司（一家企業服務供應商）高級經理區慧晶女士為本公司另一位聯席公司秘書，彼具備上市規則第3.28條所規定資格，以協助劉憲娜女士履行其作為本公司公司秘書的職責。區慧晶女士自2021年12月31日起獲委任為另一位聯席公司秘書。劉憲娜女士為區慧晶女士於本公司的主要聯絡人。

截至2026年3月31日止年度，劉憲娜女士及區慧晶女士已遵照上市規則第3.29條接受不少於15小時的相關專業培訓。

#### 股息政策

本公司自上市日期起採納股息派付政策（「股息政策」），當中制訂本公司宣派及建議派付股息之適當程序。

董事會視為股東帶來可持續回報同時為本集團未來發展保留充足儲備為目標。根據股息政策，可不時向股東宣派及派付股息，前提是本集團錄得盈利及不影響本集團正常營運。簡而言之，宣派股息及股息金額須由董事會經考慮下列因素後全權絕對酌情釐定，惟須獲得股東批准（倘適用）：

- 公司的一般業務狀況；
- 公司的財務業績；
- 公司的資本要求；
- 股東的利益；及
- 董事會可能認為相關的任何其他因素。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

The Company will continue to periodically re-evaluate the dividend policy in light of the financial position and the prevailing economic climate. The determination to pay dividends will be made at the discretion of the Board and will be based upon the earnings, cash flow, financial conditions, capital requirements, statutory fund reserve requirements of the Group and any other conditions that the Directors deem relevant.

As at 31 March 2026, no arrangement was reached pursuant to which the shareholders of the Company waived or agreed to waive their dividends.

### SHAREHOLDERS' RIGHTS

The Company engages with the Shareholders through various communication channels. To enable Shareholders and other stakeholders to exercise their rights in an informed manner based on a good understanding of the Group's operations, businesses and financial information, the Company adopted the shareholders' communication policy with the objective of ensuring equal, timely, effective, transparent, accurate and open communications with the Shareholders. The policy also sets out a number of ways to ensure effective and efficient communication strategies with Shareholders and other stakeholders are achieved, including but not limited to corporate communications (in both English and Chinese, to facilitate Shareholders understanding), posting of relevant information on the corporate website and Shareholders meetings.

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

General meetings provide an opportunity for constructive communication between the Company and the Shareholders. For Shareholders to communicate their views on various matters affecting the Company and the Company to solicit and understand the views of shareholders and other stakeholders, the Company adopts a number of mechanisms, including encouraging Shareholders to participate in general meetings or to appoint proxies to attend and vote at the meetings for and on their behalf if they are unable to attend the meetings.

本公司將繼續根據財務狀況和當前經濟環境定期重新評估股息政策。支付股息的決定將由董事會酌情決定，並將基於本集團的盈利、現金流、財務狀況、資本要求、法定基金儲備要求以及董事認為相關的任何其他條件。

於2026年3月31日，概無本公司股東放棄或同意放棄彼等股息之安排。

### 股東權利

本公司透過多種通訊渠道與股東溝通。為使股東及其他持份者基於對本集團運營、業務及財務資料的良好見解，以知情方式行使其權利，本公司採納股東溝通政策，以確保與股東進行平等、及時、高效、透明、準確及公開的交流。該政策亦載列多項方法，以確保與股東及其他持份者達致高效的溝通策略，方法包括但不限於公司通信（提供中英文版本，以方便股東理解）、在公司網站及股東大會上張貼相關信息。

為保障股東的權益及權利，本公司會就各項重大個別事宜（包括選舉個別董事）於本公司股東大會上提呈獨立決議案。根據上市規則，於本公司股東大會上提呈的所有決議案將以投票方式表決，投票結果公告將於各股東大會結束後於本公司網站及聯交所網站登載。

股東大會為公司及股東之間的建設性溝通提供橋樑。為使股東就影響本公司各項事宜交流見解，使公司徵詢及了解股東及其他持份者的見解，本公司採用多項機制，包括鼓勵股東參與股東大會，或在股東無法出席會議時，委任代理人代為出席會議及投票。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Convening Extraordinary General Meetings and Putting Forward Proposals

Pursuant to Article 17 of the Articles of Association, the Directors shall on a members' requisition forthwith proceed to convene an extraordinary general meeting of the Company. A members' requisition is a requisition of one or more members holding at the date of deposit of the requisition not less than 10% of the voting rights, on a one vote per share basis, of the issued shares which as at that date carry the right to vote at general meetings of the Company. The members' requisition must state the objects and the resolutions to be added to the agenda of the meeting and must be signed by the requisitionists and deposited at the principal office of the Company in Hong Kong or, in the event the Company ceases to have such a principal office, the registered office of the Company, and may consist of several documents in like form each signed by one or more requisitionists. If there are no Directors as at the date of the deposit of the members' requisition or if the Directors do not within 21 days from the date of the deposit of the members' requisition duly proceed to convene a general meeting to be held within a further 21 days, the requisitionists, or any of them representing more than one-half of the total voting rights of all the requisitionists, may themselves convene a general meeting, but any meeting so convened shall be held no later than the day which falls three months after the expiration of the said 21 day period. A general meeting convened by requisitionists shall be convened in the same manner as nearly as possible as that in which general meetings are to be convened by the Directors.

#### Holding Annual General Meetings

The Company must hold an annual general meeting of the Company every financial year other than the financial year of the Company's adoption of the Articles of Association and such annual general meeting must hold within six (6) months after the end of the Company's financial year, unless a longer period would not infringe the Listing Rules, if any. A meeting of members or any class thereof may be held by means of such telephone, electronic or other communication facilities and participation in such a meeting shall constitute presence at such meeting.

To facilitate communication between the Company, Shareholders and the investor community, the corporate website has been adopted as the designated hub for publication of the corporate information, such as principal business activities and latest development of the Company and the Group. Also, it provides information on corporate governance of the Group as well as the compositions and functions of the Board and the Board committees.

#### Putting Forward Enquiries to the Board

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

#### 召開股東特別大會並提出動議

根據組織章程細則第17條，董事在股東要求下，應立刻著手召集本公司的股東特別大會。股東要求是指於提交要求當日，持有不少於10%於該日附帶於本公司股東大會投票權之已發行股份表決權（每股一票）的一名或多名股東的要求。股東要求須指明將加入會議議程的目的及決議案，並須由要求人士簽署及送交本公司香港主要辦事處（或倘若本公司不再設有主要辦事處，則為本公司註冊辦事處），可由多份形式類似、每份均由一名或多名要求人士簽署的文件組成。倘若於提交股東要求當日概無董事或於提交股東要求後21日內，董事未能正式召開將於此後21日內舉行的股東大會，則要求人士或佔全部要求人士總投票權超過半數的任何人士可自行召開股東大會，惟如此召開的任何會議須不遲於該21日期間屆滿後三個月內的某日召開。要求人士應盡可能按董事召開股東大會的相同方式召開股東大會。

#### 召開股東週年大會

除本公司採納組織章程細則財政年度外，本公司每財政年度須舉行本公司股東週年大會，大會須在本公司財政年度結束後的六(6)個月內舉行，除非較長的期間不違反上市規則（如有）。股東大會或任何類別股東大會可以電話、電子或其他通訊方式舉行，而參與該會議應構成出席該會議。

為推進本公司、股東及投資者之間的溝通，採納本公司網站為公佈本公司及本集團主要業務活動及最新發展狀況等企業信息的指定網站。該網站亦提供有關本集團企業管治以及董事會及董事委員會的組成及職能信息。

#### 向董事會作出查詢

股東如欲向董事會作出任何查詢，可將書面查詢送交本公司。本公司通常不處理口頭或匿名查詢。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告

#### Contact Details

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

Address: 18th Floor Huarui Mansion, Xiaoyunli South Street No. 9 Courtyard, Chaoyang District, Beijing

Email: [ir@beisen.com](mailto:ir@beisen.com)

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

#### COMMUNICATION WITH SHAREHOLDERS AND INVESTORS

The Company considers that effective communication with Shareholders is essential for enhancing investor relations and investors' understanding of the Group's business performance and strategies. The Company endeavors to maintain an on-going dialogue with Shareholders and in particular, through annual general meetings and other general meetings. At the annual general meetings, Directors (or their delegates as appropriate) are available to meet Shareholders and answer their enquiries.

The AGM is scheduled to be held on 17 September 2026. For details, please refer to the circular for the AGM.

The Board has reviewed the implementation and effectiveness of the shareholders' communication policy during the Reporting Period. The Board conducted such review from various angles, including whether the policy provided sufficient channels to shareholders to access to the Company, and the availability and quality of the two-way dialogue with shareholders through channels such as investor meetings.

The Board considered that the Company was able to carry out effective two-way communication with its investors and shareholders by way of regular meetings and timely updates of the Company's financial results and developments in accordance with applicable laws and regulations. Accordingly, the Board considered the policy to be effective and adequate.

#### CHANGE IN CONSTITUTIONAL DOCUMENTS

There was no change in the memorandum and articles of association of the Company during the Reporting Period and up to the date of this report.

#### 聯絡詳情

股東可透過以下方式發送上述查詢或要求：

地址：北京市朝陽區霄雲裡南街9號院華瑞大廈18層

電郵：[ir@beisen.com](mailto:ir@beisen.com)

為免生疑問，股東須將經妥善簽署的書面要求、通知或聲明或查詢（視乎情況而定）的正本送交上述地址，並提供其全名、聯絡詳情及身份，方為有效。股東資料可能根據法律規定被披露。

#### 與股東及投資者溝通

本公司認為，與股東的有效溝通對促進投資者關係及加深投資者對本集團業務表現及策略的了解至為重要。本公司竭力保持與股東之間的持續對話，尤其是透過股東週年大會及其他股東大會。董事（或其代表，如適用）會在股東週年大會上會見股東並回應其問詢。

股東週年大會將於2026年9月17日舉行。詳情請參閱股東週年大會的通函。

董事會已檢討報告期內的股東溝通政策的實施情況及成效。董事會從多個角度進行檢討，包括該政策是否為股東提供足夠的渠道接觸本公司，以及可否透過投資者會議等渠道與股東雙向對話及對話的質量。

董事會認為，本公司透過定期會議及根據適用法律及法規及時更新本公司的財務業績及發展情況，而能夠與投資者及股東進行有效的雙向溝通。因此，董事會認為該政策有效且充分。

#### 章程文件變動

於報告期及直至本報告日期，本公司的組織章程大綱及細則並無任何變動。

# INDEPENDENT AUDITOR'S REPORT

## 獨立核數師報告



### Independent auditor's report to the shareholders of Beisen Holding Limited

(incorporated in the Cayman Islands with limited liability)

## Opinion

We have audited the consolidated financial statements of Beisen Holding Limited (the **"Company"**) and its subsidiaries (the **"Group"**) set out on pages 131 to 233, which comprise the consolidated statement of financial position as at 31 March 2026, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and notes, comprising material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 March 2026 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (**"IASB"**) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (**"ISAs"**). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Group in accordance with the *International Code of Ethics for Professional Accountants* (including International Independence Standards) (**"IESBA Code"**) as applicable to audits of financial statements of public interest entities, together with any ethical requirements that are relevant to our audit of the consolidated financial statements in the Cayman Islands. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### 股東之獨立核數師報告 致北森控股有限公司

(於開曼群島註冊成立的有限公司)

## 意見

我們已審計第131頁至233頁所載Beisen Holding Limited (「**貴公司**」) 及其附屬公司 (「**貴集團**」) 的綜合財務報表，包括於2026年3月31日的綜合財務狀況表、截至該日止年度的綜合損益及其他全面收益表、綜合權益變動表及綜合現金流量表，以及附註，包括主要會計政策信息及其他解釋信息。

我們認為，該等綜合財務報表已根據國際會計準則理事會發佈的國際財務報告準則會計準則真實而中肯地反映了 貴集團於2026年3月31日的綜合財務狀況及其截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港《公司條例》的披露規定妥為擬備。

## 意見的基礎

我們已根據《國際審計準則》進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」部分中作進一步闡述。根據《國際會計師職業道德守則(包括國際獨立性標準)》(以下簡稱「**道德守則**」) 中適用於公眾利益實體財務報表審計的相關要求，以及與我們對開曼群島的綜合財務報表審計相關的任何道德要求，我們獨立於 貴集團。我們已根據該等要求及道德守則履行其他道德責任。我們相信，我們所獲得的審計憑證能充足及適當地為我們的審計意見提供基礎。

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### 獨立核數師報告(續)

#### Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

#### 關鍵審計事項

關鍵審計事項是根據我們的專業判斷，認為對本期綜合財務報表的審計最為重要的事項。這些事項是在我們審計整體綜合財務報表及出具意見時進行處理的。我們不會對這些事項提供單獨的意見。

##### Revenue recognition

##### 收入確認

Refer to Note 6 to the consolidated financial statements and the accounting policies in Note 2.20.  
請參閱綜合財務報表中的附註6及附註2.20中的會計政策。

##### The Key Audit Matter

##### 關鍵審計事項

The Group mainly derives revenue separately or in combination from cloud-based human capital management ("HCM") solutions and professional services.

貴集團主要以單個或組合的方式從雲端人力資本管理(「HCM」)解決方案及專業服務中獲得收入。

Cloud-based HCM solution revenues mainly include subscriptions for unlimited access to, or limited number of usages of, the Group's cloud-based HCM solutions over the contract term. Revenue is generally recognised over the contract term under unlimited access subscription model and is recognised upon the later of virtual items consumption and expiration under limited number of usage subscription model. Professional service revenues mainly include revenues generated from the implementation services and value-added services associated with the cloud-based HCM solutions. Implementation service revenues are recognised over the service periods; value-added service revenues are primarily recognised at a point in time when the services are completed and acknowledged by customers.

雲端HCM解決方案的收入主要包括於合約期內無限制地訪問或限制使用次數地訂閱 貴集團的雲端HCM解決方案。在無限制訪問的訂閱模式下，收入一般於合約期內確認，而在限制使用次數的訂閱模式下，則在虛擬商品消費和到期後確認。專業服務收入主要包括雲端HCM解決方案相關的實施服務及增值服務產生的收入。實施服務收入在服務期內確認；增值服務收入主要於服務完成並獲得客戶認可的時間點確認。

##### How the matter was addressed in our audit

##### 我們的審計如何處理事項

Our audit procedures to assess revenue recognition included the following:  
我們評估收入確認的審計程序包括以下內容：

- assessing, with the assistance of our IT specialists, the design, implementation and operating effectiveness of management's key internal controls over:
  - the general IT controls of the relevant information technology systems;
  - 相關信息技術系統的一般IT控制；
  - IT application controls over the completeness and accuracy of revenue transaction details contained within the relevant IT systems;
  - IT應用程序對相關IT系統中包含的收入交易詳情的完整性及準確性的控制；
- assessing the appropriateness of the accounting policies adopted in revenue recognition by inspecting the main terms and conditions in selected contracts;
- 通過檢查選定合約中的主要條款及條件，評估收入確認中採用的會計政策的適當性；

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### 獨立核數師報告(續)

#### Key audit matters (continued)

#### 關鍵審計事項(續)

##### Revenue recognition

##### 收入確認

Refer to Note 6 to the consolidated financial statements and the accounting policies in Note 2.20.  
請參閱綜合財務報表中的附註6及附註2.20中的會計政策。

##### The Key Audit Matter

##### 關鍵審計事項

During the year ended 31 March 2026, the Group's revenues from cloud-based HCM solutions and professional services were RMB864.46 million and RMB240.34 million, respectively.

截至2026年3月31日止年度，貴集團來自雲端HCM解決方案專業服務的收入分別為人民幣864.46百萬元及人民幣240.34百萬元。

We identified revenue recognition as a key audit matter because revenue is one of the key performance indicators of the Group and is, therefore, subject to possible manipulation by management to meet targets or expectations.

我們將收入確認識別為一項關鍵審計事項，因為收入是貴集團的關鍵績效指標之一，因而可能被管理層操縱以實現目標或預期。

##### How the matter was addressed in our audit

##### 我們的審計如何處理事項

- recalculating the cloud-based HCM solution revenues under limited number of usage subscription model with the assistance of computer-assisted audit techniques using data extracted from relevant IT systems;
- 在電腦輔助審計技術的幫助下，使用從相關IT系統選取的數據，在限制使用次數的訂閱模式下重新計算雲端HCM解決方案收入；
- comparing the cash receipts recorded in the general ledger to bank transaction records, on a sample basis; and
- 將總賬中記錄的現金收據與銀行交易記錄進行抽樣比較；及
- testing the cloud-based HCM solution revenues under unlimited access subscription model and professional service revenues, on a sample basis, by inspecting the key terms of revenue contracts with customers and in addition, for completed professional services, completion report acknowledged by customers. Recalculating the revenue recognised for selected samples.
- 通過檢查與客戶訂立的收入合約的關鍵條款，抽樣測試在無限制訪問的訂閱模式下的雲端HCM解決方案收入及專業服務收入，此外，對於已完成的專業服務，則通過檢查客戶認可的完成報告。重新計算選定樣本的已確認收入。

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### 獨立核數師報告(續)

#### Key audit matters (continued)

#### 關鍵審計事項(續)

##### Assessing potential impairment of goodwill 潛在商譽減值評估

Refer to Note 16 to the consolidated financial statements.  
請參閱綜合財務報表附註16。

##### The Key Audit Matter 關鍵審計事項

As at 31 March 2026, the net carrying amount of the goodwill derived from acquisition of Cool College (Beijing) Technology Ltd. amounted to RMB169.19 million.

於2026年3月31日，因收購酷渲(北京)科技有限公司而產生的商譽賬面淨值為人民幣169.19百萬元。

Management performs annual impairment assessment of goodwill, or whenever there is an indication that the cash-generating unit ("CGU") to which goodwill has been allocated might be impaired.

管理層每年對商譽進行減值測試，或於有跡象表明商譽所分配的現金產生單位(「現金產生單位」)可能發生減值時進行測試。

In performing goodwill impairment assessment, management compared the carrying amount of the assets group containing goodwill with the recoverable amounts of the relevant CGU to determine the amount of impairment loss, if any. The recoverable amount of the CGUs is based on the value-in-use calculation using discounted cash flow forecast model. This involves significant management judgement and estimation.

進行商譽減值測試時，管理層將包含商譽的資產組的賬面價值與相關現金產生單元的可收回金額進行比較，以確定減值損失金額(如有)。現金產生單元的可收回金額乃基於使用現金流量預測模型計算的使用價值得出。此過程涉及管理層的重要判斷及估計。

##### How the matter was addressed in our audit 我們的審計如何處理事項

Our audit procedures to assess goodwill impairment included the following:  
我們評估商譽減值的審計程序包括以下內容：

- obtaining an understanding of and evaluating the design and implementation of management's key controls over the goodwill impairment assessment;
- 瞭解及評估管理層對商譽減值評估進行關鍵控制的設計和實施情況；
- assessing management's identification of CGUs and the allocation of goodwill to respective CGUs with reference to the requirements of the prevailing accounting standards;
- 根據現行會計準則的規定，評估管理層對現金產生單位的認定以及商譽於各現金產生單位間的分配；
- assessing the competence, capabilities and objectivity of management's valuation specialist;
- 評估管理層估值專家的資歷、能力與客觀性；
- with the assistance of our internal valuation specialists, evaluating the appropriateness of the management's valuation methodology applied in the impairment assessment with reference to prevailing accounting standards and the reasonableness of the long-term growth rate and the discount rate applied by comparing with those used by companies in the same industry;
- 在內部估值專家的協助下，根據現行會計準則的規定評估管理層就減值評估採用的估值方法的適當性，並通過與同行業公司比較評估長期增長率及折讓率的合理性；

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### 獨立核數師報告(續)

#### Key audit matters (continued)

#### 關鍵審計事項(續)

##### Assessing potential impairment of goodwill 潛在商譽減值評估

Refer to Note 16 to the consolidated financial statements.  
請參閱綜合財務報表附註16。

##### The Key Audit Matter 關鍵審計事項

We identified goodwill impairment assessment as a key audit matter because the assessment requires significant management judgements and estimations, which are inherently uncertain and may be affected by management bias. 我們將商譽減值評估識別為一項關鍵審計事項，乃由於該評估需要管理層作出重大判斷及估計，而該等判斷及估計本身存在不確定性，並可能受到管理層偏見的影響。

##### How the matter was addressed in our audit 我們的審計如何處理事項

- comparing the key assumptions used in prior year's discounted cash flow forecast with the current year's actual performance to assess if there was any indication of management bias;
- 將上一年度折現現金流量預測中所使用的關鍵假設，與本年度的實際業績進行比較，以評估是否存在管理層偏見的跡象；
- evaluating the reasonableness of the key assumptions used in the cash flow forecast, including the future revenue growth rates by comparing with historical performance and externally available information;
- 評估現金流量預測中所採用的關鍵假設的合理性，包括通過與歷史業績及外部可得信息進行比較，評估未來收入增長率的合理性；
- obtaining from management the sensitivity analyses of discount rate, revenue growth rate, and long-term growth rate, and assessing whether there was any indication of management bias; and
- 從管理層取得有關折現率、收入增長率及長期增長率的敏感性分析結果，評估是否存在任何管理層偏見的跡象；及
- evaluating the reasonableness of the disclosures in the consolidated financial statements, including disclosures of key assumptions, judgements and sensitivities, with reference to the requirements of the prevailing accounting standards.
- 參照現行會計準則的要求，評估綜合財務報表披露內容的合理性，當中包括關鍵假設、判斷及敏感性分析的披露。

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### 獨立核數師報告(續)

#### Information other than the consolidated financial statements and auditor's report thereon

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

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

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

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

#### Responsibilities of the directors for the consolidated financial statements

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

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

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

#### 除綜合財務報表及核數師報告以外的其他信息

董事須對其他信息負責。其他信息包括年報內的所有信息，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表的意見並不涵蓋其他信息，我們亦不對該等其他信息發表任何形式的鑒證結論。

結合我們對綜合財務報表的審計，我們的責任是閱讀其他信息，在此過程中，考慮其他信息是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。

基於我們已執行的工作，如果我們認為其他信息存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

#### 董事就綜合財務報表須承擔的責任

董事須負責根據國際會計準則理事會發佈的國際財務報告準則會計準則及香港《公司條例》的披露規定擬備真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的擬備不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在擬備綜合財務報表時，董事負責評估貴集團持續經營的能力，並在適用情況下披露與持續經營有關的事項，以及使用持續經營為會計基礎，除非董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

審核委員會協助董事履行監督貴集團財務報告流程的職責。

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### 獨立核數師報告(續)

#### Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. This report is made solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

#### 核數師就審計綜合財務報表承擔的責任

我們的目標，是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括我們意見的核數師報告。本報告僅向閣下(作為整體)做出，除此之外別無其他目的。我們不會就本報告的內容向任何其他人士負上或承擔任何責任。

合理保證是高水平的保證，但不能保證按照《國際審計準則》進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或彙總起來可能影響綜合財務報表使用者依賴綜合財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

在根據《國際審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。
- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則我們應當發表非無保留意見。我們的結論是基於核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### 獨立核數師報告(續)

#### Auditor's responsibilities for the audit of the consolidated financial statements (continued)

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Yeung Ka Chun (practising certificate number: P04753).

#### KPMG

*Certified Public Accountants*

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

22 June 2026

#### 核數師就審計綜合財務報表承擔的責任(續)

- 評價綜合財務報表的整體列報方式、結構和內容，包括披露，以及綜合財務報表是否中肯反映交易和事項。
- 計劃和執行集團審計，以獲取就貴集團內實體或業務單位的財務信息獲取充足、適當的審計憑證，以便對綜合財務報表形成審計意見提供基礎。我們負責指導、監督和覆核為集團審計而執行的審計工作。我們為審計意見承擔全部責任。

除其他事項外，我們與審核委員會溝通了計劃的審計範圍、時間安排、重大審計發現等，包括我們在審計中識別出內部控制的任何重大缺陷。

我們還向審核委員會提交聲明，說明我們已符合有關獨立性的相關專業道德要求，並與他們溝通有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及在適用的情況下，用以消除對獨立性產生威脅的行動或採取的防範措施。

從與審核委員會溝通的事項中，我們確定哪些事項對本期綜合財務報表的審計最為重要，因而構成關鍵審計事項。我們在核數師報告中描述這些事項，除非法律法規不允許公開披露這些事項，或在極端罕見的情況下，如果合理預期在我們報告中溝通某事項造成的負面後果超過產生的公眾利益，我們決定不應在報告中溝通該事項。

出具本獨立核數師報告的審計項目合夥人是楊家俊（執業證書編號：P04753）。

#### 畢馬威會計師事務所

*執業會計師*

香港中環  
遮打道十號  
太子大廈八樓

2026年6月22日

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

## 綜合損益及其他全面收益表

for the year ended 31 March 2026

截至2026年3月31日止年度

|                                                               |                 |            | Year ended 31 March<br>截止3月31日止年度 |                                   |
|---------------------------------------------------------------|-----------------|------------|-----------------------------------|-----------------------------------|
|                                                               |                 |            | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
|                                                               |                 | Note<br>附註 |                                   |                                   |
| Revenues from contracts with customers                        | 客戶合約收入          | 6          | 1,104,801                         | 945,076                           |
| Cost of revenues                                              | 銷售成本            |            | (357,355)                         | (331,546)                         |
| <b>Gross profit</b>                                           | <b>毛利</b>       |            | <b>747,446</b>                    | 613,530                           |
| Selling and marketing expenses                                | 銷售及營銷開支         |            | (409,972)                         | (397,064)                         |
| General and administrative expenses                           | 一般及行政開支         |            | (162,826)                         | (164,185)                         |
| Research and development expenses                             | 研發開支            |            | (260,605)                         | (287,606)                         |
| Net impairment losses on financial assets and contract assets | 金融資產及合約資產減值虧損淨額 | 3.1        | (3,668)                           | (5,132)                           |
| Other income                                                  | 其他收入            | 7          | 42,872                            | 73,558                            |
| Other gains, net                                              | 其他收入淨額          | 8          | 20,072                            | 20,431                            |
| <b>Operating loss</b>                                         | <b>經營虧損</b>     |            | <b>(26,681)</b>                   | (146,468)                         |
| Finance income                                                | 財務收入            | 11         | 9,742                             | 4,422                             |
| Finance costs                                                 | 財務成本            | 11         | (1,806)                           | (1,250)                           |
| <b>Finance income, net</b>                                    | <b>財務收入淨額</b>   | 11         | <b>7,936</b>                      | 3,172                             |
| <b>Loss before income tax</b>                                 | <b>除所得稅前虧損</b>  |            | <b>(18,745)</b>                   | (143,296)                         |
| Income tax expense                                            | 所得稅開支           | 12         | (4,640)                           | (4,110)                           |
| <b>Loss for the year</b>                                      | <b>年內虧損</b>     |            | <b>(23,385)</b>                   | (147,406)                         |

## CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (CONTINUED)

### 綜合損益及其他全面收益表(續)

for the year ended 31 March 2026

截至2026年3月31日止年度

|                                                            |                        | Year ended 31 March<br>截止3月31日止年度 |                                   |
|------------------------------------------------------------|------------------------|-----------------------------------|-----------------------------------|
|                                                            |                        | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
|                                                            | Note<br>附註             |                                   |                                   |
| <b>Loss is attributable to:</b>                            | <b>以下各項應佔虧損：</b>       |                                   |                                   |
| – Owners of the Company                                    | – 本公司擁有人               | (23,385)                          | (147,406)                         |
| – Non-controlling interests                                | – 非控股權益                | –                                 | –                                 |
|                                                            |                        | (23,385)                          | (147,406)                         |
| <b>Loss per share (expressed in RMB per share)</b>         | <b>每股虧損(以每股人民幣元列示)</b> |                                   |                                   |
| – Basic and diluted                                        | – 基本及攤薄 13             | (0.03)                            | (0.20)                            |
| <b>Loss for the year</b>                                   | <b>年內虧損</b>            | (23,385)                          | (147,406)                         |
| <b>Other comprehensive income:</b>                         | <b>其他全面收入：</b>         |                                   |                                   |
| <i>Item that may be reclassified to profit or loss</i>     | <i>可重新分類至損益的項目</i>     |                                   |                                   |
| – Currency translation differences                         | – 貨幣換算差額               | 69,610                            | (24,974)                          |
| <i>Item that may not be reclassified to profit or loss</i> | <i>不可重新分類至損益的項目</i>    |                                   |                                   |
| – Currency translation differences                         | – 貨幣換算差額               | (93,848)                          | 30,786                            |
| <b>Other comprehensive income for the year, net of tax</b> | <b>扣除稅項後的年內其他全面收入</b>  | (24,238)                          | 5,812                             |
| <b>Total comprehensive income for the year</b>             | <b>年內全面收入總額</b>        | (47,623)                          | (141,594)                         |
| <b>Total comprehensive income is attributable to:</b>      | <b>以下各項應佔全面收入總額：</b>   |                                   |                                   |
| – Owners of the Company                                    | – 本公司擁有人               | (47,623)                          | (141,594)                         |
| – Non-controlling interests                                | – 非控股權益                | –                                 | –                                 |
|                                                            |                        | (47,623)                          | (141,594)                         |

The notes on pages 139 to 233 form part of these financial statements.

第139頁至233頁的附註構成該等財務報表的一部分。

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## 綜合財務狀況表

at 31 March 2026

於2026年3月31日

|                                                       |                | Note<br>附註 | As at<br>31 March 2026<br>於2026年3月31日<br>RMB'000<br>人民幣千元 | As at<br>31 March 2025<br>於2025年3月31日<br>RMB'000<br>人民幣千元 |
|-------------------------------------------------------|----------------|------------|-----------------------------------------------------------|-----------------------------------------------------------|
| <b>ASSETS</b>                                         | <b>資產</b>      |            |                                                           |                                                           |
| <b>Non-current assets</b>                             | <b>非流動資產</b>   |            |                                                           |                                                           |
| Property, plant and equipment                         | 物業、廠房及設備       | 14         | 29,334                                                    | 22,727                                                    |
| Right-of-use assets                                   | 使用權資產          | 17         | 33,769                                                    | 39,699                                                    |
| Intangible assets                                     | 無形資產           | 15         | 61,253                                                    | 60,539                                                    |
| Goodwill                                              | 商譽             | 16         | 169,186                                                   | 169,186                                                   |
| Deferred income tax assets                            | 遞延所得稅資產        | 26         | 32,842                                                    | 34,598                                                    |
| Other receivables and prepayments                     | 其他應收款項及預付款項    | 21         | 21,747                                                    | 15,391                                                    |
| Contract acquisition costs                            | 合約取得成本         | 6          | 31,507                                                    | 30,189                                                    |
| Financial assets at fair value through profit or loss | 按公允價值計入損益的金融資產 | 19         | 15,043                                                    | 7,709                                                     |
| Term deposits                                         | 定期存款           | 22         | —                                                         | 20,681                                                    |
| <b>Total non-current assets</b>                       | <b>非流動資產總值</b> |            | <b>394,681</b>                                            | <b>400,719</b>                                            |
| <b>Current assets</b>                                 | <b>流動資產</b>    |            |                                                           |                                                           |
| Contract acquisition costs                            | 合約取得成本         | 6          | 24,198                                                    | 23,829                                                    |
| Contract assets                                       | 合約資產           | 6          | 6,749                                                     | 4,268                                                     |
| Trade receivables                                     | 貿易應收款項         | 20         | 40,209                                                    | 26,704                                                    |
| Other receivables and prepayments                     | 其他應收款項及預付款項    | 21         | 62,342                                                    | 50,450                                                    |
| Financial assets at fair value through profit or loss | 按公允價值計入損益的金融資產 | 19         | 784,007                                                   | 990,911                                                   |
| Term deposits                                         | 定期存款           | 22         | 21,221                                                    | —                                                         |
| Restricted cash                                       | 受限制現金          | 22         | 1,424                                                     | 1,342                                                     |
| Cash and cash equivalents                             | 現金及現金等價物       | 22         | 794,507                                                   | 478,936                                                   |
| <b>Total current assets</b>                           | <b>流動資產總值</b>  |            | <b>1,734,657</b>                                          | <b>1,576,440</b>                                          |
| <b>Total assets</b>                                   | <b>資產總值</b>    |            | <b>2,129,338</b>                                          | <b>1,977,159</b>                                          |
| <b>EQUITY</b>                                         | <b>權益</b>      |            |                                                           |                                                           |
| Share capital                                         | 股本             | 23         | 51                                                        | 50                                                        |
| Share premium                                         | 股份溢價           | 23         | 13,196,250                                                | 13,189,684                                                |
| Reserves                                              | 儲備             | 24         | (872,032)                                                 | (949,485)                                                 |
| Accumulated losses                                    | 累計虧損           |            | (11,218,726)                                              | (11,195,341)                                              |
| Equity attributable to owners of the Company          | 本公司擁有人應佔權益     |            | 1,105,543                                                 | 1,044,908                                                 |
| Non-controlling interests                             | 非控股權益          |            | —                                                         | —                                                         |
| <b>Total equity</b>                                   | <b>權益總額</b>    |            | <b>1,105,543</b>                                          | <b>1,044,908</b>                                          |

The notes on pages 139 to 233 form part of these financial statements.

第139頁至233頁的附註構成該等財務報表的一部分。

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONTINUED)

### 綜合財務狀況表（續）

at 31 March 2026

於2026年3月31日

|                                      |                | Note<br>附註 | As at<br>31 March 2026<br>於2026年3月31日<br>RMB'000<br>人民幣千元 | As at<br>31 March 2025<br>於2025年3月31日<br>RMB'000<br>人民幣千元 |
|--------------------------------------|----------------|------------|-----------------------------------------------------------|-----------------------------------------------------------|
| <b>LIABILITIES</b>                   | <b>負債</b>      |            |                                                           |                                                           |
| <b>Non-current liabilities</b>       | <b>非流動負債</b>   |            |                                                           |                                                           |
| Lease liabilities                    | 租賃負債           | 17         | <b>9,305</b>                                              | 19,967                                                    |
| Deferred income tax liabilities      | 遞延所得稅負債        | 26         | <b>3,188</b>                                              | 1,136                                                     |
| Contract liabilities                 | 合約負債           | 6          | <b>66,936</b>                                             | 71,862                                                    |
| <b>Total non-current liabilities</b> | <b>非流動負債總額</b> |            | <b>79,429</b>                                             | 92,965                                                    |
| <b>Current liabilities</b>           | <b>流動負債</b>    |            |                                                           |                                                           |
| Trade payables                       | 貿易應付款項         | 27         | <b>5,560</b>                                              | 4,823                                                     |
| Other payables and accruals          | 其他應付款項及應計費用    | 28         | <b>293,350</b>                                            | 268,753                                                   |
| Income tax payable                   | 應付所得稅          |            | <b>819</b>                                                | —                                                         |
| Contract liabilities                 | 合約負債           | 6          | <b>622,458</b>                                            | 549,506                                                   |
| Lease liabilities                    | 租賃負債           | 17         | <b>22,179</b>                                             | 16,204                                                    |
| <b>Total current liabilities</b>     | <b>流動負債總額</b>  |            | <b>944,366</b>                                            | 839,286                                                   |
| <b>Total liabilities</b>             | <b>負債總額</b>    |            | <b>1,023,795</b>                                          | 932,251                                                   |
| <b>Total equity and liabilities</b>  | <b>權益及負債總額</b> |            | <b>2,129,338</b>                                          | 1,977,159                                                 |

Approved and authorised for issue by the board of directors on 22 June 2026.

董事會於2026年6月22日批准並授權發佈。

Ji Weiguo

紀偉國

Director

董事

Liu Xianna

劉憲娜

Director

董事

The notes on pages 139 to 233 form part of these financial statements.

第139頁至233頁的附註構成該等財務報表的一部分。

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

## 綜合權益變動表

for the year ended 31 March 2026

截至2026年3月31日止年度

|                                                |                       | Attributable to owners of the Company<br>本公司擁有人應佔 |                          |                  |                               |                  | Non-<br>controlling<br>interests | Total equity     |
|------------------------------------------------|-----------------------|---------------------------------------------------|--------------------------|------------------|-------------------------------|------------------|----------------------------------|------------------|
|                                                |                       | Share<br>capital<br>股本                            | Share<br>premium<br>股份溢價 | Reserves<br>儲備   | Accumulated<br>losses<br>累計虧損 | Sub-total<br>小計  | 非控股權益                            | 總權益              |
| Note<br>附註                                     |                       | RMB'000<br>人民幣千元                                  | RMB'000<br>人民幣千元         | RMB'000<br>人民幣千元 | RMB'000<br>人民幣千元              | RMB'000<br>人民幣千元 | RMB'000<br>人民幣千元                 | RMB'000<br>人民幣千元 |
| <b>Balance at 1 April 2024</b>                 | <b>於2024年4月1日的結餘</b>  | 49                                                | 13,146,247               | (943,493)        | (11,047,935)                  | 1,154,868        | –                                | 1,154,868        |
| <b>Changes in equity:</b>                      | <b>權益變動：</b>          |                                                   |                          |                  |                               |                  |                                  |                  |
| Loss for the year                              | 年內虧損                  | –                                                 | –                        | –                | (147,406)                     | (147,406)        | –                                | (147,406)        |
| Other comprehensive income                     | 其他全面收益                | –                                                 | –                        | 5,812            | –                             | 5,812            | –                                | 5,812            |
| <b>Total comprehensive income for the year</b> | <b>年內全面收益總額</b>       | –                                                 | –                        | 5,812            | (147,406)                     | (141,594)        | –                                | (141,594)        |
| Share-based payments                           | 以股份為基礎的付款             | 25                                                | –                        | 117,302          | –                             | 117,302          | –                                | 117,302          |
| Exercise of share options                      | 行使購股權                 | 23, 24                                            | 1                        | 43,437           | –                             | 4,537            | –                                | 4,537            |
| Purchase of own shares                         | 購買自有股份                | 24                                                | –                        | (90,205)         | –                             | (90,205)         | –                                | (90,205)         |
| <b>Balance at 31 March 2025</b>                | <b>於2025年3月31日的結餘</b> | 50                                                | 13,189,684               | (949,485)        | (11,195,341)                  | 1,044,908        | –                                | 1,044,908        |

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (CONTINUED)

### 綜合權益變動表（續）

for the year ended 31 March 2026

截至2026年3月31日止年度

|                                                                 |                 | Attributable to owners of the Company<br>本公司擁有人應佔 |                                              |                                    |                                                   |                                     |          | Non-<br>controlling<br>interests<br>非控股權益<br>RMB'000<br>人民幣千元 | Total equity<br>總權益<br>RMB'000<br>人民幣千元 |
|-----------------------------------------------------------------|-----------------|---------------------------------------------------|----------------------------------------------|------------------------------------|---------------------------------------------------|-------------------------------------|----------|---------------------------------------------------------------|-----------------------------------------|
|                                                                 |                 | Share<br>capital<br>股本<br>RMB'000<br>人民幣千元        | Share<br>premium<br>股份溢價<br>RMB'000<br>人民幣千元 | Reserves<br>儲備<br>RMB'000<br>人民幣千元 | Accumulated<br>losses<br>累計虧損<br>RMB'000<br>人民幣千元 | Sub-total<br>小計<br>RMB'000<br>人民幣千元 |          |                                                               |                                         |
|                                                                 |                 |                                                   |                                              |                                    |                                                   |                                     |          |                                                               |                                         |
|                                                                 |                 | Note<br>附註                                        |                                              |                                    |                                                   |                                     |          |                                                               |                                         |
| Balance at 1 April 2025                                         | 於2025年4月1日的結餘   | 50                                                | 13,189,684                                   | (949,485)                          | (11,195,341)                                      | 1,044,908                           | -        | 1,044,908                                                     |                                         |
| Changes in equity:                                              |                 | 權益變動：                                             |                                              |                                    |                                                   |                                     |          |                                                               |                                         |
| Loss for the year                                               | 年內虧損            | -                                                 | -                                            | -                                  | (23,385)                                          | (23,385)                            | -        | (23,385)                                                      |                                         |
| Other comprehensive income                                      | 其他全面收益          | -                                                 | -                                            | (24,238)                           | -                                                 | (24,238)                            | -        | (24,238)                                                      |                                         |
| Total comprehensive income for the year                         | 年內全面收益總額        | -                                                 | -                                            | (24,238)                           | (23,385)                                          | (47,623)                            | -        | (47,623)                                                      |                                         |
| Issuance of ordinary shares for share exchange transaction      | 以股份交易發行普通股      | 23                                                | 2                                            | 127,582                            | -                                                 | -                                   | 127,584  | -                                                             | 127,584                                 |
| Issuance of ordinary shares for share-based payments            | 以股份為基礎之付款發行普通股  | 23, 24                                            | 1                                            | -                                  | (1)                                               | -                                   | -        | -                                                             | -                                       |
| Share-based payments                                            | 以股份為基礎的付款       | 25                                                | -                                            | -                                  | 74,866                                            | -                                   | 74,866   | -                                                             | 74,866                                  |
| Exercise of share options and vesting of restricted share units | 購股權獲行使及受限股份單位歸屬 | 23, 24                                            | *                                            | 37,783                             | (32,692)                                          | -                                   | 5,091    | -                                                             | 5,091                                   |
| Repurchase and cancellation of own shares                       | 回購和註銷自身股份       | 23, 24                                            | (2)                                          | (158,799)                          | 59,518                                            | -                                   | (99,283) | -                                                             | (99,283)                                |
| Balance at 31 March 2026                                        | 於2026年3月31日的結餘  | 51                                                | 13,196,250                                   | (872,032)                          | (11,218,726)                                      | 1,105,543                           | -        | 1,105,543                                                     |                                         |

\* Amounts less than RMB1,000.

\* 金額低於1,000元人民幣。

The notes on pages 139 to 233 form part of these financial statements.

第139頁至233頁的附註構成該等財務報表的一部分。

# CONSOLIDATED STATEMENT OF CASH FLOWS

## 綜合現金流量表

for the year ended 31 March 2026

截至2026年3月31日止年度

|                                                                                 |                      | Year ended 31 March<br>截至3月31日止年度 |                                   |
|---------------------------------------------------------------------------------|----------------------|-----------------------------------|-----------------------------------|
|                                                                                 |                      | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
|                                                                                 | Note<br>附註           |                                   |                                   |
| <b>Cash flows from operating activities</b>                                     | <b>經營活動產生的現金流量</b>   |                                   |                                   |
| Cash generated from operations                                                  | 經營產生的現金              | 148,210                           | 72,730                            |
| Interest received                                                               | 已收利息                 | 7,223                             | 4,199                             |
| Income tax paid                                                                 | 已付所得稅                | (13)                              | —                                 |
| <b>Net cash inflow from operating activities</b>                                | <b>經營活動產生的現金流入淨額</b> | <b>155,420</b>                    | <b>76,929</b>                     |
| <b>Cash flows from investing activities</b>                                     | <b>投資活動產生的現金流量</b>   |                                   |                                   |
| Payments for property, plant and equipment                                      | 就物業、廠房及設備付款          | (27,844)                          | (17,935)                          |
| Proceeds from disposal of property, plant and equipment                         | 出售物業、廠房及設備所得款項       | 18                                | 139                               |
| Payments of acquisition of a subsidiary, net of cash acquired                   | 收購附屬公司之付款(扣除已收購現金)   | (18,074)                          | (156,454)                         |
| Payments for intangible assets                                                  | 就無形資產付款              | (6,139)                           | (143)                             |
| Payments for financial assets at fair value through profit or loss              | 就按公允價值計入損益的金融資產付款    | (1,529,225)                       | (3,215,901)                       |
| Proceeds from disposal of financial assets at fair value through profit or loss | 出售按公允價值計入損益的金融資產所得款項 | 1,734,221                         | 3,380,595                         |
| Purchase of term deposits                                                       | 購買定期存款               | (30,000)                          | (20,581)                          |
| Proceeds from maturities of term deposits                                       | 定期存款到期所得款項           | 30,280                            | 350,124                           |
| Placement of restricted cash                                                    | 存放受限制現金              | (191)                             | (1,318)                           |
| Withdrawals of restricted cash                                                  | 提取受限制現金              | 109                               | 1,082                             |
| <b>Net cash inflow from investing activities</b>                                | <b>投資活動產生的現金流入淨額</b> | <b>153,155</b>                    | <b>319,608</b>                    |

## CONSOLIDATED STATEMENT OF CASH FLOWS (CONTINUED)

### 綜合現金流量表（續）

for the year ended 31 March 2026

截至2026年3月31日止年度

|                                                                          |                           | Year ended 31 March<br>截至3月31日止年度 |                                   |
|--------------------------------------------------------------------------|---------------------------|-----------------------------------|-----------------------------------|
|                                                                          |                           | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
|                                                                          | Note<br>附註                |                                   |                                   |
| <b>Cash flows from financing activities</b>                              | <b>融資活動產生的現金流量</b>        |                                   |                                   |
| Repayment of bank loans                                                  | 償還銀行貸款                    | —                                 | (20,000)                          |
| Proceeds from share exchange transaction for acquisition of a subsidiary | 收購附屬公司之股份交換交易所得款項         | 23(b) <b>127,584</b>              | —                                 |
| Proceeds from exercise of share options                                  | 行使購股權所得款項                 | <b>5,091</b>                      | 4,537                             |
| Payment for purchase of own shares                                       | 購買自身股份的付款                 | <b>(97,756)</b>                   | (107,289)                         |
| Principal elements of lease payments                                     | 租賃付款的本金部分                 | 17 <b>(21,558)</b>                | (28,422)                          |
| Interest elements of lease payments                                      | 租賃付款的利息部分                 | 17 <b>(1,806)</b>                 | (1,118)                           |
| Financial costs paid                                                     | 已付融資成本                    | —                                 | (132)                             |
| <b>Net cash inflow/(outflow) from financing activities</b>               | <b>融資活動產生的現金流入／（流出）淨額</b> | <b>11,555</b>                     | (152,424)                         |
| <b>Net increase in cash and cash equivalents</b>                         | <b>現金及現金等價物增加淨額</b>       | <b>320,130</b>                    | 244,113                           |
| <b>Cash and cash equivalents at the beginning of the financial year</b>  | <b>財務年度初現金及現金等價物</b>      | 22 <b>478,936</b>                 | 234,101                           |
| <b>Effects of exchange rate changes on cash and cash equivalents</b>     | <b>匯率變動對現金及現金等價物的影響</b>   | <b>(6,258)</b>                    | 722                               |
| <b>Cash and cash equivalents at the end of year</b>                      | <b>年末現金及現金等價物</b>         | 22 <b>792,808</b>                 | 478,936                           |

The notes on pages 139 to 233 form part of these financial statements.

第139頁至233頁的附註構成該等財務報表的一部分。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

### 1 General information

Beisen Holding Limited (the “**Company**”) and its subsidiaries, including consolidated structured entities, (collectively, the “**Group**”) are primarily engaged in providing cloud-based human capital management (“**HCM**”) solutions in the People's Republic of China (the “**PRC**”), which enables customers to recruit, evaluate, manage, develop and retain talents efficiently.

The Company is an investing holding company incorporated in the Cayman Islands on 6 April 2018 as an exempted company with limited liability under the Companies Act, (Cap.22, Law 3 of 1961 as consolidated and revised) of the Cayman Islands. The address of the Company's registered office is PO Box 309, Ugland House, Grand Cayman KY1-1104, Cayman Islands.

On 13 April 2023, the Company completed its public offering and the international offering (the “**Global Offering**”), and its ordinary shares were listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”).

These financial statements are presented in Renminbi (“**RMB**”), unless otherwise stated.

### 2 Basis of preparation and summary of material accounting policies

The principal accounting policies applied in the preparation of the consolidated financial statements are set out below. These policies have been consistently applied throughout all the years presented unless otherwise stated.

#### 2.1 Basis of preparation

The consolidated financial statements of the Group have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (“**IASB**”) and disclosure requirements of the Hong Kong Companies Ordinance Cap. 622. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

The measurement basis used in the preparation of the financial statements is the historical cost basis except that other financial assets are stated at their fair value as explained in the accounting policies in Note 2.9.

### 1 一般資料

北森控股有限公司(「**本公司**」)及其附屬公司，包括綜合結構性實體(統稱「**本集團**」)主要於中華人民共和國(「**中國**」)提供雲端人力資本管理(「**HCM**」)解決方案，使客戶能夠高效地招聘、評估、管理、培養及留住人才。

本公司為投資控股公司並於2018年4月6日根據開曼群島1961年第3號法例(經綜合及修訂)第22章公司法於開曼群島註冊成立為獲豁免有限公司。本公司的註冊辦事處地址為PO Box 309, Ugland House, Grand Cayman KY1-1104, Cayman Islands。

2023年4月13日，本公司完成了其公開發售及國際發售(「**全球發售**」)，其普通股於香港聯合交易所有限公司(「**聯交所**」)主板上市。

除另有說明者外，該等財務報表乃按人民幣(「**人民幣**」)呈列。

### 2 編製基準及主要會計政策概要

編製綜合財務報表所用的主要會計政策載列如下。除另有說明者外，該等政策於所有年度貫徹應用。

#### 2.1 編製基準

本集團的綜合財務報表乃按照國際會計準則理事會發佈的國際財務報告準則會計準則以及香港公司條例(第622章)的披露規定編製。該等財務報表亦符合香港聯合交易所有限公司證券上市規則之適用披露規定。

編製財務報表所使用的計量基準為歷史成本基準，惟其他金融資產以公允價值列賬(如附註2.9的會計政策所述)。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.1 Basis of preparation (Continued)

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are 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.

Judgements made by management in the application of IFRS Accounting Standards that have significant effect on the consolidated financial statements and major sources of estimation uncertainty are discussed in Note 4.

#### 2.1.1 New and amended standards adopted by the Group

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

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

## 2 編製基準及主要會計政策概要(續)

### 2.1 編製基準(續)

為按照國際財務報告準則會計準則編製財務報表，管理層須作出判斷、估計及假設，而該等判斷、估計及假設會影響政策應用及所呈報資產、負債、收入及支出金額。該等估計及相關假設乃基於過往經驗及在具體情況下被認為合理的多項其他因素作出，所得結果作為判斷難以通過其他來源獲得的資產及負債賬面值的依據。實際結果或有別於該等估計。

該等估計及相關假設按持續基準予以檢討。倘會計估計的修訂僅對作出修訂期間有影響，則該修訂於該期間確認，而倘修訂影響當前及未來期間，則於作出修訂期間及未來期間確認。

管理層因應用國際財務報告準則會計準則而作出對綜合財務報表有重大影響的判斷及估算方面不確定因素的主要來源載於附註4。

#### 2.1.1 本集團採納的新訂及經修訂準則

本集團於本會計期間之財務報表已採用香港會計師公會頒佈之《國際會計準則第21號(修訂本)–外匯匯率變動之影響：缺乏可兌換性》。由於本集團未進行任何以外幣計價且該外幣無法兌換為其他貨幣的外匯交易，因此本次修訂對本財務報表無重大影響。

本集團尚未應用於本會計期間尚未生效的任何新訂準則或詮釋。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.1 Basis of preparation (Continued)

#### 2.1.2 Changes in accounting policy and disclosures

*New standards, amendments to standards and interpretations not yet adopted*

The following certain new accounting standards and interpretations have been published that are not mandatory during all the years presented and have not been early adopted by the Group.

## 2 編製基準及主要會計政策概要(續)

### 2.1 編製基準(續)

#### 2.1.2 會計政策及披露變動

*尚未採用的新訂準則、準則修訂及詮釋*

以下各項新訂會計準則及詮釋於所示所有年度已頒佈但並非強制性，且本集團尚未提早應用。

|                                                                  |                                                                                                                   | Effective for<br>annual periods<br>beginning on or after<br>於以下日期或<br>之後開始的<br>年度期間生效 |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Amendments to IFRS 9 and IFRS 7<br>國際財務報告準則第9號及國際財務報告準則第7號(修訂本)  | Contracts Referencing Nature-dependent Electricity<br>涉及依賴自然能源生產電力的合約                                             | 1 January 2026<br>2026年1月1日                                                           |
| Amendments to IFRS 9 and IFRS 7<br>國際財務報告準則第9號及國際財務報告準則第7號(修訂本)  | Amendments to the Classification and Measurement of Financial Instruments<br>金融工具分類及計量之修訂                         | 1 January 2026<br>2026年1月1日                                                           |
| Annual improvements process<br>年度改進過程                            | Annual improvements to IFRS Accounting Standards – Volume 11<br>國際財務報告準則會計準則年度改進—第11卷                             | 1 January 2026<br>2026年1月1日                                                           |
| IFRS 18<br>國際財務報告準則第18號                                          | Presentation and Disclosure in Financial Statements<br>財務報表的列報與披露                                                 | 1 January 2027<br>2027年1月1日                                                           |
| IFRS 19<br>國際財務報告準則第19號                                          | Subsidiaries without Public Accountability: Disclosures<br>非公眾受託責任子公司：披露                                          | 1 January 2027<br>2027年1月1日                                                           |
| Amendments to IFRS 10 and IAS 28<br>國際財務報告準則第10號及國際會計準則第28號(修訂本) | Sale or contribution of assets between an investor and its associate or joint venture<br>投資者與其聯營公司或合營公司之間的資產出售或注資 | To be determined<br>待定                                                                |

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far, it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements except for the following:

本集團正在評估該等發展預期於首次應用期間的影響。迄今為止得出的結論是，除以下情況外，採納該等準則不太可能對綜合財務報表產生重大影響：

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.1 Basis of preparation (Continued)

#### 2.1.2 Changes in accounting policy and disclosures (Continued)

*New standards, amendments to standards and interpretations not yet adopted (Continued)*

#### **IFRS 18, Presentation and disclosure in financial statements**

IFRS 18 will replace IAS 1 Presentation of financial statements and aims to improve the transparency and comparability of information about an entity's financial statements. IFRS 18 is effective for annual reporting periods beginning on or after January 1, 2027 and is to be applied retrospectively.

Among other changes, under IFRS 18, entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to provide specific disclosures about management-defined performance measures in a single note in the financial statements.

The Group does not plan to early adopt IFRS 18. IFRS 18 will impact the presentation of financial statements and is not expected to have significant impact on the financial performance and positions of the Group.

### 2.2 Subsidiaries

#### 2.2.1 Consolidation

A subsidiary is an entity (including a structured entity) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment. When necessary, amounts reported by subsidiaries have been adjusted to conform with the Group's accounting policies.

## 2 編製基準及主要會計政策概要(續)

### 2.1 編製基準(續)

#### 2.1.2 會計政策及披露變動(續)

*尚未採用的新訂準則、準則修訂及詮釋(續)*

#### **國際財務報告準則第18號，財務報表的列報與披露**

國際財務報告準則第18號將取代國際會計準則第1號財務報表的呈列，旨在提高實體財務報表相關信息的透明度及可比性。國際財務報告準則第18號於2027年1月1日或之後開始的年度報告期間生效並將追溯應用。

除其他變動外，根據國際財務報告準則第18號，實體須於損益表中將所有收入及開支分類為五個類別，即經營、投資、融資、已終止經營業務及所得稅類別。實體亦須在財務報表的單一附註中提供有關管理層定義的績效衡量標準的具體披露。

本集團不計劃提前採用國際財務報告準則第18號。國際財務報告準則第18號將影響財務報表的列報，但預計不會對本集團的財務業績和資產負債狀況產生重大影響。

### 2.2 附屬公司

#### 2.2.1 綜合賬目

附屬公司為本集團於其中擁有控制權的實體（包括結構性實體）。當本集團因參與實體的營運而獲得或有權享有其可變回報，並能夠運用其對實體的權力影響上述回報，本集團即對該實體有控制權。附屬公司的財務報表自控制權開始之日起至控制權終止當日計入綜合財務報表。

集團內公司間結餘及交易，以及集團內公司間交易所產生任何未變現收益及開支（外幣交易之收益或虧損除外），將予以對銷。集團內公司間交易所產生的未變現虧損則僅在並無出現減值證據的情況下按與對銷未變現收益相同的方法對銷。附屬公司報告的金額已按需要作出調整，以確保與本集團的會計政策一致。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.2 Subsidiaries (Continued)

#### 2.2.1 Consolidation (Continued)

For each business combination, the Group can elect to measure any non-controlling interests (“**NCI**”) either at fair value or at the NCI's proportionate share of the subsidiary's net identifiable assets. NCI are presented in the consolidated statement of financial position within equity, separately from equity attributable to the equity shareholders of the Company. NCI in the results of the Group are presented on the face of the consolidated statement of profit or loss and other comprehensive income as an allocation of the total profit or loss and total other comprehensive income for the year between NCI and the equity shareholders of the Company.

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

When the Group loses control of a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in that former subsidiary is measured at fair value when control is lost.

#### (a) Subsidiaries controlled through Contractual Arrangements

On 25 September 2018, Beijing Beisen Cloud Technology Co., Ltd. (北京北森雲科技有限公司, “**Beijing WFOE**”) entered into a series of contractual arrangements (collectively, the “**Contractual Arrangements**”) with Beijing Beisen Cloud Computing Co., Ltd. (北京北森雲計算股份有限公司, “**Beisen Cloud Computing**”) and its shareholders, who collectively hold 99.9555% equity interests of Beisen Cloud Computing; the remaining minority interests were subsequently acquired by the Co-founders in the year ended 31 March 2019 and 2022, and are subject to the Contractual Arrangements accordingly. The Contractual Arrangements enable Beijing WFOE and the Group to:

- exercise power to direct relevant activities of Beisen Cloud Computing and its subsidiaries (collectively “**the PRC Consolidated Affiliated Entities**”);
- exercise equity holders' voting rights of the PRC Consolidated Affiliated Entities;

## 2 編製基準及主要會計政策概要(續)

### 2.2 附屬公司(續)

#### 2.2.1 綜合賬目(續)

對於每個業務合併，本集團可以選擇以公允價值或非控股權益於附屬公司可識別淨資產中的比例份額來計量任何非控股權益。非控股權益在綜合財務狀況表中以權益形式列報，與歸屬於本公司權益股東的權益分開列報。本集團業績中的非控股權益列報於綜合損益及其他全面收益表的正面，作為非控股權益與本公司權益股東之間年度損益總額及其他全面收益總額的分配。

本集團於附屬公司的權益變動不會導致喪失控制權的，作為權益交易入賬。

當本集團喪失對附屬公司的控制時，則終止確認該附屬公司的資產及負債，以及任何相關的非控股權益及其他權益組成部分。由此產生的任何收益或損失均計入損益。喪失控制權時，保留在該前附屬公司的任何權益均以公允價值計量。

#### (a) 透過合約安排控制的附屬公司

2018年9月25日，北京北森雲科技有限公司(「**北京外商獨資企業**」)與北京北森雲計算股份有限公司(「**北森雲計算**」)及合共持有北森雲計算99.9555%股權的北森雲計算股東訂立一系列合約安排(統稱為「**合約安排**」);餘下少數股東權益其後於截至2019年及2022年3月31日止年度內被聯合創始人收購，並相應受合約安排規限。該等合約安排可讓北京外商獨資企業及本集團：

- 行使權力指導北森雲計算及其附屬公司(統稱為「**中國綜合聯屬實體**」)的相關活動；
- 行使中國綜合聯屬實體權益持有人的表決權；

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.2 Subsidiaries (Continued)

#### 2.2.1 Consolidation (Continued)

##### (a) Subsidiaries controlled through Contractual Arrangements (Continued)

- receive substantially all of the economic interest returns generated by the PRC Consolidated Affiliated Entities, in consideration for the business support by the Beijing WFOE, at the Beijing WFOE's discretion;
- obtain an exclusive and irrevocable option to purchase all or part of the equity interests in Beisen Cloud Computing from its shareholders for a purchase price of RMB10, to the extent permitted under PRC law or the lowest price permitted under PRC law shall apply. At the Beijing WFOE's request, the registered equity holders of Beisen Cloud Computing will promptly and unconditionally transfer their respective equity interests in Beisen Cloud Computing to Beijing WFOE or its designated representative(s) after the Beijing WFOE exercises its purchase option, either in part or in full; and
- obtain a pledge over the equity interests of Beisen Cloud Computing from its shareholders as a collateral security for the obligations to perform the provisions of the Contractual Arrangements.

As a result of the Contractual Arrangements, the Company has right to exercise power over the PRC Consolidated Affiliated Entities, receives variable returns from its involvement with the PRC Consolidated Affiliated Entities, and has the ability to affect those returns through its power over the PRC Consolidated Affiliated Entities. Therefore, the Company is considered to control the PRC Consolidated Affiliated Entities. Consequently, the Company regards the PRC Consolidated Affiliated Entities as controlled structure entities and consolidates the financial position and statements of profit or loss and other comprehensive income of these entities in the consolidated financial statements of the Group.

Nevertheless, the Contractual Arrangements may not be as effective as direct legal ownership in providing the Group with direct control over the PRC Consolidated Affiliated Entities and such uncertainties presented by the PRC legal system could impede the Group's beneficiary rights of the results, assets and liabilities of the PRC Consolidated Affiliated Entities. The directors, based on the advice of its PRC legal advisor, consider that the Contractual Arrangements are in compliance with the relevant PRC laws and regulations and are legally binding and enforceable.

## 2 編製基準及主要會計政策概要(續)

### 2.2 附屬公司(續)

#### 2.2.1 綜合賬目(續)

##### (a) 透過合約安排控制的附屬公司(續)

- 北京外商獨資企業酌情收取中國綜合聯屬實體所產生的幾乎全部經濟利益回報，作為北京外商獨資企業所提供業務支持的對價；
- 獲得獨家不可撤回選擇權，以購買價人民幣10元自北森雲計算的股東購買其股權的全部或部分，以中國法律許可的範圍或中國法律允許的最低價格為準。應北京外商獨資企業的要求，北森雲計算的登記權益持有人會於北京外商獨資企業行使其購買選擇權(不論部分或全部)後立即無條件向北京外商獨資企業或其指定代表轉讓彼等各自所持北森雲計算的股權；及
- 獲得北森雲計算股東對北森雲計算股權的抵押作為履行合約安排條款責任的抵押擔保。

本公司有權因合約安排行使對中國綜合聯屬實體的權力，收取其參與中國綜合聯屬實體經營的可變回報並能夠透過其對中國綜合聯屬實體的權力影響該等回報。因此，本公司被視為控制中國綜合聯屬實體，故本公司將中國綜合聯屬實體視為受控結構性實體並將該等實體的財務狀況及損益及其他全面收益表綜合入賬至本集團的綜合財務報表。

然而，在向本集團提供關於中國綜合聯屬實體的直接控制權方面，合約安排可能不如直接法定所有權般有效，而中國法律制度的不確定性可能妨礙本集團關於中國綜合聯屬實體的業績、資產及負債的實益權利。董事基於其中國法律顧問的意見，認為合約安排符合中國相關法律法規，具有法律約束力及可強制執行。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.2 Subsidiaries (Continued)

#### 2.2.2 Separate financial statements

Investments in subsidiaries are accounted for at cost less impairment losses. Cost includes direct attributable costs of investment. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

Impairment testing of the investments in subsidiaries is required upon receiving a dividend from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets including goodwill.

### 2.3 Goodwill

*Goodwill represents the excess of*

- (i) the aggregate of the fair value of the consideration transferred, the amount of any non-controlling interest in the acquiree and the fair value of the Group's previously held equity interest in the acquiree; over
- (ii) the net fair value of the acquiree's identifiable assets and liabilities measured as at the acquisition date.

When (ii) is greater than (i), then this excess is recognised immediately in profit or loss as a gain on a bargain purchase.

Goodwill is stated at cost less accumulated impairment losses. Goodwill arising on a business combination is allocated to each cash-generating unit, or groups of cash generating units, that is expected to benefit from the synergies of the combination and is tested annually for impairment (see Note 2.8 Impairment of non-financial assets).

On disposal of a cash generating unit during the year, any attributable amount of purchased goodwill is included in the calculation of the profit or loss on disposal.

## 2 編製基準及主要會計政策概要(續)

### 2.2 附屬公司(續)

#### 2.2.2 獨立財務報表

於附屬公司的投資按成本扣除減值損失列賬。成本包括投資直接應佔成本。附屬公司的業績由本公司按已收及應收股息入賬。

倘若於附屬公司的投資產生的股息超過附屬公司於宣派股息期間的全面收益總額或倘若該投資於單獨財務報表內的賬面值超過投資對象資產淨值(包括商譽)於綜合財務報表內的賬面值,則於收到該等股息時須對該等投資進行減值測試。

### 2.3 商譽

*商譽指下列兩者的差額:*

- (i) 所轉讓代價的公允價值、於被收購者的非控股權益金額及本集團先前於被收購者持有的權益公允價值的總和;與
- (ii) 被收購者的可識別資產及負債於收購當日的公允價值淨額。

當(ii)大於(i)時,則此超出數額即時於損益確認為議價購買收益。

商譽按成本扣除累計資產減值損失列賬。因企業合併產生的商譽(預期因合併之協同效應而產生的有利部分)會分配予各個現金產生單位或現金產生單位組合,並會每年進行減值測試(請參閱附註2.8非金融資產減值)。

於年內出售現金產生單位時,購入商譽的任何應佔數額均計入出售時的收益或虧損。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.4 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker (“CODM”). The CODM, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Chief Executive Officer of the Group.

### 2.5 Foreign currency translation

#### (a) Functional and presentation currency

Items included in the financial information of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the “functional currency”). The functional currencies of the Company and most of its subsidiaries outside mainland China are United States dollars (“US\$” or “USD”), while the functional currencies of the Company's subsidiaries in the mainland China are RMB. As the major operations of the Group during all the years presented are within the mainland China, the Group determined to present its consolidated financial statements in RMB (unless otherwise stated).

#### (b) Translation of foreign currency transactions

Transactions in foreign currencies are translated into the respective functional currencies of Group companies at the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates, are generally recognised in profit or loss. They are deferred in equity if they relate to qualifying cash flow hedges and qualifying net investment hedges or are attributable to part of the net investment in a foreign operation.

Non-monetary items that are measured at fair value in a foreign currency are translated at the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss, and translation differences on non-monetary assets such as equities classified as at fair value through other comprehensive income are recognised in other comprehensive income.

## 2 編製基準及主要會計政策概要(續)

### 2.4 分部報告

經營分部按照與向主要營運決策者(「**主要營運決策者**」)提供之內部報告一致之方式報告。主要營運決策者為本集團行政總裁，負責分配資源及評估營運分部之表現。

### 2.5 外幣換算

#### (a) 功能及呈列貨幣

本集團各實體的財務資料所包括的項目均以該實體經營所在的主要經濟環境的貨幣(「**功能貨幣**」)計量。本公司及其中國內地以外大部分附屬公司的功能貨幣為美元(「**美元**」)，而本公司中國內地附屬公司的功能貨幣為人民幣。由於本集團於所示所有年度的主要業務均位於中國內地，故本集團決定以人民幣呈列其綜合財務報表(除另有說明外)。

#### (b) 外幣換算

外幣交易按交易日的匯率換算為集團公司各功能貨幣。該等交易結算產生的外匯收益和虧損及以年末匯率換算外幣計值貨幣資產及負債產生的外匯收益及虧損均於損益內確認。倘若外匯收益及虧損符合資格進行現金流量對沖及符合資格進行淨投資對沖有關或由於海外業務的淨投資所引起，則其於權益中遞延。

以外幣為單位按公允價值計量的非貨幣性項目，按照確定公允價值當日的匯率換算。按公允價值列賬的資產及負債的換算差額呈報為公允價值收益或虧損的一部分。例如非貨幣性資產及負債(例如按公允價值計入損益的權益)的換算差額在損益中確認為公允價值收益或虧損的一部分。非貨幣性資產(例如分類為按公允價值計入其他全面收益的權益)的換算差額在其他全面收益中確認。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.5 Foreign currency translation (Continued)

#### (c) Translation of foreign currency financial statements

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated into RMB at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into RMB at the exchange rates at the dates of the transactions.

Foreign currency differences are recognised in other comprehensive income and accumulated in the exchange reserve, except to the extent that the translation difference is allocated to NCI.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities, and of borrowings and other financial instruments designated as hedges of such investments, are recognised in other comprehensive income. When a foreign operation is sold or any borrowings forming part of the net investment are repaid, the associated exchange differences are reclassified to profit or loss, as part of the gain or loss on sale.

### 2.6 Property, plant and equipment

Property, plant and equipment are stated at historical costs less depreciation. Historical costs include expenditure that are directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate their cost, net of their residual values at 5%, over their estimated useful lives or, in the case of leasehold improvements, the shorter lease term as follows:

|                                  |                                                             |
|----------------------------------|-------------------------------------------------------------|
| – Electronic equipment           | 3 years                                                     |
| – Furniture and office equipment | 5 years                                                     |
| – Leasehold improvement          | shorter of estimated useful lives and remaining lease terms |

## 2 編製基準及主要會計政策概要(續)

### 2.5 外幣換算(續)

#### (c) 外幣財務報表換算

境外經營的資產及負債，包括收購產生的商譽及公允價值調整，按報告日的匯率換算為人民幣。境外經營的收入及費用按交易日的匯率換算為人民幣。

外幣差額於其他全面收入中確認，並於外匯儲備中累計，但換算差額分配至非控股權益的除外。

綜合入賬時，換算海外實體任何投資淨額以及指定為該等投資的對沖項目的借款及其他金融工具產生的匯兌差額於其他全面收益確認。於出售海外業務或償還構成投資淨額一部分的任何借款時，相關匯兌差額重新分類至損益，作為出售損益的一部分。

### 2.6 物業、廠房及設備

物業、廠房及設備按歷史成本減折舊列賬。歷史成本包括收購該等項目直接應佔的開支。

後續成本僅在與該項目相關的未來經濟利益將可能流入本集團且項目成本能可靠計量時，方會計入資產的賬面值或確認為一項獨立資產(如適用)。被替代部分的賬面值終止確認。所有其他維修及保養費用均於產生的財政期內計入損益。

折舊按估計可使用年期(或倘若有租賃物業裝修，則按較短租賃年期)以直線法將其成本扣除剩餘價值按5%分攤計算如下：

|           |                   |
|-----------|-------------------|
| – 電子設備    | 3年                |
| – 傢俬及辦公設備 | 5年                |
| – 租賃物業裝修  | 估計可使用年期及剩餘租賃期之較短者 |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.6 Property, plant and equipment (Continued)

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (Note 2.8).

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in "other gains, net" in the consolidated statements of profit or loss and other comprehensive income.

### 2.7 Intangible assets

#### (a) Software

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining software are recognised as expenses as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software controlled by the Group are recognised as intangible assets when the following criteria are met:

- It is technically feasible to complete the software or database so that it will be available for use;
- Management intends to complete the software or database, and use or sell it;
- There is an ability to use or sell the software or database;

It can be demonstrated how the software or database will generate probable future economic benefits;

- Adequate technical, financial and other resources to complete the development and to use or sell the software or database are available, and
- The expenditure attributable to the software or database during its development can be reliably measured.

## 2 編製基準及主要會計政策概要(續)

### 2.6 物業、廠房及設備(續)

資產的剩餘價值及可使用年期於各報告期末檢討並調整(如適用)。

倘若資產的賬面值超過其估計可收回金額，則資產的賬面值會即時撇減至其可收回金額(附註2.8)。

出售產生的損益按所得款項與賬面值之間的差額釐定，並於綜合損益及其他全面收益表中的「其他收益淨額」確認。

### 2.7 無形資產

#### (a) 軟件

購入的計算機軟件許可權根據購買及使用該特定軟件所引起的成本資本化。

與維護軟件有關的成本於產生時確認為費用。如符合下列標準，由本集團控制的可辨認及獨有軟件產品在設計及測試中的直接應佔開發成本，可確認為無形資產：

- 完成該軟件或數據庫以致其可供使用在技術上是可行的；
- 管理層有意完成該軟件或數據庫並使用或出售；
- 有能力使用或出售該軟件或數據庫；

可證明該軟件或數據庫將如何產生未來可能的經濟效益；

- 有足夠的技術、財務及其他資源完成開發並使用或出售該軟件或數據庫；及
- 該軟件或數據庫在開發期內應佔的支出能可靠地計量。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.7 Intangible assets (Continued)

#### (a) Software (Continued)

Directly attributable costs that are capitalised as part of the software or database include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use. There were no development costs meeting these criteria and capitalised as intangible assets for the years ended 31 March 2026 and 2025.

#### (b) Research and development expenditures

Research and development expenditures that do not meet the criteria in (a) above are recognised as expenses as incurred. Development costs previously recognised as expenses are not recognised as assets in subsequent period.

#### (c) Amortisation method and period

Amortisation of intangible assets with finite useful lives is charged to profit or loss on a straight-line basis over the assets' estimated useful lives. The following intangible assets with finite useful lives are amortised from the date they are available for use and their estimated useful lives are as follows:

|                               |              |
|-------------------------------|--------------|
| – Software                    | 5 – 10 years |
| – Trademark                   | 25 years     |
| – Copyrights and technologies | 5 years      |
| – Non-competition agreement   | 3 years      |
| – Domain names                | 3 years      |

## 2 編製基準及主要會計政策概要(續)

### 2.7 無形資產(續)

#### (a) 軟件(續)

資本化為軟件或數據庫一部分的直接應佔成本包括僱員成本及相關經常費用的適當部分。

已資本化的開發成本入賬列為無形資產，並自該資產可供使用起計攤銷。截至2026年及2025年3月31日止年度，概無開發成本符合該等標準及資本化為無形資產。

#### (b) 研發支出

不符合上文(a)所列標準的研發支出於產生時確認為費用。先前確認為費用的開發成本於其後期間不確認為資產。

#### (c) 攤銷方法及期間

有限可使用年期的無形資產的攤銷於資產的估計可使用年期內以直線法扣自損益。以下有限可使用年期的無形資產自可供使用日期起進行攤銷，而其估計可使用年期如下：

|         |       |
|---------|-------|
| – 軟件    | 5–10年 |
| – 商標    | 25年   |
| – 版權與技術 | 5年    |
| – 非競爭協議 | 3年    |
| – 域名    | 3年    |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (continued)

### 2.8 Impairment of non-financial assets

At each reporting date, the Group reviews the carrying amounts of its non-financial assets (other than property carried at revalued amounts, investment property, inventories and other contract costs, contract assets and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. Goodwill is tested annually for impairment.

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units ("CGU"s). Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination.

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount.

Impairment losses are recognised in profit or loss. They are allocated first to reduce the carrying amount of any goodwill allocated to the CGU, and then to reduce the carrying amounts of the other assets in the CGU on a pro rata basis.

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment loss is reversed only to the extent that the resulting carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

## 2 編製基準及主要會計政策概要(續)

### 2.8 非金融資產減值

於各報告日期，本集團審閱其非金融資產(按重估金額列值的物業、投資物業、存貨以及其他合約成本、合約資產及遞延稅項資產除外)的賬面值，以釐定有否任何減值跡象。倘出現上述跡象，則估計該資產的可收回金額。本集團每年對商譽進行減值測試。

就減值測試而言，資產集合為可自持續使用中產生現金流入大致獨立於其他資產或現金產生單位(「現金產生單位」)所產生者的最小資產組別。來自業務合併的商譽分配至預期將從合併的協同效應中受惠之現金產生單位或現金產生單位組別。

資產或現金產生單位之可收回金額採用其使用價值與公平值減出售成本兩者之較高者。使用價值乃基於以反映目前市場對貨幣時間價值及資產或現金產生單位之特定風險的評估的稅前貼現率貼現至現值的估計未來現金流量。

倘資產或現金產生單位的賬面價值高於其可收回金額，則確認減值虧損。

減值虧損於損益確認。其首先劃分至有關現金產生單位以減少其所獲分配的任何商譽的賬面價值，隨後按比例減少該現金產生單位中其他資產之賬面價值。

商譽的減值虧損不會撥回。就其他資產而言，減值虧損僅撥回至有關賬面值不超過在並無確認減值虧損的情況下將會釐定的賬面值(扣除折舊或攤銷)。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.9 Financial assets

#### (a) Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income ("OCI") or through profit or loss), and
- those to be measured at amortised cost.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through OCI ("FVOCI").

See Note 18 for details of each type of financial assets.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

#### (b) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

#### (c) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

## 2 編製基準及主要會計政策概要(續)

### 2.9 金融資產

#### (a) 分類

本集團將其金融資產分為以下計量類別：

- 隨後將按公允價值(計入其他全面收益(「其他全面收益」)或損益)計量的金融資產；及
- 將按攤銷成本計量的金融資產。

該分類取決於本集團管理金融資產的業務模式及現金流量的合約條款。

就按公允價值計量的資產而言，收益及虧損將計入損益或其他全面收益。就於權益工具的投資而言，收益及虧損的入賬則將取決於本集團是否已於初始確認時行使不可撤銷選擇權，將權益投資入賬列為按公允價值計入其他全面收益(「按公允價值計入其他全面收益」)。

有關各類金融資產的詳情，請參閱附註18。

本集團當且僅當管理該等資產的業務模式變動時重新分類債務投資。

#### (b) 確認及終止確認

常規購買及出售的金融資產於交易日確認，交易日即本集團承諾購買或出售資產的日期。在收取來自金融資產的現金流量的權利屆滿或已轉移，且本集團實質上已將所有權的所有風險及報酬轉移時，有關金融資產將予終止確認。

#### (c) 計量

於初步確認金融資產時，本集團按其公允價值加(就並非按公允價值計入損益的金融資產(「按公允價值計入損益」)而言)收購金融資產直接相關的交易成本計量金融資產。按公允價值計入損益的金融資產的交易成本於損益中支銷。

在確定其現金流量是否僅用於支付本金及利息時，應整體考慮帶有嵌入式衍生工具的金融資產。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.9 Financial assets (Continued)

#### (c) Measurement (Continued)

##### *Debt instruments*

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- **Amortised cost:** Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in "other gains, net" together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the consolidated statements of profit or loss and other comprehensive income.
- **FVOCI:** Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through profit or loss, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in "other gains, net". Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in "other gains, net" and impairment expenses are presented as separate line item in the consolidated statements of profit or loss and other comprehensive income.
- **FVPL:** Assets that do not meet the criteria for amortised cost or financial assets at FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within "other gains, net" in the period in which it arises.

## 2 編製基準及主要會計政策概要(續)

### 2.9 金融資產(續)

#### (c) 計量(續)

##### *債務工具*

債務工具的後續計量取決於本集團管理資產的業務模式和資產的現金流量特徵。本集團將其債務工具分為三個計量類別：

- **攤銷成本：**持作收回合約現金流量的資產，倘若該等現金流量僅指支付的本金及利息，則按攤銷成本計量。其後以攤銷成本計量且不屬於對沖關係的債務投資的收益或虧損，於資產終止確認或減值時於損益中確認。該等金融資產的利息收入採用實際利率法計入財務收入。終止確認產生的任何收益或虧損直接計入損益，並以「其他收益淨額」與匯兌損益一併列報。減值虧損於綜合損益及其他全面收益表內作為單獨項目列示。
- **按公允價值計入其他全面收益：**持作收回合約現金流量及出售金融資產的資產，倘若該等資產現金流量僅指支付本金及利息，則按公允價值計入其他全面收益計量。賬面值的變動計入損益，惟於損益表確認的減值收益或虧損、利息收益及匯兌收益及虧損除外。當金融資產終止確認時，先前在其他全面收益中確認的累計收益或虧損從權益重新分類至損益並確認為「其他收益淨額」。相關金融資產的利息收入採用實際利率法計入財務收入。匯兌收益及虧損於「其他收益淨額」呈列，而減值開支於綜合損益及其他全面收益表中作為單獨項目呈列。
- **按公允價值計入損益：**不符合攤銷成本標準的資產或按公允價值計入其他全面收益的金融資產按公允價值計入損益計量。其後按公允價值計入損益的債務投資的收益或虧損在損益中確認，並在其產生期間的「其他收益淨額」內呈列淨額。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.9 Financial assets (Continued)

#### (c) Measurement (Continued)

##### *Equity instruments*

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as "other income" when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in "other gains, net" in profit or loss as applicable.

#### (d) Impairment

The Group has the following types of assets subject to IFRS 9's expected credit loss model:

- Trade receivables and contract assets
- Other receivables
- Term deposits
- Restricted cash
- Cash and cash equivalents

##### *Measurement of expected credit losses ("ECL"s)*

ECLs are a probability-weighted estimate of credit losses. Generally, credit losses are measured as the present value of all expected cash shortfalls between the contractual and expected amounts.

The expected cash shortfalls of trade and other receivables and contract assets are discounted using the effective interest rate determined at initial recognition or an approximation thereof if the effect is material.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

## 2 編製基準及主要會計政策概要(續)

### 2.9 金融資產(續)

#### (c) 計量(續)

##### *股權工具*

本集團其後以公允價值計量所有股權投資。若本集團管理層已選擇在其他全面收益中列報股權投資的公允價值損益，則在終止確認投資後不會於其後將公允價值損益重新分類至損益。當本集團收取款項的權利確立時，此類投資的股息繼續在損益中確認為「其他收入」。

按公允價值計入損益的金融資產公允價值變動在適用的損益表的「其他收益淨額」中確認。

#### (d) 減值

本集團有以下類型的資產適用於國際財務報告準則第9號的預期信貸虧損模型：

- 貿易應收款項及合約資產
- 其他應收款項
- 定期存款
- 受限制現金
- 現金及現金等價物

##### *計量預期信貸虧損(「預期信貸虧損」)*

預期信貸虧損是信貸虧損的概率加權估計。一般而言，信貸虧損按合約金額與預期金額之間所有預期的現金差額的現值計量。

倘影響重大，貿易及其他應收款項與合約資產之預期現金差額將使用初步確認時釐定之實際利率或其近似值貼現。

估計預期信貸虧損時所考慮的最長期間為本集團面對信貸風險的最長合約期間。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.9 Financial assets (Continued)

#### (d) Impairment (Continued)

##### Measurement of expected credit losses ("ECL"s) (Continued)

ECLs are measured on either of the following bases:

- 12-month ECLs: these are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months); and
- lifetime ECLs: these are the ECLs that result from all possible default events over the expected lives of the items to which the ECL model applies.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-months ECLs:

- financial instruments that are determined to have low credit risk at the reporting date; and
- other financial instruments (including loan commitments issued) for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables and contract assets are always measured at an amount equal to lifetime ECLs.

## 2 編製基準及主要會計政策概要(續)

### 2.9 金融資產(續)

#### (d) 減值(續)

##### 計量預期信貸虧損(「預期信貸虧損」)(續)

預期信貸虧損按以下任一基礎計量：

- 12個月預期信貸虧損：此為預計於報告日期後12個月(若工具的預計存續期少於12個月，則為更短的期間)內可能出現的違約事件造成的預期信貸虧損部分；及
- 整個存續期預期信貸虧損：此為預期信貸虧損模型下適用項目的預期年內所有可能出現的違約事件造成的預期信貸虧損。

除下列項目以12個月預期信貸虧損計量之外，本集團以整個存續期預期信貸虧損的金額計量虧損撥備：

- 於報告日被確定為具有較低的信用風險的金融工具；及
- 其他金融工具(包括已發行貸款承擔)，其信用風險(即於金融工具的預計有效期內發生違約的風險)自初步確認以來沒有顯著增加。

貿易應收款項及合約資產之虧損撥備始終按等於整個存續期預期信貸虧損之金額計量。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.9 Financial assets (Continued)

#### (d) Impairment (Continued)

##### *Significant increases in credit risk*

When determining whether the credit risk of a financial instrument (including a loan commitment) has increased significantly since initial recognition and when measuring ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment, that includes forward-looking information.

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

- failure to make payments on their contractually due dates;
- an actual or expected significant deterioration in a financial instrument's external or internal credit rating (if available);
- an actual or expected significant deterioration in the operating results of the debtor; and
- existing or forecast changes in the market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

Depending on the nature of the financial instruments, the assessment of a significant increase in credit risk is performed on either an individual basis or a collective basis. When the assessment is performed on a collective basis, the financial instruments are grouped based on shared credit risk characteristics, such as past due status and credit risk ratings.

The Group considers a financial asset to be in default when the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

## 2 編製基準及主要會計政策概要(續)

### 2.9 金融資產(續)

#### (d) 減值(續)

##### *信貸風險顯著上升*

於釐定金融工具(包括貸款承擔)之信貸風險是否自初步確認以來顯著增加時,以及於計量預期信貸虧損時,本集團考慮相關且無需付出過多成本或努力即可獲得之合理有據資料。此包括根據本集團過往經驗及知情信貸評估之定量及定性資料分析,以及包括前瞻性資料。

具體而言,評估信貸風險自初步確認以來是否顯著增加時會考慮以下資料:

- 未能於合約到期日付款;
- 金融工具外部或內部信貸評級(如有)的實際或預期顯著惡化;
- 債務人經營業績實際或預期顯著惡化;及
- 市場、經濟或法律環境的現有或預期變動,對債務人履行其對本集團的義務的能力產生重大不利影響。

對信貸風險顯著增加的評估乃視乎金融工具的性質按單獨基準或集體基準進行。當按集體基準評估時,金融工具基於共享信貸風險特徵分組,例如逾期狀態及信貸風險評級。

本集團認為,倘債務人不大可能在本集團無追索權採取行動(例如變現抵押品(如持有))的情況下向本集團全額支付其信貸義務,則該金融資產屬違約。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.9 Financial assets (Continued)

#### (d) Impairment (Continued)

##### *Significant increases in credit risk (Continued)*

The Group considers a financial instrument to have low credit risk when its credit risk rating is equivalent to the globally understood definition of 'investment grade'.

ECLs are remeasured at each reporting date to reflect changes in the financial instrument's credit risk since initial recognition. Any change in the ECL amount is recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account.

##### *Credit-impaired financial assets*

At each reporting date, the Group assesses whether a financial asset is credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable events:

- significant financial difficulties of the debtor;
- a breach of contract, such as a default;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties of the issuer.

## 2 編製基準及主要會計政策概要(續)

### 2.9 金融資產(續)

#### (d) 減值(續)

##### *信貸風險顯著上升(續)*

當金融工具的信貸風險評級等於全球公認的「投資級別」定義時，本集團認為該金融工具具有低信貸風險。

預期信貸虧損乃於各報告日期重新計量，以反映金融工具之信貸風險自初步確認以來之變動。預期信貸虧損之任何金額變動均於損益中確認為減值收益或減值虧損。本集團就所有金融工具確認減值收益或虧損，並透過虧損撥備賬戶對其賬面值作出相應調整。

##### *出現信貸減值之金融資產*

於各報告日期，本集團會評估金融資產是否出現信貸減值。當發生一項或多項對金融資產估計未來現金流量構成負面影響之事件時，即代表金融資產出現信貸減值。

金融資產出現信貸減值之證據包括以下可觀察事件：

- 債務人陷入重大財政困難；
- 違約，如拖欠；
- 本集團根據其他情況下不會考慮之條款重組貸款或墊款；
- 債務人很有可能破產或進行其他財務重組；或
- 發行人之財政困難導致證券喪失活躍市場。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.9 Financial assets (Continued)

#### (d) Impairment (Continued)

##### *Write-off policy*

The gross carrying amount of a financial asset or contract assets is written off to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Subsequent recoveries of an asset that was previously written off are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

### 2.10 Trade and other receivables

Trade receivables are amounts due from customers for services performed in the ordinary course of business. If collection of trade and other receivables is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables that do not contain a significant financing component are initially measured at their transaction price. Trade receivables that contain a significant financing component and other receivables are initially measured at fair value plus transaction costs. All receivables are subsequently stated at amortised cost.

### 2.11 Term deposits

Term deposits represent cash placed with banks with original maturities over three months. If collection of term deposits is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Term deposits are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Interest earned is recorded as finance income in profit or loss during the periods presented.

## 2 編製基準及主要會計政策概要(續)

### 2.9 金融資產(續)

#### (d) 減值(續)

##### *撇銷政策*

視乎日後實際可能收回之款項，金融資產之總賬面值或合約資產將予撇銷。該情況通常指本集團確定債務人概無資產或收入源以產生足夠現金流量來償還被撇銷之金額。

倘先前撇銷之資產其後獲收回，其將於進行收回之期間在損益內確認為減值撥回。

### 2.10 貿易及其他應收款項

貿易應收款項為在日常業務過程中就已履行的服務而應收客戶的款項。若貿易及其他應收款項預期在一年或以內(如在業務正常經營週期中，則可為較長時間)收回，其被分類為流動資產，否則分類為非流動資產。

不包含重大融資成分之貿易應收款項初步按其交易價格計量。包含重大融資成分之貿易應收款項及其他應收款項初步按公允價值加交易成本計量。所有應收款項其後按攤銷成本列賬。

### 2.11 定期存款

定期存款是指存入銀行且原始期限為三個月以上的現金。若定期存款預計在一年或更短的時間內收回，則將其歸類為流動資產，否則分類為非流動資產。

定期存款初步按公允價值計量，其後採用實際利率法按攤銷成本計量，並扣減減值撥備。所賺取的利息於呈列期間於損益表內入賬列作財務收入。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.12 Restricted cash

Restricted cash primarily represents: (i) deposits at bank for letters of guarantee, and (ii) deposits that were pledged to banks as required for foreign exchange forward contracts. The Group can only use segregated bank accounts for those restricted cash and cash in the segregated accounts can only be used for the respective businesses as designated and therefore not available for general use by the other entities within the Group.

### 2.13 Cash and cash equivalents

In the consolidated statements of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

### 2.14 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

### 2.15 Trade and other payables

Trade and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables and other payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade and other payables are initially recognised at fair value. Subsequent to initial recognition, trade and other payables are stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at invoice amounts.

## 2 編製基準及主要會計政策概要(續)

### 2.12 受限制現金

受限制現金主要指：(i)銀行保函存款；及(ii)外匯遠期合約所需抵押予銀行的存款。本集團只能使用獨立銀行賬戶存放受限制現金，而獨立賬戶中的現金只能用於各自指定的業務，因此不能供本集團內其他實體用作一般用途。

### 2.13 現金及現金等價物

在綜合現金流量表中，現金及現金等價物包括手頭現金、銀行活期存款以及原到期日為三個月或以下的其他短期高流動性投資。

### 2.14 股本

普通股分類為權益。直接歸屬於發行新普通股或購股權的增量成本在權益中列為所得款項的減少(扣除稅項)。

### 2.15 貿易及其他應付款項

貿易及其他應付款項是就於日常業務過程中就向供應商處取得的商品或服務支付款項的義務。如貿易及其他應付款項預期須在一年或以內(如在業務正常經營週期中，則可為較長時間)支付，其被分類為流動負債，否則分類為非流動負債。

貿易及其他應付款項以公允價值初始確認。於初步確認後，貿易及其他應付款項以攤銷成本列賬，惟倘貼現的影響不重大，則以發票金額列賬。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.16 Income tax

Income tax expense or credit for the period is the tax payable on the current period's taxable income, based on the applicable income tax rate for each jurisdiction, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

#### (a) Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the Company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

#### (b) Deferred income tax

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that, at the time of the transaction, affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

## 2 編製基準及主要會計政策概要(續)

### 2.16 所得稅

期內所得稅開支或抵免為根據各司法管轄區的適用所得稅稅率按即期應課稅收入計算的應付稅項，並就暫時差額及未動用稅務虧損應佔的遞延稅項資產及負債變動作出調整。

#### (a) 即期所得稅

即期所得稅支出根據本公司及其附屬公司經營及產生應課稅收入所在國家於報告期末已頒佈或實質上已頒佈的稅務法例計算。管理層就適用稅務法例解釋所規限的情況定期評估報稅表的狀況，並考慮稅務機關是否有可能接受不確定的稅務處理方式。本集團根據最可能的金額或預期價值計量其稅項結餘，視乎何種方法可更好地預測不確定性的解決方案而定。

#### (b) 遞延所得稅

遞延所得稅使用負債法就資產及負債的稅基與其於綜合財務報表的賬面值兩者間產生的暫時差額悉數計提撥備。然而，倘若遞延稅項負債產生自對商譽的初始確認，則不會確認遞延稅項負債。倘若遞延所得稅產生自在交易(不包括業務合併)中對資產或負債的初始確認，而在交易時不影響會計損益或應課稅利潤或虧損，亦不導致相等的應課稅及可抵扣暫時差額，則不作記賬。遞延所得稅採用在報告期末前已頒佈或實質上已頒佈，並在有關的遞延所得稅資產實現或遞延所得稅負債結算時預期將會適用的稅率(及法例)而釐定。

遞延稅項資產僅在很可能有未來應課稅金額可動用以抵銷該等暫時差額及虧損時，方會予以確認。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.16 Income tax (Continued)

#### (b) Deferred income tax (Continued)

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the Company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax liabilities and assets are also not recognised for those related to the income taxes arising from tax laws enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development.

The Group recognised deferred tax assets and deferred tax liabilities separately in relation to its lease liabilities and right-of-use assets.

#### (c) Offsetting

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority.

Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

## 2 編製基準及主要會計政策概要(續)

### 2.16 所得稅(續)

#### (b) 遞延所得稅(續)

倘若本公司能夠控制暫時差額的撥回時間及很有可能不會在可預見未來撥回有關差額，則不會就海外業務投資的賬面值與稅基之間的暫時差額確認遞延稅項負債及資產。

對於為執行經濟合作與發展組織發佈的支柱二模型規則而頒佈或實質上頒佈的稅法所產生的所得稅相關差額，亦不會確認遞延稅項負債及資產。

本集團就其租賃負債及使用權資產分別確認遞延稅項資產及遞延稅項負債。

#### (c) 抵銷

倘若有法定可執行權利將即期稅項資產與負債相互抵銷且遞延稅項結餘涉及同一稅務機關，則遞延稅項資產及負債可相互抵銷。

倘若實體有法定可執行抵銷權利及有意按淨值基準結算，或同時變現資產及結算負債，則即期稅項資產及負債可相互抵銷。

即期及遞延稅項於損益確認，惟有關於其他全面收益或直接於權益確認的項目除外。於此情況下，稅項亦分別於其他全面收益或直接於權益確認。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.17 Employee benefits

#### (a) Pension obligations and other social welfare benefits

Full-time employees of the Group in mainland China are entitled to staff welfare benefits including pension, work-related injury benefits, maternity insurances, medical insurances, unemployment benefits and housing fund plans through a PRC government-mandated defined contribution plan. Chinese labor regulation requires that the Group make contributions to the government for these benefits based on certain percentage of the employees' salaries, up to a maximum amount specified by the local government. The Group has no legal obligation for the benefits beyond the required contributions. There is no forfeited contribution that may be used by the Group to reduce the existing level of contribution.

#### (b) Employee leave entitlements

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the balance sheet date. Employee entitlements to sick leave and maternity leave are not recognised until the time of leave.

#### (c) Bonus plans

The expected cost of bonuses is recognised as a liability when the Group has a present legal or constructive obligation for payment of bonus as a result of services rendered by employees and a reliable estimate of the obligation can be made. Liabilities for profit sharing and bonus plans are expected to be settled within 1 year and are measured at the amounts expected to be paid when they are settled.

## 2 編製基準及主要會計政策概要(續)

### 2.17 僱員福利

#### (a) 退休金責任及其他社會福利

本集團於中國內地的全職僱員有權通過中國政府強制規定的界定供款計劃享受養老金、工傷福利、生育保險、醫療保險、失業福利及住房公積金計劃等僱員福利。中國勞動條例規定，本集團須按僱員薪金的若干百分比向政府就該等福利作出供款，最多不超過地方政府規定的最高金額。除所規定的供款外，本集團就該等福利並無其他法定責任。不存在本集團可能用以降低現有供款水平的已沒收供款。

#### (b) 僱員休假權利

僱員享有年假的權利於僱員享有相關假期時方予確認。截至資產負債表日期，本集團就僱員因提供服務而享有年假的估計負債計提撥備。僱員享有病假及產假的權利於休假時方予確認。

#### (c) 分紅計劃

預期花紅成本在本集團現時因僱員提供的服務而有法定或推定的責任支付花紅且該責任能夠可靠估計時確認為負債。利潤分成及分紅計劃的負債預期於1年內結算，並按結算時預期支付的金額計量。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.18 Share-based payments

As disclosed in Note 25, the Group operates share incentive plan, under which it receives services from employees and directors who have contributed or will contribute to the Group as consideration for equity instruments (restricted shares units ("RSUs") and share options) of the Group. The fair value of the services received in exchange for the grant of the equity instruments is recognised as an expense in profit or loss with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the options granted:

- including any market performance conditions (e.g., the entity's share price)
- excluding the impact of any service and non-market performance vesting conditions (e.g., profitability, sales growth targets and remaining an employee of the entity over a specified time period), and
- including the impact of any non-vesting conditions (e.g., the requirement for employees to save or hold shares for a specific period of time).

The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the Group revises its estimates of the number of RSUs and share options that are expected to vest based on the non-market vesting and service conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

When the share options are exercised, the Company issues new ordinary shares. The proceeds received net of any directly attributable transaction costs are credited to share capital and share premium.

## 2 編製基準及主要會計政策概要(續)

### 2.18 以股份為基礎的付款

誠如附註25所披露，本集團實行股份激勵計劃，據此，其接受已對或將對本集團作出貢獻的僱員及董事所提供的服務，作為本集團股權工具（受限制股份單位（「**受限制股份單位**」）及購股權）的對價。已接受的服務（作為授出股權工具的交換）的公允價值於損益表確認為開支，同時相應增加權益。待支銷總額經參考已授出購股權的公允價值而釐定：

- 包括任何市場表現條件（如實體的股價）
- 不包括任何服務及非市場表現歸屬條件（如盈利能力、銷售增長目標及僱員在某特定時期內留任實體）的影響；及
- 包括任何非歸屬條件（如規定僱員在某特定時期內儲蓄或持有股份）的影響。

總開支在歸屬期（即滿足所有規定歸屬條件的期間）內確認。於各期間末，本集團根據非市場歸屬及服務條件對預期將予歸屬的估計受限制股份單位及購股權數量進行修訂。其於損益確認修訂原始估計的影響（如有），並對權益作出相應調整。

本公司於購股權獲行使時發行新的普通股。所收取的所得款項（扣除任何直接應佔的交易成本）計入股本及股份溢價。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.19 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as finance costs.

### 2.20 Revenue recognition

Revenue is recognised when or as the control of the goods or services is transferred to a customer. Depending on the terms of the contract, control of the goods and services may be transferred over time or at a point in time. Control of the goods and services is transferred over time if the Group's performance:

- provides all of the benefits received and consumed simultaneously by the customer;
- creates and enhances an asset that the customer controls as the Group performs; or
- does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the goods and services transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the goods and services.

## 2 編製基準及主要會計政策概要(續)

### 2.19 撥備

當本集團因過往事件而須承擔現有的法定或推定責任；很可能需要資源流出以清償該責任；及金額已可靠估計時，方會確認撥備。本集團不會就日後經營虧損確認撥備。

倘若有多項類似責任，則可透過考慮整體的責任類別釐定清償時將需要資源流出的可能性。即使同一責任類別所包含的任一項目相關的資源流出的可能性較低，仍會確認撥備。

撥備採用稅前利率按照清償有關責任預期所需開支的現值計量，而該利率反映當時市場對金錢時間價值及有關責任特定風險的評估。隨著時間過去而增加的撥備確認為財務成本。

### 2.20 收入確認

收入在貨品或服務的控制權轉移至客戶時確認。視乎合約條款，貨品及服務的控制權可能於一段時間內或在某個時點被轉移。倘若本集團在履約過程中滿足下列條件，則貨品及服務的控制權在一段時間內轉移：

- 所有利益同時由客戶接收及消耗；
- 於本集團履約時創建並增加由客戶控制的資產；或
- 並無創建對本集團有替代用途的資產，且本集團有強制執行權收取迄今已完成履約部分的款項。

倘若貨品及服務的控制權在一段時間內轉移，則會參照在整個合約期間已完成履約責任的進度進行收入確認。否則，收入會於客戶獲得貨品及服務控制權的時點確認。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.20 Revenue recognition (Continued)

Contracts with customers may include multiple performance obligations. For such arrangements, the Group allocates revenue to each performance obligation based on its relative standalone selling price. The Group generally determines relative standalone selling prices based on its standard price list, taking into consideration market conditions and its overall pricing strategy.

When either party to a contract has performed, the Group presents the contract in the consolidated statements of financial position as a contract asset or a contract liability, depending on the relationship between the entity's performance and the customer's payment.

A contract asset is the Group's right to consideration in exchange for goods and services that the Group has transferred to a customer. A receivable is recorded when the Group has an unconditional right to consideration. A right to consideration is unconditional if only the passage of time is required before payment of the consideration is due.

If a customer pays consideration or the Group has a right to an amount of consideration that is unconditional, before the Group transfers a good or service to the customer, the Group presents the contract liability when the payment is made or a receivable is recorded (whichever is earlier). A contract liability is the Group's obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due from the customer).

#### *The accounting policy for the Group's revenue sources*

The Group mainly derives revenue separately or in combination from cloud-based HCM solutions and professional services.

#### (a) Cloud-based HCM solutions

The Group charges subscription fees for unlimited access to, or limited number of usages of, its cloud-based HCM solutions over the contract term.

Under unlimited access subscription model, customers are provided with access to one or more of the Group's SaaS solutions over the contract term. Revenue is generally recognised over the contract term.

## 2 編製基準及主要會計政策概要(續)

### 2.20 收入確認(續)

與客戶訂立的合約可能包含多項履約責任。就該等安排而言，本集團按其相對獨立的售價為每項履約責任分配收入。本集團一般根據其標準價格清單，並考慮市場狀況及其整體定價策略釐定相對獨立售價。

當合約的任何一方履約時，本集團會根據實體履約與客戶付款之間的關係，將合約於綜合財務狀況表呈列為合約資產或合約負債。

合約資產為本集團考慮交換已轉移至客戶的貨品及服務的權利。當本集團擁有無條件收取對價的權利時，會對應收款項入賬。倘若於對價到期應付之前只需要經過一段時間，則收取對價的權利屬無條件。

倘若在本集團向客戶轉讓貨品或服務前，客戶支付對價或本集團擁有收取對價金額的無條件權利，本集團於作出付款或記錄應收款項時(以較早者為準)列為合約負債。合約負債是本集團向已支付對價(或應收客戶的對價金額到期)的客戶轉讓貨品或服務的責任。

#### *本集團收入來源的會計政策*

本集團主要從雲端HCM解決方案及專業服務(單獨或兩者結合)產生收入。

#### (a) 雲端HCM解決方案

本集團就於合約期內無限制或限制次數使用其雲端HCM解決方案收取訂閱費用。

根據無限制訪問訂閱模式，客戶於合期內獲提供一項或多項本集團的SaaS解決方案。收入一般於合約期內確認。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.20 Revenue recognition (Continued)

#### (a) Cloud-based HCM solutions (Continued)

Under limited number of usage subscription model, customers first purchase certain number of Sendou (森豆) from the Group, and redeem Sendou for related SaaS solutions upon usage. Unused Sendou will be forfeited when the contract term expires. The Group concludes that the breakage of Sendou does not satisfy the constraints of variable considerations, considering that the amount is highly susceptible to external factors, and based on historical data, breakage ratios for different customers are widespread. Related revenue is recognised upon the later of Sendou consumption and expiration.

#### (b) Professional services

The Group provides customers with a selection of professional services, including implementation services and other value-added services associated with the cloud-based HCM solutions, as well as HR related trainings services.

Implementation services are provided to new SaaS solution subscriptions to assist customers with configuration and testing of the Group's solution. Implementation service is determined to be a separate performance obligation considering, a) customers' accesses are granted upon purchase and customers can start using the SaaS solutions immediately by following the user manual, b) implementation services do not involve the modification or writing of additional software code, but rather involves setting up the software's existing code to function in a particular way for the customers' benefits. Revenues from implementation services are recognised over the service periods.

Value-added services can be purchased separately from cloud-based HCM solutions at customers' discretion. They are clearly distinct from cloud-based HCM solutions. During the years ended 31 March 2026 and 2025, revenues from value-added services are primarily recognised at a point in time when the services are completed and acknowledged by customers.

## 2 編製基準及主要會計政策概要(續)

### 2.20 收入確認(續)

#### (a) 雲端HCM解決方案(續)

根據限制使用次數訂閱模式，客戶首先向本集團購買一定數目的森豆，並在使用時就相關SaaS解決方案消耗森豆。未使用森豆在合約期限屆滿時將會被沒收。考慮到金額極易受外部因素影響，本集團釐定森豆的浪費不符合變量考慮的約束條件，且基於歷史數據，不同客戶的浪費率普遍存在。相關收入在森豆消耗或到期(以較後者為準)時確認。

#### (b) 專業服務

本集團為客戶提供專業服務的選擇，包括與雲端HCM解決方案相關的實施服務及其他增值服務，以及HR相關培訓服務。

新的SaaS解決方案訂閱將獲提供實施服務，以協助客戶配置及測試本集團的解決方案。實施服務確定為獨立的履約義務，乃考慮a)客戶在購買時獲得訪問權限且客戶可通過用戶手冊立即開始使用SaaS解決方案，b)實施服務不涉及修改或編寫額外的軟件代碼，但涉及設置軟件的現有代碼，以為客戶利益以特定方式運行。實施服務所得收入在服務期內確認。

增值服務可由客戶酌情從雲端HCM解決方案單獨購買，與雲端HCM解決方案具有明顯區別。於截至2026年及2025年3月31日止年度內，增值服務所得收入主要於服務完成並獲客戶認可時的時間點確認。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.20 Revenue recognition (Continued)

#### (c) Incremental costs of obtaining customer contract

Sales commissions earned by the Group's sales force are considered incremental and recoverable costs of obtaining a contract with a customer. Sales commissions for initial contracts are deferred and then amortised on a straight-line basis over a period of benefit that the Group has estimated to be four years. In arriving at this estimated period of benefit, the Group evaluated both qualitative and quantitative factors which include the estimated life cycles of its offerings and its customer attrition. The Group amortises capitalised costs for renewals paid to customers over the renewal contract terms, or elects to expense as incurred if the amortization period is one year or less. Amortization expense of capitalised cost of obtaining customer contracts is included in sales and marketing expenses on the consolidated statement of profit or loss and other comprehensive income. The Group also assesses whether the carrying amount of contract cost has exceeded the remaining amount of consideration that the Group expects to receive, less that costs that relate directly to providing those goods or services that have not been recognised as expenses.

#### (d) Practical expedients applied

The Group expenses incremented cost to obtain a contract if the amortization period is one year or less.

The promised amount of consideration for the effects of a significant financing component is not adjusted if the Group expects, at contract inception, that the period between when the Group transfers a promised good or service to a customer and when the customer pays for that good or service will be one year or less.

### 2.21 Government grants

Government grants are recognised at their fair value where there is a reasonable assurance that the grants will be received and the Group will comply with all attached conditions.

Government grants relating to costs are deferred and recognised in profit or loss over the period necessary to match them with the costs that they are intended to compensate. The Group does not have government grants relating to property, plant and equipment, and other non-current assets.

## 2 編製基準及主要會計政策概要(續)

### 2.20 收入確認(續)

#### (c) 獲得客戶合約的增量成本

本集團銷售人員賺取的銷售佣金被認為屬獲得客戶合約的增量及可收回成本。初步合約的銷售佣金將遞延，隨後在本集團估計為四年的獲利期間按直線基準攤銷。在達致此估計獲利期間時，本集團評估定性及定量因素，包括其提供服務的估計生命週期及其客戶流失情況。本集團於續訂合約期內攤銷支給予客戶的續訂資本化成本，或在攤銷期為一年或以下的情況下選擇列作已產生開支。獲得客戶合約的資本化成本攤銷費用於綜合損益及其他全面收益表列作銷售及營銷開支。本集團亦評估合約成本賬面值是否已超過本集團預期收取的對價餘額減與提供該等商品或服務直接相關且尚未確認為開支的成本。

#### (d) 所採用的可行權宜方法

倘若攤銷期間為一年或以下，本集團將支銷增量成本以獲得合約。

倘若本集團在合同開始時預計本集團轉移承諾商品或服務予客戶至客戶就該商品或服務付款之期間將為一年或以內，則本集團不需要就重大融資成分的影響而調整承兌對價金額。

### 2.21 政府補助

當有合理保證會收到補助且本集團將遵照所有附帶條件時，政府補助會以其公允價值確認。

與成本有關之政府補助於損益中於與擬補償之成本相匹配的期間作出遞延及確認。本集團並無有關物業、廠房及設備以及其他非流動資產的政府補助。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.22 Leases

The Group leases certain offices. Lease terms are negotiated on an individual basis and contain various terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group. Lease payments are allocated between principal and finance cost. The finance cost is charged to finance costs over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the Group under residual value guarantees
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be determined, or the lessee's incremental borrowing rate is used.

## 2 編製基準及主要會計政策概要(續)

### 2.22 租賃

本集團租賃若干辦公室。租期按個別基準協商，並包含各種條款及條件。租賃協議並無施加任何契諾，惟租賃資產不得用作借款的抵押。

租賃確認為使用權資產，並於租賃資產可供本集團使用之日確認相應負債。租賃付款分配至本金及財務成本。財務成本於租期內自財務成本扣除，以計算出各期間負債結餘的固定週期利率。

租賃產生的資產及負債初步以現值進行計量。租賃負債包括以下租賃付款的淨現值：

- 固定付款(包括實質固定付款)，減任何應收的租賃優惠
- 基於指數或費率並於開始日期按指數或費率初步計量的可變租賃付款
- 本集團根據剩餘價值擔保預期應付的款項
- 購買權的行使價(倘若本集團合理地確定行使該選擇權)；及
- 支付終止租賃的罰款(倘若租期反映本集團行使該選擇權)。

租賃付款採用租賃所隱含的利率予以貼現，倘若無法釐定該利率，則使用承租人的增量借款利率。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.22 Leases (Continued)

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of less than 12 months. Low-value assets represent leased assets with value below amounts equivalent to US\$5,000.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful lives and the lease terms on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

In May 2020, the IASB made an amendment to IFRS 16 Leases which provides lessees with an option to treat qualifying rent concessions related to the Covid pandemic in the same way as they would if they were not lease modifications. The Group has applied the practical expedients and the relative impacts on consolidated statements of profit or loss and other comprehensive income were considered not material.

### 2.23 Dividend distribution

Dividend payable is recognised only when it is authorised and no longer at the discretion of the entity.

## 2 編製基準及主要會計政策概要(續)

### 2.22 租賃(續)

與短期租賃及低價值資產租賃相關的付款按直線法於損益內確認為費用。短期租賃指租期為12個月以下的租賃。低價值資產包括價值低於5,000美元的租賃資產。

使用權資產按成本計量，包括以下各項：

- 租賃負債的初始計量金額
- 於開始日期或之前所作的任何租賃付款，減任何已收取的租賃優惠
- 任何初始直接成本；及
- 修復成本。

使用權資產一般於資產的可使用年期及租期（以較短者為準）內按直線法予以折舊。倘若本集團合理地確定行使購買選擇權，則使用權資產於相關資產的可使用年期內予以折舊。

於2020年5月，國際會計準則理事會就國際財務報告準則第16號「租賃」作出修訂，規定承租人選擇不將有關Covid疫情的合資格的租金寬減視為租賃修訂。本集團已採用可行權宜方法，對綜合損益及其他全面收益表的相關影響被認為並不重大。

### 2.23 股息分派

應付股息僅在獲得授權時才予以確認，不再由實體自行決定。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

## 2 Basis of preparation and summary of material accounting policies (Continued)

### 2.24 Business Combinations

The Group accounts for business combinations under the acquisition method when the acquired set of activities and assets meets the definition of a business and control is transferred to the Group. In determining whether a particular set of activities and assets is a business, the Group assesses whether the set of assets and activities acquired includes, at a minimum, an input and substantive process and whether the acquired set has the ability to produce outputs.

The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable net assets acquired. Any goodwill that arises is tested annually for impairment (see Note 2.8). Any gain on a bargain purchase is recognised in profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities (see Note 2.14).

The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Any contingent consideration is measured at fair value at the date of acquisition. If an obligation to pay contingent consideration that meets the definition of a financial instrument is classified as equity, then it is not remeasured and settlement is accounted for within equity. Otherwise, other contingent consideration is remeasured at fair value at each reporting date and subsequent changes in the fair value of the contingent consideration are recognised in profit or loss.

## 3 Financial risk management and fair values of financial instruments

### 3.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: foreign exchange risk, credit risk and liquidity risk. The Group's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

Risk management is carried out under policies approved by the board of directors. The management identifies and evaluates financial risks in close co-operation with the Group's operating units.

## 2 編製基準及主要會計政策概要(續)

### 2.24 企業合併

於所收購的一組活動及資產符合業務的定義且控制權轉移至本集團時，本集團按收購法將業務合併列賬。在具體釐定一組活動及資產是否為一項業務時，本集團會評估所收購的該組資產及活動是否至少包括一項投入及實質性程序，以及所收購的該組資產及活動是否能夠產出。

於收購中轉讓的對價一般以公允價值計量，所收購之可識別淨資產亦如是。每年對產生的任何商譽進行減值測試(見附註2.8)。議價購買的任何收益立即於損益中確認。交易成本於發生時計入費用，除非與發行債務或股本證券相關(見附註2.14)。

轉移的對價不包括解決先前存在關係的金額。該等額通常於損益中確認。

任何或然代價按收購日期的公允價值計量。倘符合金融工具定義的支付或然對價的責任被分類為權益，則不會重新計量，而結算則於權益內入賬。否則，其他或然對價按每個報告日期之公允價值重新計量，而或然代價的後續公允價值變動於損益確認。

## 3 金融風險管理及金融工具公允價值

### 3.1 金融風險因素

本集團的活動使其面臨各種金融風險：外匯風險、信貸風險及流動資金風險。本集團的整體風險管理計劃專注於金融市場的不可預測性，並尋求盡量減低對本集團財務表現的潛在不利影響。

風險管理根據董事會批准的政策進行。管理層與本集團營運單位緊密合作，識別及評估金融風險。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.1 Financial risk factors (Continued)

##### (a) Foreign exchange risk

The Group is exposed to currency risk primarily through transactions with external parties, which give rise to other receivables and prepayments, other payables and accruals and cash and cash equivalents that are denominated in a foreign currency, i.e. a currency other than the functional currency of the operations to which the transactions relate. The currencies giving rise to this risk are primarily HKD and RMB. The Group ensures that the net exposure is kept to an acceptable level, by buying or selling foreign currencies at spot rates where necessary to address short-term imbalances.

The following table details the Group's exposure at the end of the reporting period to currency risk arising from recognised assets or liabilities denominated in a currency other than the functional currency of the entity to which they relate. For presentation purposes, the amounts of the exposure are shown in RMB, translated using the spot rates at the end of the reporting period. Differences resulting from the translation of financial statements of operation with a functional currency other than RMB into the Group's presentation currency are excluded.

### 3 金融風險管理及金融工具公允價值(續)

#### 3.1 金融風險因素(續)

##### (a) 外匯風險

本集團面對主要因與外部方的交易以外幣(即與交易有關業務功能貨幣以外的貨幣)結算的其他應收款項及預付款項、其他應付款項及應計費用以及現金及現金等價物產生貨幣風險。導致該風險的貨幣主要為港元及人民幣。本集團確保於必要時按即期匯率買賣外幣以解決短期失衡，從而將淨風險維持在可承受的水平。

下表載列本集團於報告期末來自以相關資產及負債所涉及實體的功能貨幣以外的貨幣計值的已確認資產或負債的貨幣風險詳情。為方便呈列，所面臨風險的金額於報告期末按現貨匯率換算為人民幣。以人民幣以外的貨幣作為功能貨幣的財務報表換算為本集團的呈報貨幣所產生的差額排除在外。

|                                               |              | At 31 March 2026<br>於2026年3月31日 |                                |
|-----------------------------------------------|--------------|---------------------------------|--------------------------------|
|                                               |              | HKD<br>港元<br>RMB'000<br>人民幣千元   | RMB<br>人民幣<br>RMB'000<br>人民幣千元 |
| Cash and cash equivalents                     | 現金及現金等價物     | 1,930                           | 139,463                        |
| Other receivables and prepayments             | 其他應收款項及預付款項  | 3,001                           | –                              |
| Gross exposure arising from recognised assets | 已確認資產產生的風險總額 | 4,931                           | 139,463                        |

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

## 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.1 Financial risk factors (Continued)

##### (a) Foreign exchange risk (Continued)

### 3 金融風險管理及金融工具公允價值(續)

#### 3.1 金融風險因素(續)

##### (a) 外匯風險(續)

|                                                               |                 | At 31 March 2025<br>於2025年3月31日 |                                |
|---------------------------------------------------------------|-----------------|---------------------------------|--------------------------------|
|                                                               |                 | HKD<br>港元<br>RMB'000<br>人民幣千元   | RMB<br>人民幣<br>RMB'000<br>人民幣千元 |
| Cash and cash equivalents                                     | 現金及現金等價物        | 3,507                           | 1,870                          |
| Other payables and accruals                                   | 其他應付款項及應計費用     | (268)                           | (3,151)                        |
| Gross exposure arising from recognised assets and liabilities | 已確認資產及負債產生的風險總額 | 3,239                           | (1,281)                        |

##### Sensitivity analysis

The following table indicates the instantaneous change in the Group's loss after income tax and accumulated losses that would arise if foreign exchange rates to which the Group has significant exposure at the end of the reporting period had changed at that date, assuming all other risk variables remained constant.

##### 敏感度分析

下表列示假設所有其他風險變量維持不變，本集團於報告期末具重大風險的外匯匯率於當日變動對本集團除所得稅後虧損及累計虧損造成的即時變動。

|     |     | 2026<br>2026年                                                                             | 2025<br>2025年                                                                                          |
|-----|-----|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
|     |     | (Decrease)/<br>Increase/<br>(decrease)<br>in foreign<br>exchange rates<br>外幣匯率<br>增加/(減少) | (Decrease)/<br>increase in loss<br>after tax and<br>accumulated<br>losses<br>除稅後虧損及<br>累計虧損<br>(減少)/增加 |
|     |     | RMB'000<br>人民幣千元                                                                          | RMB'000<br>人民幣千元                                                                                       |
| HKD | 港元  | 5% (245)<br>-5% 245                                                                       | 5% (162)<br>-5% 162                                                                                    |
| RMB | 人民幣 | 5% (7,140)<br>-5% 7,140                                                                   | 5% 64<br>-5% (64)                                                                                      |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.1 Financial risk factors (Continued)

##### (a) Foreign exchange risk (Continued)

###### *Sensitivity analysis (Continued)*

Results of the analysis as presented in the above table represent an aggregation of the instantaneous effects on each of the Group entities' loss after tax and accumulated losses measured in the respective functional currencies, translated into RMB at the exchange rates ruling at the end of the reporting period for presentation purposes.

The sensitivity analysis assumes that the change in foreign exchange rates had been applied to re-measure those financial instruments held by the Group which expose the Group to foreign currency risk at the end of the reporting period. The analysis is performed on the same basis for the year ended 31 March 2026 and 2025.

##### (b) Credit risk

The Group is exposed to credit risk primarily in relation to its cash and cash equivalents, restricted cash, term deposits as well as trade receivables, other receivables and contract assets. The carrying amounts of each class of the above financial assets represent the Group's maximum exposure to credit risk in relation to financial assets.

##### (i) Credit risk of cash and cash equivalents, restricted cash and term deposits

To manage risk arising from cash and cash equivalents, restricted cash and term deposits, the Group only transacts with stated-owned financial institutions in the PRC or reputable banks and financial institutions having high-credit-quality in the PRC and Hong Kong. There has been no recent history of default in relation to these financial institutions. The expected credit loss is immaterial.

### 3 金融風險管理及金融工具公允價值(續)

#### 3.1 金融風險因素(續)

##### (a) 外匯風險(續)

###### *敏感度分析(續)*

上表所呈列分析結果為對本集團各實體按各自相關功能貨幣計量的除稅後虧損及累計虧損的即時影響總和，並就呈列按於報告期末的匯率換算為人民幣。

敏感度分析乃假定已應用外幣匯率變動重新計量本集團所持令本集團於報告期末面臨外匯風險的該等金融工具。上述分析採用與截至2026年及2025年3月31日止年度相同的基準進行。

##### (b) 信貸風險

本集團主要面臨有關其現金及現金等價物、受限制現金、定期存款以及貿易應收款項、其他應收款項及合約資產的信貸風險。上述各類金融資產的賬面值指本集團有關金融資產的最大信貸風險敞口。

##### (i) 現金及現金等價物、受限制現金及定期存款的信貸風險

為管理因現金及現金等價物、受限制現金及定期存款產生的風險，本集團僅與中國的國有金融機構或中國及香港信譽良好且信貸質量較高的銀行及金融機構進行交易。該等金融機構近期並無違約記錄。預期信貸虧損並不重大。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.1 Financial risk factors (Continued)

##### (b) Credit risk (Continued)

##### (ii) Credit risk of trade receivables, other receivables and contract assets

The Group has policies in place to ensure that trade receivables with credit terms are made to counter-parties with an appropriate credit history and management performs ongoing credit evaluations of the counterparties.

The Group makes periodic collective assessments or individual assessment as appropriate on the recoverability of trade receivables, other receivables and contract assets based on historical settlement records, past experience, current conditions and the Group's view of economic conditions over the expected lives of trade receivables, other receivables and contract assets.

The main exposure to credit risk at each of the reporting dates is the carrying value of the Group's trade receivables and contract assets. On that basis, the loss allowance as at 31 March 2026 and 2025 was determined as follows for both trade receivables and contract assets:

| As at 31 March 2026   | 於2026年3月31日 | 0 to 6 months<br>0至6個月<br>RMB'000<br>人民幣千元 | 7 to 12 months<br>7至12個月<br>RMB'000<br>人民幣千元 | 1 to 2 years<br>1至2年<br>RMB'000<br>人民幣千元 | Over 2 years<br>2年以上<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|-----------------------|-------------|--------------------------------------------|----------------------------------------------|------------------------------------------|------------------------------------------|---------------------------------|
| Expected loss rate    | 預期虧損率       | 3.41%                                      | 21.26%                                       | 49.71%                                   | 71.02%                                   | 13.36%                          |
| Gross carrying amount | 總賬面值        |                                            |                                              |                                          |                                          |                                 |
| – trade receivables   | – 貿易應收款項    | 33,034                                     | 6,562                                        | 3,943                                    | 3,547                                    | 47,086                          |
| Gross carrying amount | 總賬面值        |                                            |                                              |                                          |                                          |                                 |
| – contract assets     | – 合約資產      | 7,115                                      | –                                            | –                                        | –                                        | 7,115                           |
| Loss allowance        | 虧損撥備        | 1,369                                      | 1,395                                        | 1,960                                    | 2,519                                    | 7,243                           |

### 3 金融風險管理及金融工具公允價值(續)

#### 3.1 金融風險因素(續)

##### (b) 信貸風險(續)

##### (ii) 貿易應收款項、其他應收款項及合約資產的信貸風險

本集團已制定政策以確保向具有良好信譽記錄的交易對手作出具備信貸期的貿易應收款項，且管理層對交易對手進行持續信貸評估。

本集團根據歷史結算記錄、過往經驗、當前狀況以及本集團對貿易應收款項、其他應收款項及合約資產預期壽命內經濟狀況的看法，對貿易應收款項、其他應收款項和合約資產的可收回性進行定期集體評估或個別評估(視情況而定)。

於各報告日期的最大信貸風險敞口為本集團貿易應收款項及合約資產的賬面值。在此基礎上，於2026及2025年3月31日的貿易應收款項及合約資產虧損撥備均釐定如下：

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.1 Financial risk factors (Continued)

##### (b) Credit risk (Continued)

(ii) Credit risk of trade receivables, other receivables and contract assets (Continued)

### 3 金融風險管理及金融工具公允價值(續)

#### 3.1 金融風險因素(續)

##### (b) 信貸風險(續)

(ii) 貿易應收款項、其他應收款項及合約資產的信貸風險(續)

| As at 31 March 2025   | 於2025年3月31日 | 0 to 6 months<br>0至6個月<br>RMB'000<br>人民幣千元 | 7 to 12 months<br>7至12個月<br>RMB'000<br>人民幣千元 | 1 to 2 years<br>1至2年<br>RMB'000<br>人民幣千元 | Over 2 years<br>2年以上<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|-----------------------|-------------|--------------------------------------------|----------------------------------------------|------------------------------------------|------------------------------------------|---------------------------------|
| Expected loss rate    | 預期虧損率       | 3.68%                                      | 21.99%                                       | 60.21%                                   | 72.16%                                   | 15.52%                          |
| Gross carrying amount | 總賬面值        |                                            |                                              |                                          |                                          |                                 |
| – trade receivables   | – 貿易應收款項    | 22,539                                     | 3,434                                        | 4,255                                    | 1,911                                    | 32,139                          |
| Gross carrying amount | 總賬面值        |                                            |                                              |                                          |                                          |                                 |
| – contract assets     | – 合約資產      | 4,525                                      | –                                            | –                                        | –                                        | 4,525                           |
| Loss allowance        | 虧損撥備        | 996                                        | 755                                          | 2,562                                    | 1,379                                    | 5,692                           |

The loss allowances for trade and other receivables and contract assets as at 31 March 2026 and 2025 reconcile to the opening loss allowances as follows:

於2026年及2025年3月31日的貿易及其他應收款項及合約資產虧損撥備與期初虧損撥備的對賬如下：

|                                           |            | Contract assets<br>合約資產<br>Year ended 31 March<br>截至3月31日止年度 |                                   |
|-------------------------------------------|------------|--------------------------------------------------------------|-----------------------------------|
|                                           |            | 2026<br>2026年<br>RMB'000<br>人民幣千元                            | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Balance at the beginning of the year      | 於年初的結餘     | 257                                                          | 198                               |
| Loss allowance recognised during the year | 於年內確認的虧損撥備 | 109                                                          | 59                                |
| Balance at the end of the year            | 於年末的結餘     | 366                                                          | 257                               |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.1 Financial risk factors (Continued)

##### (b) Credit risk (Continued)

(ii) Credit risk of trade receivables, other receivables and contract assets (Continued)

### 3 金融風險管理及金融工具公允價值(續)

#### 3.1 金融風險因素(續)

##### (b) 信貸風險(續)

(ii) 貿易應收款項、其他應收款項及合約資產的信貸風險(續)

|                                           |            | Trade receivables<br>貿易應收款項<br>Year ended 31 March<br>截至3月31日止年度 |                                   |
|-------------------------------------------|------------|------------------------------------------------------------------|-----------------------------------|
|                                           |            | 2026<br>2026年<br>RMB'000<br>人民幣千元                                | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Balance at the beginning of the year      | 於年初的結餘     | 5,435                                                            | 5,169                             |
| Loss allowance recognised during the year | 於年內確認的虧損撥備 | 3,542                                                            | 5,067                             |
| Amounts written off                       | 撇銷之款項      | (2,100)                                                          | (4,801)                           |
| Balance at the end of the year            | 於年末的結餘     | 6,877                                                            | 5,435                             |

Impairment on other receivables is measured as 12-month expected credit losses unless there has been a significant increase in credit risk since initial recognition.

除非信貸風險自初始確認以來出現大幅增加，其他應收款項減值按12個月預期信貸虧損計量。

|                                           |            | Other receivables<br>其他應收款項<br>Year ended 31 March<br>截至3月31日止年度 |                                   |
|-------------------------------------------|------------|------------------------------------------------------------------|-----------------------------------|
|                                           |            | 2026<br>2026年<br>RMB'000<br>人民幣千元                                | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Balance at the beginning of the year      | 於年初的結餘     | 179                                                              | 173                               |
| Loss allowance recognised during the year | 於年內確認的虧損撥備 | 17                                                               | 6                                 |
| Balance at the end of the year            | 於年末的結餘     | 196                                                              | 179                               |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註（續）

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.1 Financial risk factors (Continued)

##### (b) Credit risk (Continued)

##### (ii) Credit risk of trade receivables, other receivables and contract assets (Continued)

Financial assets are written off when there is no reasonable expectation of recovery, such as a debtor failing to engage in a repayment plan with the Group. Where financial assets and contracts have been written off, the Group continue to engage in activities to attempt to recover the receivable due. Where recoveries are made, these are recognised in profit or loss.

##### (c) Liquidity risk

The Group aims to maintain sufficient cash and cash equivalents. Due to the dynamic nature of the underlying businesses, the policy of the Group is to regularly monitor the Group's liquidity risk and to maintain adequate cash and cash equivalents to meet the Group's liquidity requirements.

The following table shows the remaining contractual maturities (or the earliest date a financial liability may become payable in the absence of a fixed maturity date) at the balance sheet date of the Group's financial liabilities based on contractual undiscounted cash flows:

|                                                                      |                           | Less than<br>1 year<br>少於1年<br>RMB'000<br>人民幣千元 | Between 1<br>and 2 years<br>1至2年<br>RMB'000<br>人民幣千元 | Between 2<br>and 5 years<br>2至5年<br>RMB'000<br>人民幣千元 | Total<br>合計<br>RMB'000<br>人民幣千元 |
|----------------------------------------------------------------------|---------------------------|-------------------------------------------------|------------------------------------------------------|------------------------------------------------------|---------------------------------|
| As at 31 March 2026                                                  | 於2026年3月31日               |                                                 |                                                      |                                                      |                                 |
| Trade payables                                                       | 貿易應付款項                    | 5,560                                           | —                                                    | —                                                    | 5,560                           |
| Other payables and accruals<br>(excluding non-financial liabilities) | 其他應付款項及應計費用<br>(不包括非金融負債) | 23,245                                          | —                                                    | —                                                    | 23,245                          |
| Lease liabilities                                                    | 租賃負債                      | 23,150                                          | 9,213                                                | 224                                                  | 32,587                          |
|                                                                      |                           | 51,955                                          | 9,213                                                | 224                                                  | 61,392                          |

### 3 金融風險管理及金融工具公允價值（續）

#### 3.1 金融風險因素（續）

##### (b) 信貸風險（續）

##### (ii) 貿易應收款項、其他應收款項及合約資產的信貸風險（續）

倘若並無合理收回預期，如債務人未能與本集團訂立還款計劃，則撇銷金融資產。倘若金融資產及合約已予以撇銷，本集團繼續從事試圖收回已到期應收款項的活動。倘若已收回該等款項，則該等款項於損益確認。

##### (c) 流動資金風險

本集團致力維持充足的現金及現金等價物。由於相關業務的動態性質，故本集團的政策為定期監控其流動資金風險以及維持充足的現金及現金等價物，以滿足本集團的流動資金需求。

下表列示本集團金融負債於資產負債表日期根據合約未貼現現金流量的剩餘合約到期情況（或（倘若並無固定到期日）金融負債到期應付的最早日期）：

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.1 Financial risk factors (Continued)

##### (c) Liquidity risk (Continued)

|                                                                      |                           | Less than<br>1 year<br>少於1年<br>RMB'000<br>人民幣千元 | Between 1<br>and 2 years<br>1至2年<br>RMB'000<br>人民幣千元 | Between 2<br>and 5 years<br>2至5年<br>RMB'000<br>人民幣千元 | Total<br>合計<br>RMB'000<br>人民幣千元 |
|----------------------------------------------------------------------|---------------------------|-------------------------------------------------|------------------------------------------------------|------------------------------------------------------|---------------------------------|
| As at 31 March 2025                                                  | 於2025年3月31日               |                                                 |                                                      |                                                      |                                 |
| Trade payables                                                       | 貿易應付款項                    | 4,823                                           | —                                                    | —                                                    | 4,823                           |
| Other payables and accruals<br>(excluding non-financial liabilities) | 其他應付款項及應計費用<br>(不包括非金融負債) | 30,886                                          | —                                                    | —                                                    | 30,886                          |
| Lease liabilities                                                    | 租賃負債                      | 17,089                                          | 14,676                                               | 5,983                                                | 37,748                          |
|                                                                      |                           | 52,798                                          | 14,676                                               | 5,983                                                | 73,457                          |

#### 3.2 Capital management

The Group's objectives when managing capital are to:

- safeguard the Group's ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders, and
- maintain an optimal capital structure to reduce the cost of capital.

The Group monitors capital by regularly reviewing the capital structure. As a part of this review, the directors of the Company consider the cost of capital and the risks associated with the issued share capital. The Group may adjust the amount of dividends paid to owners, return capital to owners, issue new shares or repurchase the Company's shares. In the opinion of the directors of the Company, the Group's capital risk is low.

### 3 金融風險管理及金融工具公允價值(續)

#### 3.1 金融風險因素(續)

##### (c) 流動資金風險(續)

#### 3.2 資本管理

本集團管理資本的目標為：

- 維護本集團持續經營的能力，因而能夠持續為股東提供回報及為其他利益相關者帶來利益；及
- 維持最佳的資本架構以降低資本成本。

本集團透過定期審查資本架構以監察資本。作為該項審查的一部分，本公司董事考慮資本成本及已發行股本所涉及的風險。本集團或會調整向擁有人派付的股息金額、向擁有人退還資本、發行新股份或購回本公司股份。本公司董事認為，本集團的資本風險較低。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.3 Fair value estimation

##### (a) Financial assets and liabilities carried at fair value

##### (i) Fair value hierarchy

This section explains the judgments and estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the Group has classified its financial instruments into the three levels prescribed under the accounting standards. An explanation of each level follows underneath the table.

### 3 金融風險管理及金融工具公允價值(續)

#### 3.3 公允價值估計

##### (a) 按公允價值列賬的金融資產及負債

##### (i) 公允價值層級

本節闡述釐定於財務報表內按公允價值確認及計量的金融工具公允價值時所作的判斷及估計。為得出釐定公允價值所用輸入數據的可信程度指標，本集團已根據會計準則將其金融工具分為三層。各層級的說明如下表所示。

|                                                                 |                      | Level 1<br>第1級<br>RMB'000<br>人民幣千元 | Level 2<br>第2級<br>RMB'000<br>人民幣千元 | Level 3<br>第3級<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|-----------------------------------------------------------------|----------------------|------------------------------------|------------------------------------|------------------------------------|---------------------------------|
| <b>As at 31 March 2026</b>                                      | <b>於2026年3月31日</b>   |                                    |                                    |                                    |                                 |
| <b>Financial assets</b>                                         | <b>金融資產</b>          |                                    |                                    |                                    |                                 |
| Financial assets at fair value through profit or loss (Note 19) | 按公允價值計入損益的金融資產(附註19) |                                    |                                    |                                    |                                 |
| – Investment in structured deposit                              | – 於結構性存款的投資          | –                                  | –                                  | 521,638                            | 521,638                         |
| – Investment in fund management products                        | – 於基金管理產品的投資         | –                                  | –                                  | 262,369                            | 262,369                         |
| – Unlisted equity investment                                    | – 非上市股權投資            | –                                  | –                                  | 15,043                             | 15,043                          |
| <b>Total financial assets</b>                                   | <b>總金融資產</b>         | –                                  | –                                  | 799,050                            | 799,050                         |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.3 Fair value estimation (Continued)

##### (a) Financial assets and liabilities carried at fair value (Continued)

##### (i) Fair value hierarchy (Continued)

### 3 金融風險管理及金融工具公允價值(續)

#### 3.3 公允價值估計(續)

##### (a) 按公允價值列賬的金融資產及負債(續)

##### (i) 公允價值層級(續)

|                                                                 | Level 1<br>第1級<br>RMB'000<br>人民幣千元 | Level 2<br>第2級<br>RMB'000<br>人民幣千元 | Level 3<br>第3級<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|-----------------------------------------------------------------|------------------------------------|------------------------------------|------------------------------------|---------------------------------|
| <b>As at 31 March 2025</b>                                      | <b>於2025年3月31日</b>                 |                                    |                                    |                                 |
| <b>Financial assets</b>                                         | <b>金融資產</b>                        |                                    |                                    |                                 |
| Financial assets at fair value through profit or loss (Note 19) | 按公允價值計入損益的金融資產(附註19)               |                                    |                                    |                                 |
| – Investment in structured deposit                              | –                                  | –                                  | 632,238                            | 632,238                         |
| – Investment in fund management products                        | –                                  | –                                  | 358,673                            | 358,673                         |
| – Unlisted equity investment                                    | –                                  | –                                  | 7,709                              | 7,709                           |
| <b>Total financial assets</b>                                   | –                                  | –                                  | 998,620                            | 998,620                         |
| <b>總金融資產</b>                                                    | –                                  | –                                  | 998,620                            | 998,620                         |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.3 Fair value estimation (Continued)

##### (a) Financial assets and liabilities carried at fair value (Continued)

###### (i) Fair value hierarchy (Continued)

- Level 1: The fair value of financial instruments traded in active markets is based on quoted market prices at each of the reporting dates. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service, or regulatory agency and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in level 1.
- Level 2: The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.
- Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

### 3 金融風險管理及金融工具公允價值(續)

#### 3.3 公允價值估計(續)

##### (a) 按公允價值列賬的金融資產及負債(續)

###### (i) 公允價值層級(續)

- 第1級：在活躍市場買賣的金融工具的公允價值按各報告日期的市場報價列賬。倘若報價可即時及定期從證券交易所、交易商、經紀、業內人士、定價服務或監管代理獲得，而該等報價代表按公平交易基準進行的實際及常規市場交易，該市場即被視為活躍。本集團持有的金融資產所用的市場報價為當時買盤價。該等工具列入第1級。
- 第2級：並非在活躍市場買賣的金融工具（如場外衍生工具）的公允價值採用估值技術釐定。該等估值技術盡量使用可觀察市場數據（如可得），並盡量減少依賴實體的特定估計。倘若計算工具公允價值所需的所有重大輸入數據均為可觀察數據，則該工具列入第2級。
- 第3級：倘若一項或多項重大輸入數據並非根據可觀察市場數據得出，則該工具列入第3級。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (Continued)

#### 3.3 Fair value estimation (Continued)

##### (a) Financial assets and liabilities carried at fair value (Continued)

(ii) Fair value measurements using significant unobservable inputs (level 3)

The following table presents the changes in level 3 instruments for the years ended 31 March 2026 and 2025.

### 3 金融風險管理及金融工具公允價值(續)

#### 3.3 公允價值估計(續)

##### (a) 按公允價值列賬的金融資產及負債(續)

(ii) 使用重大不可觀察輸入數據計量公允價值(第3級)

下表呈列截至2026及2025年3月31日止年度第3級工具的變動情況。

|                                                          |                              | Financial assets at fair value through profit or loss<br>按公允價值計入損益的金融資產      |                                                                                       |                                                                     |
|----------------------------------------------------------|------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------|
|                                                          |                              | Investment<br>in structured<br>deposits<br>於結構性<br>存款的投資<br>RMB'000<br>人民幣千元 | Investment<br>in fund<br>management<br>products<br>於基金管理<br>產品的投資<br>RMB'000<br>人民幣千元 | Unlisted<br>equity<br>investment<br>非上市<br>股權投資<br>RMB'000<br>人民幣千元 |
| Balance at 1 April 2024                                  | 於2024年4月1日的結餘                | 828,254                                                                      | 301,726                                                                               | 5,420                                                               |
| Additions                                                | 添置                           | 2,348,000                                                                    | 866,401                                                                               | 1,500                                                               |
| Settlements/disposal                                     | 結算／出售                        | (2,559,705)                                                                  | (820,890)                                                                             | —                                                                   |
| Gains recognised in profit or loss                       | 於損益確認的收益                     | 15,689                                                                       | 7,527                                                                                 | 789                                                                 |
| Exchange gains recognised in other comprehensive income  | 於其他全面收入確認的匯兌收益               | —                                                                            | 3,909                                                                                 | —                                                                   |
| Balance at 31 March 2025 and 1 April 2025                | 於2025年3月31日及<br>2025年4月1日的結餘 | 632,238                                                                      | 358,673                                                                               | 7,709                                                               |
| Additions                                                | 添置                           | 1,160,000                                                                    | 361,225                                                                               | 8,000                                                               |
| Settlements/disposal                                     | 結算／出售                        | (1,279,471)                                                                  | (454,750)                                                                             | —                                                                   |
| Gains/(losses) recognised in profit or loss              | 於損益確認的收益／(損失)                | 8,871                                                                        | 7,607                                                                                 | (666)                                                               |
| Exchange losses recognised in other comprehensive income | 於其他全面收入確認的匯兌損失               | —                                                                            | (10,386)                                                                              | —                                                                   |
| Balance at 31 March 2026                                 | 於2026年3月31日的結餘               | 521,638                                                                      | 262,369                                                                               | 15,043                                                              |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 3 Financial risk management and fair values of financial instruments (continued)

##### 3.3 Fair value estimation (Continued)

###### (a) Financial assets and liabilities carried at fair value (Continued)

###### (iii) Valuation techniques and significant inputs used to determine fair values and valuation process

The Group has a team that manages the valuation exercise of level 3 instruments for financial reporting purposes. The team manages the valuation exercise of the financial instruments on a case-by-case basis. Valuation techniques would be used to determine the fair value of the Group's level 3 instruments. External valuation experts will be involved when necessary.

The valuation of the level 3 instruments mainly included investment in structured deposits (Note 19), investment in fund management products (Note 19) and unlisted equity investment (Note 19). As these instruments are not traded in an active market, their fair values have been determined by using various applicable valuation techniques, including discounted cash flow model and market approach etc.

If the fair values of the financial assets at fair value through profit or loss held by the Group had been 10% higher/lower, loss before income tax for the years ended 31 March 2026 and 2025 would have been approximately RMB79,905,000 and RMB99,862,000 lower/higher.

#### 3 金融風險管理及金融工具公允價值(續)

##### 3.3 公允價值估計(續)

###### (a) 按公允價值列賬的金融資產及負債(續)

###### (iii) 釐定公允價值所用的估值技術及重大輸入數據以及估值流程

本集團設有團隊管理就財務申報目的對第3級工具進行的估值。該團隊逐一管理對有關金融工具進行的估值。使用估值技術釐定本集團第3級工具的公允價值。於必要時將會委聘外部估值專家。

第3級工具的估值主要包括於結構性存款的投資(附註19)、於基金管理產品的投資(附註19)和非上市股權投資(附註19)。由於這些工具未在活躍市場交易，其公允價值通過使用多種適用的估值技術(包括貼現現金流量模型及市場法等)釐定。

倘若本集團持有的按公允價值計入損益的金融資產的公允價值增加／減少10%，則截至2026年及2025年3月31日止年度的除所得稅前虧損將減少／增加約人民幣79,905,000元及人民幣99,862,000元。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 3 Financial risk management and fair values of financial instruments (continued)

#### 3.3 Fair value estimation (Continued)

##### (a) Financial assets and liabilities carried at fair value (Continued)

(iii) Valuation techniques and significant inputs used to determine fair values and valuation process (Continued)

The following table summarises the quantitative information about the significant unobservable inputs used in level 3 fair value measurements:

| Description<br>描述                                                              | Fair value<br>公允價值                |                                   | Significant<br>unobservable inputs<br>重大不可觀察<br>輸入數據                                 | Range of inputs<br>輸入數據的範圍 |               | Relationship of<br>unobservable inputs to<br>fair value<br>不可觀察輸入數據與<br>公允價值的關係                         |
|--------------------------------------------------------------------------------|-----------------------------------|-----------------------------------|--------------------------------------------------------------------------------------|----------------------------|---------------|---------------------------------------------------------------------------------------------------------|
|                                                                                | As at 31 March<br>於3月31日          |                                   |                                                                                      | As at 31 March<br>於3月31日   |               |                                                                                                         |
|                                                                                | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |                                                                                      | 2026<br>2026年              | 2025<br>2025年 |                                                                                                         |
| Financial assets at fair value<br>through profit or loss<br>按公允價值計入損益的<br>金融資產 |                                   |                                   |                                                                                      |                            |               |                                                                                                         |
| — Investment in structured deposit<br>— 於結構性存款的投資                              | 521,638                           | 632,238                           | Expected rate of return<br>預期回報率                                                     | 0.6% ~ 2.4%                | 0.7% ~ 2.6%   | The higher the expected rate of<br>return, the higher the fair value<br>預期回報率越高，<br>公允價值越高              |
| — Investment in fund management<br>products<br>— 於基金管理產品的投資                    | 262,369                           | 358,673                           | Expected rate of return<br>預期回報率                                                     | 2.0% ~ 4.0%                | 2.8% ~ 4.2%   | The higher the expected rate of<br>return, the higher the fair value<br>預期回報率越高，<br>公允價值越高              |
| — Unlisted equity investment<br>— 非上市股權投資                                      | 15,043                            | 7,709                             | Expected Volatility<br>預期波動率                                                         | 48.2%                      | 51.0%         | The higher the expected volatility,<br>the higher the fair value<br>預期波動率越大，<br>公允價值越高                  |
|                                                                                |                                   |                                   | Business enterprise<br>value/sales multiple<br>企業價值／<br>銷售倍數                         | 1.1                        | 1.1           | The higher the multiple, the<br>higher the fair value<br>倍數越高，公允價值越高                                    |
|                                                                                |                                   |                                   | Discount for lack of<br>marketability ("DLOM")<br><br>缺乏市場流動性折<br>讓（「缺乏市場流<br>動性折讓」） | 36%                        | 25%           | The higher the lack of liquidity<br>discount rate, the lower the<br>fair value<br>缺乏流動性貼現率越高，<br>公允價值越低 |

### 3 金融風險管理及金融工具公允價值(續)

#### 3.3 公允價值估計(續)

##### (a) 按公允價值列賬的金融資產及負債(續)

(iii) 釐定公允價值所用的估值技術及重大輸入數據以及估值流程(續)

下表概述有關第3級公允價值計量所用重大不可觀察輸入數據的定量資料：

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 3 Financial risk management and fair values of financial instruments (continued)

##### 3.3 Fair value estimation (Continued)

###### (b) Financial instruments carried at other than fair value

The carrying amounts of the Group's financial assets including cash and cash equivalents, restricted cash, term deposits, trade receivables and other receivables and the Group's financial liabilities, including trade payables, other payables and accruals approximate to their fair values due to their short maturities.

#### 4 Critical accounting estimates and judgments

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the Group's accounting policies.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

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

###### (a) Impairment of goodwill

The Group performs the impairment test for goodwill on an annual basis, by comparing the recoverable amount to the carrying amount. The recoverable amount is determined based on the value-in-use calculations by using the discounted cash flow method, which requires significant estimates and judgements relating to the growth rate, the terminal value and the discount rate.

###### (b) Deferred tax

Deferred tax assets are recognised for unused tax losses and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which the deferred tax assets can be utilised. In determining the amount of deferred tax assets to be recognised, significant judgement is required relating to the timing and level of future taxable profits, after taking into account future tax planning strategies. The amount of deferred tax assets recognised at future dates are adjusted if there are significant changes from these estimates.

#### 3 金融風險管理及金融工具公允價值(續)

##### 3.3 公允價值估計(續)

###### (b) 並非按公允價值列賬的金融工具

本集團金融資產(包括現金及現金等價物、受限制現金、定期存款、貿易應收款項及其他應收款項)以及本集團金融負債(包括貿易應付款項、其他應付款項及應計費用)的賬面值因其到期日較短而與其公允價值相若。

#### 4 關鍵會計估計及判斷

編製財務報表須使用會計估計，按照定義，會計估計將很少等於實際結果。管理層於應用本集團會計政策時亦需行使判斷。

本集團根據歷史經驗及其他因素(包括在有關情況下對未來事件的合理預期)對估計及判斷進行持續評估。

本集團作出有關未來的估計及假設。所得的會計估計按其定義極少會與相關實際結果相同。下文論述存在導致於下個財年內對資產及負債的賬面值作出重大調整的巨大風險的估計及假設。

###### (a) 商譽減值

本集團每年通過比較可收回金額與賬面值對商譽進行減值測試。可收回金額乃透過採用貼現現金流量法(須對增長率、終值及貼現率作出重要估計及判斷)根據使用價值計算釐定。

###### (b) 遞延稅項

在很有可能利用遞延稅項資產來抵扣的未來應課稅利潤的限度內，應就所有未利用的稅務虧損及可抵扣暫時差異確認遞延稅項資產。需要運用大量的判斷來估計未來應課稅利潤的時間和水平，結合未來納稅籌劃策略，才能決定應確認的遞延稅項資產的金額。如此等估計有重大改變，則會對在未來確認的遞延稅項資產金額作出調整。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 5 Segment information

The Group's business activities are mainly in providing cloud-based HCM solutions and related professional services, for which discrete financial information is available, are regularly reviewed and evaluated by the CODM (Note 2.4). As a result of this evaluation, the directors of the Company consider that the Group's operation is operated and managed as a single segment and no segment information is presented, accordingly.

All of the Group's revenues for the years ended 31 March 2026 and 2025 were generated in the PRC.

As at 31 March 2026 and 2025, all of the Group's long-lived assets are located in the PRC.

#### 6 Revenues from contracts with customers

##### (a) Disaggregation of revenue from contracts with customers

Revenue for all the years presented are as follows:

|                           |           | Year ended 31 March<br>截至3月31日止年度 |                                   |
|---------------------------|-----------|-----------------------------------|-----------------------------------|
|                           |           | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Cloud-based HCM Solutions | 雲端HCM解決方案 | 864,457                           | 721,826                           |
| Professional Services     | 專業服務      | 240,344                           | 223,250                           |
|                           |           | <b>1,104,801</b>                  | <b>945,076</b>                    |

Disaggregation of revenue from contracts with customers by the timing of revenue recognition is as follows:

|                               |         | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-------------------------------|---------|-----------------------------------|-----------------------------------|
|                               |         | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Recognised over time          | 隨時間確認   | 996,487                           | 828,839                           |
| Recognised at a point in time | 於某時間點確認 | 108,314                           | 116,237                           |
|                               |         | <b>1,104,801</b>                  | <b>945,076</b>                    |

#### 5 分部資料

本集團的業務活動主要為提供雲端HCM解決方案及相關專業服務，具備單獨的財務資料，由主要營運決策者(附註2.4)定期審閱及評估。由於該評估，本公司董事認為本集團的業務以單一分部營運及管理，故並無呈列分部資料。

本集團截至2026年及2025年3月31日止年度的所有收入均產生於中國。

於2026年及2025年3月31日，本集團的全部長期資產均位於中國。

#### 6 客戶合約收入

##### (a) 客戶合約收入的劃分

於所示所有年度的收入如下：

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 6 Revenues from contracts with customers (Continued)

##### (b) Contract assets

The Group records a contract asset when revenue recognised for professional services performance obligations fulfilled over a period of time exceed the contractual amount of billings for providing related professional services. And contract assets are reclassified to trade receivables when the Group's right to the considerations becomes unconditional.

#### 6 客戶合約收入(續)

##### (b) 合約資產

本集團於一段時間內達成專業服務履行義務的已確認收入超過提供相關專業服務的開票合約金額時錄得合約資產。合約資產於本集團收取對價的權利成為無條件時重新分類至貿易應收款項。

|                                     |          | As at 31 March<br>於3月31日          |                                   |
|-------------------------------------|----------|-----------------------------------|-----------------------------------|
|                                     |          | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Contract assets                     | 合約資產     | 7,115                             | 4,525                             |
| Less: allowance for contract assets | 減：合約資產撥備 | (366)                             | (257)                             |
| Total contract assets               | 總合約資產    | 6,749                             | 4,268                             |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 6 Revenues from contracts with customers (Continued)

##### (c) Contract acquisition costs

The Group has recognised an asset in relation to costs to acquire contracts. This is presented as contract acquisition costs in consolidated statements of financial position.

Contract acquisition costs for initial contracts are amortised on a straight-line basis over a period of benefits that the Group estimated, while for the renewal contracts, contract acquisition costs are amortised on a straight-line basis over the renewal contract terms, or expensed as incurred if the amortization period is one year or less. The management expects the capitalised costs to be completely recovered and no impairment loss should be recognised since no losses are expected to be incurred for the related customer contracts when all the costs that relate to the fulfillment of the contract are taken into account.

#### 6 客戶合約收入(續)

##### (c) 合約取得成本

本集團已就合約取得成本確認一項資產。此於綜合財務狀況表內呈列為合約取得成本。

初始合約的合約取得成本於本集團估計為一段受益期內按直線基準攤銷，而對於續簽的合約，其合約取得成本於重續的合約有限期內按直線基準攤銷，或於發生時支銷(倘若攤銷期間為一年或以內)。管理層預計將完全收回資本化成本，且不會確認任何減值虧損，由於預期不會就相關客戶合約產生任何虧損(倘若與履行合約相關的所有成本均考慮在內)。

|                                               |              | As at 31 March<br>於3月31日          |                                   |
|-----------------------------------------------|--------------|-----------------------------------|-----------------------------------|
|                                               |              | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Total contract acquisition costs              | 總合約取得成本      | 55,705                            | 54,018                            |
| Less: amounts to be amortised within one year | 減：將於一年內攤銷的金額 | (24,198)                          | (23,829)                          |
| Contract acquisition costs – non-current      | 合約取得成本－非即期   | 31,507                            | 30,189                            |

The following table shows the changes of contract acquisition costs balances:

下表載列合約取得成本餘額的變動：

|                                                                                                           |                         | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-----------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------|-----------------------------------|
|                                                                                                           |                         | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Asset recognised from costs incurred to obtain a contract                                                 | 就合約取得成本確認的資產            | 29,142                            | 27,982                            |
| Amortization recognised as selling and marketing expenses related to services or products during the year | 於年內確認為服務或產品相關銷售及營銷開支的攤銷 | (27,455)                          | (27,247)                          |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 6 Revenues from contracts with customers (Continued)

##### (d) Contract liabilities

During all the years presented, the additions to the contract liabilities were primarily due to cash collections in advance of fulfilling performance obligations, while the reductions to the contract liability balance were primarily due to the recognition of revenues upon fulfilment of performance obligations.

The following table shows how much of the revenue recognised during all the years presented is included in the contract liabilities at the beginning of each period:

|                                                                                                       |                   | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------|-----------------------------------|
|                                                                                                       |                   | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Revenue recognised that was included in the contract liabilities balance at the beginning of the year | 於年初計入合約負債餘額的已確認收入 | 529,316                           | 430,099                           |

The amount of contract liabilities expected to be recognised as income after more than one year is approximately RMB66,936,000 (2025: RMB71,862,000). All of the other contract liabilities are expected to be recognised as income within one year.

#### 6 客戶合約收入(續)

##### (d) 合約負債

於所示所有年度，合約負債增加主要由於提前收取履行履約義務的現金，而合約負債餘額減少主要由於履行履約義務後確認收入。

下表列示計入各期初合約負債的於所示所有年度確認的收入金額：

預計於超過一年後確認為收入的合約負債金額為約人民幣66,936,000元（2025年：人民幣71,862,000元）。所有其他合約負債預計將於一年內確認為收入。

#### 7 Other income

|                                    |          | Year ended 31 March<br>截至3月31日止年度 |                                   |
|------------------------------------|----------|-----------------------------------|-----------------------------------|
|                                    |          | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Value-added tax ("VAT") refund (a) | 增值稅退還(a) | 32,759                            | 45,885                            |
| Government grants                  | 政府補助     | 9,468                             | 27,291                            |
| Others                             | 其他       | 645                               | 382                               |
|                                    |          | 42,872                            | 73,558                            |

(a) According to the VAT tax regulations in the PRC, the applicable VAT tax rate for sales of computer software is 13% during the years presented.

#### 7 其他收入

(a) 根據中國增值稅條例，於所示所有年度，銷售計算機軟件的適用增值稅稅率為13%。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 8 Other gains, net

#### 8 其他收益淨額

|                                                                                         |                               | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-----------------------------------------------------------------------------------------|-------------------------------|-----------------------------------|-----------------------------------|
|                                                                                         |                               | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Net fair value gains on financial assets at fair value through profit or loss (Note 19) | 按公允價值計入損益的金融資產之公允價值收益淨值(附註19) | 15,812                            | 24,005                            |
| Net losses on disposal of property, plant and equipment                                 | 出售物業、廠房及設備之虧損淨額               | (137)                             | (87)                              |
| Net foreign exchange gains/(losses)                                                     | 外匯收益/(虧損)淨額                   | 6,299                             | (2,989)                           |
| Others                                                                                  | 其他                            | (1,902)                           | (498)                             |
|                                                                                         |                               | 20,072                            | 20,431                            |

#### 9 Loss before income tax

#### 9 除所得稅前虧損

Loss before income tax is arrived at after charging:

除所得稅前虧損於扣除以下各項後得出：

##### (a) Staff costs

##### (a) 員工成本

|                                           |                 | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-------------------------------------------|-----------------|-----------------------------------|-----------------------------------|
|                                           |                 | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Wages, salaries and bonuses               | 工資、薪金及花紅        | 677,756                           | 656,345                           |
| Pension cost - defined contribution plans | 退休金成本—界定供款計劃    | 62,226                            | 62,588                            |
| Share-based payments (Note 25)            | 以股份為基礎的薪酬(附註25) | 74,866                            | 117,302                           |
| Housing benefits                          | 住房福利            | 46,127                            | 46,441                            |
| Other social security costs               | 其他社會保障開支        | 34,109                            | 38,627                            |
| Other employee welfare                    | 其他僱員福利          | 43,677                            | 36,907                            |
|                                           |                 | 938,761                           | 958,210                           |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 9 Loss before income tax (Continued)

##### (b) Other items

#### 9 除所得稅前虧損(續)

##### (b) 其他項目

|                                                            |                         | Year ended 31 March<br>截至3月31日止年度 |                                   |
|------------------------------------------------------------|-------------------------|-----------------------------------|-----------------------------------|
|                                                            |                         | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Depreciation and amortisation charge (Notes 14, 15 and 17) | 折舊及攤銷開支<br>(附註14、15及17) |                                   |                                   |
| – property, plant and equipment                            | – 物業、廠房及設備              | 12,872                            | 24,554                            |
| – right-of-use assets                                      | – 使用權資產                 | 22,801                            | 27,667                            |
| – intangible assets                                        | – 無形資產                  | 5,527                             | 1,441                             |
|                                                            |                         | 41,200                            | 53,662                            |
| Auditors' remuneration                                     | 核數師酬金                   |                                   |                                   |
| – Audit services                                           | – 核數服務                  | 3,750                             | 3,700                             |
| – Non-audit services                                       | – 非核數服務                 | –                                 | 380                               |
|                                                            |                         | 3,750                             | 4,080                             |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 10 Individuals with highest emoluments

##### (a) Five highest paid individuals

Of the five individuals with the highest emoluments, three (2025: three) are directors of the Group for the year ended 31 March 2026, whose emoluments are disclosed in Note 33. The aggregate of the emoluments in the respect of the remaining two (2025: two) individuals are as follows:

|                                           |              | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-------------------------------------------|--------------|-----------------------------------|-----------------------------------|
|                                           |              | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Share-based payment expenses              | 以股份為基礎的付款開支  | 11,387                            | 19,527                            |
| Wages and salaries                        | 工資及薪金        | 3,622                             | 3,546                             |
| Discretionary bonuses                     | 酌情花紅         | 4,137                             | 1,053                             |
| Pension cost - defined contribution plans | 退休金成本－界定供款計劃 | 153                               | 148                               |
| Other social security costs               | 其他社會保障成本     | 90                                | 88                                |
| Housing benefits                          | 住房公積金        | 103                               | 101                               |
| Total                                     | 總計           | 19,492                            | 24,463                            |

##### (b) The emoluments fell within the following bands:

|                               |                           | Year ended 31 March<br>截至3月31日止年度 |               |
|-------------------------------|---------------------------|-----------------------------------|---------------|
|                               |                           | 2026<br>2026年                     | 2025<br>2025年 |
| Nil - HKD1,000,000            | 0港元至1,000,000港元           | —                                 | —             |
| HKD7,500,001 - HKD10,000,000  | 7,500,001港元至10,000,000港元  | 1                                 | 1             |
| HKD12,500,001 - HKD15,000,000 | 12,500,001港元至15,000,000港元 | 1                                 | —             |
| HKD15,000,001 - HKD17,500,000 | 15,000,001港元至17,500,000港元 | —                                 | 1             |
|                               |                           | 2                                 | 2             |

For the years ended 31 March 2026 and 2025, no emoluments were paid by the Group to these individuals as an inducement to join or upon joining the Group or as compensation for loss of office.

#### 10 最高薪酬人士

##### (a) 五名最高薪酬人士

截至2026年3月31日止年度薪酬最高的五名人土包括3名(2025年: 3名)本集團董事, 其薪酬已於附註33中披露。其餘2名(2025年: 2名)人士的薪酬總額如下:

##### (b) 薪酬處於以下區間:

截至2026年及2025年3月31日止年度, 本集團概無向該等人士支付任何酬金, 作為吸引其加入本集團或加入本集團後的獎勵或作為離職補償。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 11 Finance income, net

#### 11 財務收入淨額

|                                                     |                    | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-----------------------------------------------------|--------------------|-----------------------------------|-----------------------------------|
|                                                     |                    | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| <b>Finance income</b>                               | <b>財務收入</b>        | <b>9,742</b>                      | 4,422                             |
| <b>Finance costs</b>                                | <b>財務成本</b>        |                                   |                                   |
| Interest expenses on lease liabilities (Note 17(b)) | 租賃負債的利息開支(附註17(b)) | (1,806)                           | (1,118)                           |
| Interest expenses on bank loans                     | 銀行貸款的利息開支          | —                                 | (132)                             |
|                                                     |                    | <b>(1,806)</b>                    | (1,250)                           |
| <b>Finance income, net</b>                          | <b>財務收入淨額</b>      | <b>7,936</b>                      | 3,172                             |

#### 12 Income tax expense

#### 12 所得稅開支

The income expense of the Group are analyzed as follows:

本集團所得稅開支之分析如下：

|                                 |                | Year ended 31 March<br>截至3月31日止年度 |                                   |
|---------------------------------|----------------|-----------------------------------|-----------------------------------|
|                                 |                | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Current tax                     | 即期稅項           | 832                               | —                                 |
| Deferred tax (Note 26)          | 遞延稅項(附註26)     | 3,808                             | 4,110                             |
| <b>Total income tax expense</b> | <b>所得稅開支總額</b> | <b>4,640</b>                      | 4,110                             |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 12 Income tax expense (Continued)

The tax on the Group's loss before income tax differs from the theoretical amount that would arise using the tax rate of 25%, being the tax rate applicable to the major consolidated entities as follows:

#### 12 所得稅開支(續)

倘若採用適用於主要綜合實體之稅率25%計算，本集團之除所得稅前虧損稅項將與理論金額的差額如下：

|                                                                        |                   | Year ended 31 March<br>截至3月31日止年度 |                                   |
|------------------------------------------------------------------------|-------------------|-----------------------------------|-----------------------------------|
|                                                                        |                   | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Loss before income tax                                                 | 除所得稅前虧損           | (18,745)                          | (143,296)                         |
| Taxation calculated at the statutory tax rate of 25% in mainland China | 按中國內地法定稅率25%計算之稅項 | (4,686)                           | (35,824)                          |
| <b>Tax effects of:</b>                                                 | <b>以下各項之稅務影響：</b> |                                   |                                   |
| Effect of preferential tax rates                                       | 優惠稅率之影響           | (1,670)                           | 11,040                            |
| Effects of different tax rates in overseas jurisdictions               | 於海外司法管轄區的不同稅率的影響  | (611)                             | 4,262                             |
| Expenses not deductible for tax purpose                                | 就稅項目的不可扣減之開支      | 2,705                             | 2,884                             |
| Research and development expenses super-deduction                      | 研發開支超額抵扣          | (20,740)                          | (28,190)                          |
| Tax effects of unused tax losses not recognised                        | 尚未確認未動用稅項虧損之稅務影響  | 29,642                            | 49,938                            |
|                                                                        |                   | <b>4,640</b>                      | <b>4,110</b>                      |

##### (a) Cayman Islands

The Company is incorporated under the law of the Cayman Islands as an exempted company with limited liability under the Companies Act of the Cayman Islands and is not subject to Cayman Islands income tax. As such, the operating results reported by the Company is not subject to any income tax.

##### (a) 開曼群島

本公司根據開曼群島法例註冊成立為開曼群島公司法所指獲豁免有限公司，毋須繳納開曼群島所得稅。因此，本公司所報告的經營業績毋須繳納任何所得稅。

##### (b) Hong Kong Income Tax

Hong Kong Income Tax rate is two-tiered profits tax regime, under which the tax rate is 8.25% or assessable profits on the first HKD2 million and 16.5% or any assessable profits in excess of HKD2 million. Hong Kong Income Tax was provided for the assessable profit that was subject to Hong Kong Income Tax during all the years presented.

##### (b) 香港所得稅

香港所得稅稅率適用利得稅兩級制，首個2百萬港元的應課稅利潤稅率為8.25%，而超過2百萬港元的應課稅利潤稅率為16.5%。於所示所有年度，須繳納香港所得稅的應課稅利潤已計提香港所得稅。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 12 Income tax expense (Continued)

##### (c) PRC Enterprise Income Tax ("EIT")

The income tax provision of the Group in respect of its operations in PRC was calculated at the tax rate of 25% or 15% for enterprises qualified as "High and New Technology Enterprises" ("HNTE") on the assessable profits for all the years presented, based on the existing legislation, interpretations and practices in respect thereof.

According to the relevant laws and regulations promulgated by the State Tax Bureau of the PRC (Ministry of Finance State Taxation Administration Announcement No.7 of 2023), where the research and development expenses actually incurred in an enterprise's research and development activities are included in the current profits or losses before they become intangible assets, a super deduction of 100 percent of the research and development expenses shall be made in addition to the deduction of actual expenses in accordance with relevant regulations from 1 January 2023. The Group has made its best estimate for the Super Deduction to be claimed for the Group's entities in ascertaining their assessable profits during all the years presented.

##### (d) PRC Withholding Tax ("WHT")

According to the PRC Enterprise Income Tax Law ("EIT Law"), distribution of profits earned by PRC companies since 1 January 2008 to foreign investors is subject to withholding tax of 5% or 10%, depending on the country of incorporation of the foreign investor, upon the distribution of profits to overseas-incorporated immediate holding companies.

During all the years presented, none of the PRC subsidiaries within the Group have achieved the profitable state, nor have there been any undistributed profits. Accordingly, no deferred income tax liability on WHT was accrued as at the end of each reporting period.

##### (e) Pillar two income taxes

In 2021, the Organisation for Economic Co-operation and Development published the Global Anti-Base Erosion Model Rules ("Pillar Two model rules") for a new global minimum tax reform applicable to large multinational enterprises. The Group's operations are mainly located in the PRC where Pillar Two income tax legislation is not implemented. The Group has applied the mandatory exception to recognising and disclosing information about deferred tax assets and liabilities arising from Pillar Two income taxes, and will account for the Pillar Two income taxes as current tax when incurred. The Group continues to follow Pillar Two legislative developments, as more countries prepare to enact the Pillar Two model rules, to evaluate the potential future impact on its financial statements.

#### 12 所得稅開支(續)

##### (c) 中國企業所得稅(「企業所得稅」)

本集團就其中國營運的所得稅撥備根據現行法例、詮釋及慣例，就所示所有年度的應課稅利潤按稅率25%或15%(就符合「高新技術企業」(「**高新技術企業**」)資格的企業)計算。

根據中國國家稅務總局頒佈的相關法律法規(財政部國家稅務總局公告2023年第7號)，企業開展研發活動中實際發生的研發開支，未形成無形資產計入當期損益的，在按規定據實扣除的基礎上，自2023年1月1日起，再按照實際發生額的100%在稅前加計扣除。本集團於確定其於所示所有年度的應課稅利潤時，已就本集團實體申報的超額抵扣作出最佳估計。

##### (d) 中國預扣稅(「預扣稅」)

根據中國企業所得稅法(「**企業所得稅法**」)，在向於境外註冊成立的直接控股公司分配利潤時，中國公司自2008年1月1日起向外國投資者分配所賺取的利潤須按5%或10%的稅率繳納預扣稅，視乎外國投資者註冊成立所在國家而定。

於所示所有年度，本集團之中國附屬公司均未達致盈利狀況，亦無任何未分配溢利。因此，於各報告期末，概無產生與預扣稅有關的遞延所得稅負債。

##### (e) 支柱二所得稅

2021年，經濟合作與發展組織發佈了適用於大型跨國企業的全球最低稅改方案《全球反稅基侵蝕示範規則》(「**支柱二示範規則**」)。本集團的營運主要位於尚未實施第二支柱所得稅法規的中華人民共和國境內。本集團於確認及披露支柱二所得稅產生的遞延稅項資產及負債的資料時應用強制性例外規定，並於產生時將支柱二所得稅作為即期稅入賬。隨著更多國家準備制定支柱二立法模版，本集團將持續關注支柱二立法發展，以評估未來可能對本集團財務報表產生的影響。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 13 Loss per share

##### (a) Basic

Basic loss per share is calculated by dividing the loss attributable to owners of the Company by the weighted average number of ordinary shares in issue during the period.

#### 13 每股虧損

##### (a) 基本

每股基本虧損按本公司擁有人應佔虧損除以期內已發行普通股加權平均數計算。

|                                                                             |                            | Year ended 31 March<br>截至3月31日止年度 |               |
|-----------------------------------------------------------------------------|----------------------------|-----------------------------------|---------------|
|                                                                             |                            | 2026<br>2026年                     | 2025<br>2025年 |
| <b>Numerator:</b>                                                           | <b>分子：</b>                 |                                   |               |
| Loss for the year and attributable to owners of the Company<br>(in RMB'000) | 本公司擁有人應佔年內虧損<br>(人民幣千元)    | (23,385)                          | (147,406)     |
| <b>Denominator:</b>                                                         | <b>分母：</b>                 |                                   |               |
| Weighted average number of ordinary shares outstanding, basic               | 已發行普通股加權平均數，<br>基本         | 699,725,204                       | 720,431,087   |
| Basic net loss per share attributable to owners of the Company<br>(in RMB)  | 本公司擁有人應佔每股基本<br>虧損淨額(人民幣元) | (0.03)                            | (0.20)        |

##### (b) Diluted

Diluted loss per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares.

As the Group incurred net losses for the years ended 31 March 2026 and 2025, the dilutive potential ordinary shares were not included in the calculation of dilutive loss per share, as their inclusion would be anti-dilutive. Accordingly, dilutive loss per share for the years ended 31 March 2026 and 2025 are the same as basic loss per share of the respective years.

##### (b) 攤薄

每股攤薄虧損透過假設所有潛在具攤薄效應之普通股已悉數轉換而調整發行在外普通股加權平均數而計算。

由於本集團於截至2026年及2025年3月31日止年度產生虧損淨額，計算每股攤薄虧損時納入潛在具攤薄效應之普通股將具有反攤薄影響，因此並無將其納入計算。因此，截至2026年及2025年3月31日止年度的每股攤薄虧損與各年度每股基本虧損相同。

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)**  
**綜合財務報表附註(續)**

**14 Property, plant and equipment**

**14 物業、廠房及設備**

|                                              |                        | Electronic<br>equipment<br>電子設備<br>RMB'000<br>人民幣千元 | Furniture<br>and office<br>equipment<br>傢俬及<br>辦公設備<br>RMB'000<br>人民幣千元 | Leasehold<br>improvement<br>租賃<br>物業裝修<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|----------------------------------------------|------------------------|-----------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------|---------------------------------|
| <b>Year ended 31 March 2025</b>              | <b>截至2025年3月31日止年度</b> |                                                     |                                                                         |                                                            |                                 |
| Opening net book amount                      | 年初賬面淨值                 | 28,432                                              | 735                                                                     | 6,642                                                      | 35,809                          |
| Additions                                    | 添置                     | 11,051                                              | 87                                                                      | 491                                                        | 11,629                          |
| Addition through acquisition of a subsidiary | 透過收購一間附屬公司<br>添置       | 69                                                  | —                                                                       | —                                                          | 69                              |
| Disposals                                    | 處置                     | (219)                                               | (7)                                                                     | —                                                          | (226)                           |
| Depreciation charge                          | 折舊費用                   | (17,434)                                            | (214)                                                                   | (6,906)                                                    | (24,554)                        |
| Closing net book amount                      | 年末賬面淨值                 | 21,899                                              | 601                                                                     | 227                                                        | 22,727                          |
| <b>As at 31 March 2025</b>                   | <b>於2025年3月31日</b>     |                                                     |                                                                         |                                                            |                                 |
| Cost                                         | 成本                     | 98,485                                              | 4,634                                                                   | 34,851                                                     | 137,970                         |
| Accumulated depreciation                     | 累計折舊                   | (76,586)                                            | (4,033)                                                                 | (34,624)                                                   | (115,243)                       |
| Net book amount                              | 賬面淨值                   | 21,899                                              | 601                                                                     | 227                                                        | 22,727                          |
| <b>Year ended 31 March 2026</b>              | <b>截至2026年3月31日止年度</b> |                                                     |                                                                         |                                                            |                                 |
| Opening net book amount                      | 年初賬面淨值                 | 21,899                                              | 601                                                                     | 227                                                        | 22,727                          |
| Additions                                    | 添置                     | 19,594                                              | 5                                                                       | 35                                                         | 19,634                          |
| Disposals                                    | 處置                     | (126)                                               | (29)                                                                    | —                                                          | (155)                           |
| Depreciation charge                          | 折舊費用                   | (12,561)                                            | (165)                                                                   | (146)                                                      | (12,872)                        |
| Closing net book amount                      | 年末賬面淨值                 | 28,806                                              | 412                                                                     | 116                                                        | 29,334                          |
| <b>As at 31 March 2026</b>                   | <b>於2026年3月31日</b>     |                                                     |                                                                         |                                                            |                                 |
| Cost                                         | 成本                     | 116,890                                             | 4,139                                                                   | 34,375                                                     | 155,404                         |
| Accumulated depreciation                     | 累計折舊                   | (88,084)                                            | (3,727)                                                                 | (34,259)                                                   | (126,070)                       |
| Net book amount                              | 賬面淨值                   | 28,806                                              | 412                                                                     | 116                                                        | 29,334                          |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 14 Property, plant and equipment (Continued)

Depreciation of the Group's property, plant and equipment has been recognised as follows:

#### 14 物業、廠房及設備(續)

本集團之物業、廠房及設備的折舊確認如下：

|                                     |         | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-------------------------------------|---------|-----------------------------------|-----------------------------------|
|                                     |         | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Cost of revenues                    | 銷售成本    | 11,725                            | 18,255                            |
| Research and development expenses   | 研發開支    | 645                               | 2,472                             |
| Selling and marketing expenses      | 銷售及營銷開支 | 47                                | 2,259                             |
| General and administrative expenses | 一般及行政開支 | 455                               | 1,568                             |
|                                     |         | 12,872                            | 24,554                            |

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)**  
**綜合財務報表附註(續)**

**15 Intangible assets**

**15 無形資產**

|                                              |                        | Software<br>軟件<br>RMB'000<br>人民幣千元 | Trademark<br>商標<br>RMB'000<br>人民幣千元 | Copyrights<br>and<br>technologies<br>版權與技術<br>RMB'000<br>人民幣千元 | Non-<br>competition<br>agreement<br>非競爭協議<br>RMB'000<br>人民幣千元 | Domain<br>Name<br>域名<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|----------------------------------------------|------------------------|------------------------------------|-------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------|---------------------------------|
| <b>Year ended 31 March 2025</b>              | <b>截至2025年3月31日止年度</b> |                                    |                                     |                                                                |                                                               |                                          |                                 |
| Opening net book amount                      | 年初賬面淨值                 | 1,180                              | —                                   | —                                                              | —                                                             | —                                        | 1,180                           |
| Addition through acquisition of a subsidiary | 透過收購一間附屬公司添置           | —                                  | 48,000                              | 11,000                                                         | 1,800                                                         | —                                        | 60,800                          |
| Amortization charge                          | 攤銷費用                   | (261)                              | (480)                               | (550)                                                          | (150)                                                         | —                                        | (1,441)                         |
| Closing net book amount                      | 年末賬面淨值                 | 919                                | 47,520                              | 10,450                                                         | 1,650                                                         | —                                        | 60,539                          |
| <b>As at 31 March 2025</b>                   | <b>於2025年3月31日</b>     |                                    |                                     |                                                                |                                                               |                                          |                                 |
| Cost                                         | 成本                     | 3,016                              | 48,000                              | 11,000                                                         | 1,800                                                         | —                                        | 63,816                          |
| Accumulated amortization                     | 累計攤銷                   | (2,097)                            | (480)                               | (550)                                                          | (150)                                                         | —                                        | (3,277)                         |
| Net book amount                              | 賬面淨值                   | 919                                | 47,520                              | 10,450                                                         | 1,650                                                         | —                                        | 60,539                          |
| <b>Year ended 31 March 2026</b>              | <b>截至2026年3月31日止年度</b> |                                    |                                     |                                                                |                                                               |                                          |                                 |
| Opening net book amount                      | 年初賬面淨值                 | 919                                | 47,520                              | 10,450                                                         | 1,650                                                         | —                                        | 60,539                          |
| Additions                                    | 添置                     | 703                                | —                                   | —                                                              | —                                                             | 5,538                                    | 6,241                           |
| Amortization charge                          | 攤銷費用                   | (497)                              | (1,920)                             | (2,200)                                                        | (600)                                                         | (310)                                    | (5,527)                         |
| Closing net book amount                      | 年末賬面淨值                 | 1,125                              | 45,600                              | 8,250                                                          | 1,050                                                         | 5,228                                    | 61,253                          |
| <b>As at 31 March 2026</b>                   | <b>於2026年3月31日</b>     |                                    |                                     |                                                                |                                                               |                                          |                                 |
| Cost                                         | 成本                     | 3,280                              | 48,000                              | 11,000                                                         | 1,800                                                         | 5,538                                    | 69,618                          |
| Accumulated amortization                     | 累計攤銷                   | (2,155)                            | (2,400)                             | (2,750)                                                        | (750)                                                         | (310)                                    | (8,365)                         |
| Net book amount                              | 賬面淨值                   | 1,125                              | 45,600                              | 8,250                                                          | 1,050                                                         | 5,228                                    | 61,253                          |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 15 Intangible assets (Continued)

Amortization of the Group's intangible assets was recognised as follows:

|                                     |         | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-------------------------------------|---------|-----------------------------------|-----------------------------------|
|                                     |         | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Cost of revenues                    | 銷售成本    | 4,897                             | 1,326                             |
| General and administrative expenses | 一般及行政開支 | 630                               | 113                               |
| Selling and marketing expenses      | 銷售及營銷開支 | –                                 | 2                                 |
|                                     |         | 5,527                             | 1,441                             |

#### 15 無形資產(續)

本集團之無形資產攤銷確認如下：

#### 16 Goodwill

|                                              |              | Year ended 31 March<br>截至3月31日止年度 |                                   |
|----------------------------------------------|--------------|-----------------------------------|-----------------------------------|
|                                              |              | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| At the beginning of the year                 | 於年初          | 169,186                           | –                                 |
| Addition through acquisition of a subsidiary | 透過收購一間附屬公司添置 | –                                 | 169,186                           |
| At the end of the year                       | 於年末          | 169,186                           | 169,186                           |

#### 16 商譽

The breakdown of goodwill allocated to CGU is as follows:

分配至現金產生單位的商譽明細如下：

|                  |     | Year ended 31 March<br>截至3月31日止年度 |                                   |
|------------------|-----|-----------------------------------|-----------------------------------|
|                  |     | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| E-learning Cloud | 學習雲 | 169,186                           | 169,186                           |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 16 Goodwill (Continued)

On 22 January 2025, the Group acquired the 100% equity interests of Kuxuan (Beijing) Technology Co., Ltd. ("Kuxuan") for a cash consideration of RMB180,000,000 from several independent third parties (the "Sellers"). The excess of the consideration over the net fair value of the identifiable net assets of Kuxuan of approximately RMB10,814,000 was recorded as goodwill. The share exchange transaction for the acquisition is described in Note 23.

As the Group manages the existing E-learning Cloud business and Kuxuan's business as a whole and the Group's existing E-learning Cloud business can benefit from synergies of the acquisition as well, the goodwill arising from the acquisition is therefore allocated to the Group's business of E-learning Cloud (the "E-learning Cloud CGU").

The Group performs an annual impairment test for intangible assets with indefinite useful lives, including goodwill, to assess the recoverable amount of the E-learning Cloud CGU. The recoverable amount of the E-learning Cloud CGU is determined based on value-in-use calculations. These calculations use cash flow projections based on financial budgets approved by management covering a five-year period. Based on current operation status and future plan, the revenue during the forecast period are extrapolated used an average annual growth rate of 14.35% (2025: 19.26%), which are based on the Group's historical experience and expectations of markets. Cash flows per year beyond the five-year period are extrapolated used a long-term growth rate of 2% (2025: 2%). The cash flows are discounted using a discount rate of 17.61% (2025: 16.48%). The discount rates used are pre-tax and reflect specific risks relating to the E-learning Cloud CGU.

Based on the result of the goodwill impairment test, the estimated recoverable amount of E-learning Cloud CGU amounted to approximately RMB285,578,000 (31 March 2025: RMB458,541,000) which exceeded the carrying amount of the CGU with a headroom available amounted to approximately RMB59,328,000 as of 31 March 2026 (31 March 2025: RMB226,432,000). As the recoverable amount was above the carrying amount, no impairment was resulted in respect of the goodwill as at 31 March 2026 (31 March 2025: nil).

Reasonable possible changes in key assumptions would not lead to impairment of the goodwill as at 31 March 2026 and 2025.

#### 16 商譽(續)

2025年1月22日，本集團向多名獨立第三方(「賣方」)以現金代價人民幣180,000,000元收購酷渲(北京)科技有限公司(「酷渲」)的100%股權。收購代價高出酷渲可辨認淨資產公允價值約人民幣10,814,000元的部分入賬為商譽。收購涉及之換股交易詳情載於附註23。

由於本集團將現有的學習雲業務與酷渲業務作為整體進行管理，且本集團現有學習雲業務亦可從此次收購事項產生的協同效應中受益，因此收購事項產生的商譽分配至本集團的學習雲業務(「學習雲現金產生單位」)。

本集團每年對使用壽命不確定的無形資產(包括商譽)進行減值測試，以評估學習雲現金產生單位的可收回金額。學習雲現金產生單位的可收回金額是根據使用價值計算確定。該等計算採用管理層批准的五年財務預算為基礎的現金流預測。根據當前營運狀況及未來計劃，預測期收益按年均增長率14.35%(2025年：19.26%)推算，此乃基於本集團的歷史經驗及市場預期。五年期後的每年現金流使用2%的長期增長率(2025年：2%)推斷得出的。現金流採用17.61%(2025年：16.48%)的貼現率進行折現。所用貼現率為稅前利率，並反映與學習雲現金產生單位相關的特定風險。

根據商譽減值測試結果，學習雲現金產生單位的估計可收回金額約為人民幣285,578,000元(2025年3月31日：人民幣458,541,000元)，高於該現金產生單位的賬面金額，於2026年3月31日可緩沖餘額約為人民幣59,328,000元(2025年3月31日：人民幣226,432,000元)。由於可收回金額高於賬面金額，本集團於2026年3月31日毋須就商譽計提減值(2025年3月31日：無)。

於2026年及2025年3月31日，關鍵假設出現合理可變動情況下，亦不會導致商譽發生減值。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 17 Leases

##### (a) Amounts recognised in the consolidated statements of financial position

The consolidated statements of financial position show the following amounts relating to leases:

#### 17 租賃

##### (a) 於綜合財務狀況表確認的款項

綜合財務狀況表顯示以下款項與租賃有關：

|                            |              | As at 31 March<br>於3月31日          |                                   |
|----------------------------|--------------|-----------------------------------|-----------------------------------|
|                            |              | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| <b>Right-of-use assets</b> | <b>使用權資產</b> |                                   |                                   |
| – Office                   | – 辦公室        | 33,769                            | 39,699                            |
| <b>Lease liabilities</b>   | <b>租賃負債</b>  |                                   |                                   |
| – Current                  | – 流動         | 22,179                            | 16,204                            |
| – Non-current              | – 非流動        | 9,305                             | 19,967                            |
|                            |              | 31,484                            | 36,171                            |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 17 Leases (Continued)

##### (a) Amounts recognised in the consolidated statements of financial position (Continued)

The movement in right-of-use assets in the consolidated statements of financial position are as follows:

#### 17 租賃(續)

##### (a) 於綜合財務狀況表確認的款項(續)

綜合財務狀況表的使用權資產變動如下：

|                                              |              | Year ended 31 March<br>截至3月31日止年度 |                                   |
|----------------------------------------------|--------------|-----------------------------------|-----------------------------------|
|                                              |              | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| <b>Cost</b>                                  | <b>成本</b>    |                                   |                                   |
| At the beginning of the year                 | 於年初          | 144,945                           | 109,127                           |
| Additions                                    | 添置           | 23,364                            | 41,882                            |
| Addition through acquisition of a subsidiary | 透過收購一間附屬公司添置 | —                                 | 940                               |
| Decreases/Write-off                          | 減少／核銷        | (21,309)                          | (7,004)                           |
| At the end of the year                       | 於年末          | 147,000                           | 144,945                           |
| <b>Accumulated depreciation</b>              | <b>累計折舊</b>  |                                   |                                   |
| At the beginning of the year                 | 於年初          | (105,246)                         | (83,834)                          |
| Depreciation charge for the year             | 年內折舊費用       | (22,801)                          | (27,667)                          |
| Decreases/Write-off                          | 減少／核銷        | 14,816                            | 6,255                             |
| At the end of the year                       | 於年末          | (113,231)                         | (105,246)                         |
| <b>Net book amount</b>                       | <b>賬面淨值</b>  |                                   |                                   |
| At the end of the year                       | 於年末          | 33,769                            | 39,699                            |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 17 Leases (continued)

##### (b) Amounts recognised in the consolidated statements of profit or loss and other comprehensive income

The consolidated statements of profit or loss and other comprehensive income show the following amounts relating to leases:

#### 17 租賃(續)

##### (b) 於綜合損益及其他全面收益表確認的款項

綜合損益及其他全面收益表顯示以下款項與租賃有關：

|                                                                                              |                        | As at 31 March<br>於3月31日          |                                   |
|----------------------------------------------------------------------------------------------|------------------------|-----------------------------------|-----------------------------------|
|                                                                                              |                        | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Depreciation charge of right-of-use assets – Office                                          | 使用權資產折舊費用 – 辦公室        | 22,801                            | 27,667                            |
| Interest expense (included in finance costs) (Note 11)                                       | 利息開支(計入財務成本)(附註11)     | 1,806                             | 1,118                             |
| Expense relating to short-term leases (included in short-term rental and utilities expenses) | 與短期租賃有關的開支(計入短期租金及水電費) | 7,378                             | 6,446                             |

The total cash outflow for leases for the years ended 31 March 2026 and 2025 were approximately RMB30,742,000 and RMB35,986,000, respectively.

截至2026年及2025年3月31日止年度的租賃現金流出總額分別約為人民幣30,742,000元及人民幣35,986,000元。

Interest element of the lease payment is presented as cash outflow from financing activities for the year ended 31 March 2026 and 2025.

截至2026年及2025年3月31日止年度，租賃付款的利息部分按融資活動產生的現金流出呈列。

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)**  
**綜合財務報表附註（續）**

**18 Financial instruments by category**

**18 按類別劃分的金融工具**

|                                                                     |                         | <b>As at 31 March</b> |           |
|---------------------------------------------------------------------|-------------------------|-----------------------|-----------|
|                                                                     |                         | <b>於3月31日</b>         |           |
|                                                                     |                         | <b>2026</b>           | 2025      |
|                                                                     |                         | <b>2026年</b>          | 2025年     |
|                                                                     |                         | <b>RMB'000</b>        | RMB'000   |
|                                                                     |                         | <b>人民幣千元</b>          | 人民幣千元     |
| <b>Financial assets</b>                                             | <b>金融資產</b>             |                       |           |
| Financial assets at amortised cost:                                 | 按攤銷成本計量的金融資產：           |                       |           |
| – Trade receivables (Note 20)                                       | — 貿易應收款項（附註20）          | <b>40,209</b>         | 26,704    |
| – Other receivables (excluding non-financial assets)                | — 其他應收款項（不包含非金融資產）      | <b>14,476</b>         | 15,909    |
| – Cash and cash equivalents (Note 22)                               | — 現金及現金等價物（附註22）        | <b>794,507</b>        | 478,936   |
| – Term deposits (Note 22)                                           | — 定期存款（附註22）            | <b>21,221</b>         | 20,681    |
| – Restricted cash (Note 22)                                         | — 受限制現金（附註22）           | <b>1,424</b>          | 1,342     |
| Financial assets at fair value through profit or loss (Note19)      | 按公允價值計入損益的金融資產（附註19）    | <b>799,050</b>        | 998,620   |
|                                                                     |                         | <b>1,670,887</b>      | 1,542,192 |
| <b>Financial liabilities</b>                                        | <b>金融負債</b>             |                       |           |
| Financial liabilities at amortised cost:                            | 按攤銷成本計量的金融負債：           |                       |           |
| – Trade payables (Note 27)                                          | — 貿易應付款項（附註27）          | <b>5,560</b>          | 4,823     |
| – Other payables and accruals (excluding non-financial liabilities) | — 其他應付款項及應計費用（不包含非金融負債） | <b>23,245</b>         | 30,886    |
| Lease liabilities                                                   | 租賃負債                    | <b>31,484</b>         | 36,171    |
|                                                                     |                         | <b>60,289</b>         | 71,880    |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 19 Financial assets at fair value through profit or loss

##### (a) Classification of financial assets at fair value through profit or loss

The Group classifies the following financial assets at fair value through profit or loss:

#### 19 按公允價值計入損益的金融資產

##### (a) 按公允價值計入損益的金融資產分類

本集團將以下按公允價值計入損益的金融資產分類：

|                                |              | As at 31 March<br>於3月31日          |                                   |
|--------------------------------|--------------|-----------------------------------|-----------------------------------|
|                                |              | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| <b>Current assets</b>          | <b>流動資產</b>  |                                   |                                   |
| – Wealth management products   | – 理財產品       |                                   |                                   |
| – Structured deposits          | – 結構性存款      | 521,638                           | 632,238                           |
| – Fund management products (i) | – 基金管理產品(i)  | 262,369                           | 358,673                           |
| <b>Non-current asset</b>       | <b>非流動資產</b> |                                   |                                   |
| – Unlisted equity investment   | – 非上市股權投資    | 15,043                            | 7,709                             |
|                                |              | <b>799,050</b>                    | <b>998,620</b>                    |

- (i) As at 31 March 2025, the Group had held certain investments in fund management products issued by Haitong International Asset Management (HK) Limited with principal and accrued interest in total amounted to approximately USD49,967,000 (equivalent to approximately RMB358,673,000). All the fund management products as at 31 March 2025 have been fully recovered by the Group through redemption from the issuers during the year ended 31 March 2026.

As at 31 March 2026, the Group had held certain investments in fund management products issued by Shenwan Hongyuan Financial Products Company Limited with principal and accrued interest in total amounted to approximately USD37,918,000 (equivalent to approximately RMB262,369,000). Up to the date of the issuance of these financial statements, an aggregate principal amount of USD3,400,000 (equivalent to approximately RMB23,218,260) of the fund management products had been recovered by the Group through redemption from the issuers.

- (i) 於2025年3月31日，本集團持有海通國際資產管理(香港)有限公司發行的基金管理產品的若干投資，本金及應計利息總額約為49,967,000美元(相當於約人民幣358,673,000元)。於截至2026年3月31日止年度期間，本集團已透過向發行人贖回悉數收回於2025年3月31日的全部基金管理產品。

於2026年3月31日，本集團持有申萬宏源金融產品有限公司發行的基金管理產品的若干投資，本金及應計利息總額約37,918,000美元(相當於約人民幣262,369,000元)。直至本財務報表刊發日期，本集團已透過向發行人贖回的方式，收回本金總額為3,400,000美元(相當於約人民幣23,218,260元)的基金管理產品。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 19 Financial assets at fair value through profit or loss (Continued)

##### (b) Amounts recognised in consolidated statements of profit or loss and other comprehensive income

During the years ended 31 March 2025 and 2026, the following gains were recognised in consolidated statements of profit or loss and other comprehensive income:

#### 19 按公允價值計入損益的金融資產(續)

##### (b) 於綜合損益及其他全面收益表確認的款項

於截至2025年及2026年3月31日止年度，以下收益於綜合損益及其他全面收益表確認：

|                                                                                                     |                               | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-----------------------------------------------------------------------------------------------------|-------------------------------|-----------------------------------|-----------------------------------|
|                                                                                                     |                               | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Fair value gains of financial assets at fair value through profit or loss recognised in other gains | 於其他收益確認的按公允價值計入損益的金融資產的公允價值收益 | 15,812                            | 24,005                            |

#### 20 Trade receivables

#### 20 貿易應收款項

|                      |        | As at 31 March<br>於3月31日          |                                   |
|----------------------|--------|-----------------------------------|-----------------------------------|
|                      |        | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Trade receivables    | 貿易應收款項 | 47,086                            | 32,139                            |
| Less: loss allowance | 減：虧損撥備 | (6,877)                           | (5,435)                           |
|                      |        | 40,209                            | 26,704                            |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 20 Trade receivables (Continued)

- (a) The credit terms given to trade customers are determined on an individual basis.

The aging analysis of the trade receivables based on invoice date is as follows:

|                      |          | As at 31 March<br>於3月31日          |                                   |
|----------------------|----------|-----------------------------------|-----------------------------------|
|                      |          | 2026<br>2024年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| – Up to 6 months     | – 不超過6個月 | 33,034                            | 22,539                            |
| – 6 months to 1 year | – 6個月至1年 | 6,562                             | 3,434                             |
| – 1 – 2 years        | – 1至2年   | 3,943                             | 4,255                             |
| – Over 2 years       | – 2年以上   | 3,547                             | 1,911                             |
|                      |          | 47,086                            | 32,139                            |

The Group applies the simplified approach permitted by IFRS 9, which requires the expected lifetime losses to be recognised from initial recognition of the assets. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

#### 20 貿易應收款項(續)

- (a) 給予貿易客戶的信貸期按個別基準釐定。

基於發票日期的貿易應收款項的賬齡分析如下：

本集團採用國際財務報告準則第9號所允許的簡化方法，該方法要求年期內的預期虧損於初步確認資產時確認。過往虧損率作出調整以反映影響客戶結算應收款項能力的宏觀因素的當前及前瞻性資料。

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)**  
**綜合財務報表附註（續）**

**21 Other receivables and prepayments**

**21 其他應收款項及預付款項**

|                                              |                    | As at 31 March<br>於3月31日          |                                   |
|----------------------------------------------|--------------------|-----------------------------------|-----------------------------------|
|                                              |                    | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| <b>Non-current:</b>                          | <b>非流動：</b>        |                                   |                                   |
| Prepayment for property, plant and equipment | 物業、廠房及設備的預付款項      | 10,900                            | 4,620                             |
| Rental and other deposits                    | 租金及其他按金            | 10,847                            | 10,428                            |
| Prepayment for purchase of intangible assets | 購置無形資產的預付款項        | —                                 | 343                               |
| <b>Sub-total</b>                             | <b>小計</b>          | <b>21,747</b>                     | <b>15,391</b>                     |
| <b>Current:</b>                              | <b>流動：</b>         |                                   |                                   |
| Prepaid services and goods                   | 預付服務及產品費           | 52,362                            | 32,260                            |
| Prepaid shares repurchase                    | 預付所購回股份費           | 2,559                             | 5,326                             |
| Rental and other deposits                    | 租金及其他按金            | 2,052                             | 3,569                             |
| Receivable for VAT refund                    | 增值稅退還應收款項          | —                                 | 4,155                             |
| Others                                       | 其他                 | 5,565                             | 5,319                             |
| <b>Sub-total</b>                             | <b>小計</b>          | <b>62,538</b>                     | <b>50,629</b>                     |
| <b>Total</b>                                 | <b>總計</b>          | <b>84,285</b>                     | <b>66,020</b>                     |
| Less: loss allowance                         | 減：虧損撥備             | (196)                             | (179)                             |
| <b>Other receivables and prepayments</b>     | <b>其他應收款項及預付款項</b> | <b>84,089</b>                     | <b>65,841</b>                     |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 22 Cash and cash equivalents

#### 22 現金及現金等價物

|                                                                               |                    | As at 31 March<br>於3月31日          |                                   |
|-------------------------------------------------------------------------------|--------------------|-----------------------------------|-----------------------------------|
|                                                                               |                    | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Cash at bank and in hand (a)                                                  | 銀行及手頭現金(a)         | 817,152                           | 500,959                           |
| Less: term deposits                                                           | 減：定期存款             | (21,221)                          | (20,681)                          |
| restricted cash (b)                                                           | 受限制現金(b)           | (1,424)                           | (1,342)                           |
| Cash and cash equivalents in the consolidated statement of financial position | 綜合財務報表的現金及現金等價物    | 794,507                           | 478,936                           |
| Less: accrued interest on term deposit                                        | 減：定期存款應計利息         | (1,699)                           | —                                 |
| Cash and cash equivalents in the consolidated cash flow statement             | 綜合現金流量表所列的現金及現金等價物 | 792,808                           | 478,936                           |

(a) As at 31 March 2026 and 2025, cash at bank and in hand of the Group were denominated in the following currencies:

(a) 於2026年及2025年3月31日，本集團的銀行及手頭現金按以下貨幣計值：

|     |     | As at 31 March<br>於3月31日          |                                   |
|-----|-----|-----------------------------------|-----------------------------------|
|     |     | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| RMB | 人民幣 | 560,846                           | 397,734                           |
| USD | 美元  | 254,376                           | 99,718                            |
| HKD | 港元  | 1,930                             | 3,507                             |
|     |     | 817,152                           | 500,959                           |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註（續）

#### 22 Cash and cash equivalents (Continued)

- (b) Cash that is restricted as to withdrawal for use or pledged as security is reported separately on the face of the consolidated statements of financial position and is not included in the total cash and cash equivalents in the consolidated statements of cash flows:

|                    |      | As at 31 March<br>於3月31日          |                                   |
|--------------------|------|-----------------------------------|-----------------------------------|
|                    |      | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Guarantee deposits | 擔保按金 | 1,424                             | 1,342                             |
|                    |      | 1,424                             | 1,342                             |

#### 22 現金及現金等價物（續）

- (b) 受限於提取來使用或被抵押作擔保的現金於綜合財務狀況表獨立呈列，且不會計入綜合現金流量表的現金及現金等價物總額內：

#### 23 Share capital and share premium

#### 23 股本及股份溢價

|                                    |                         | Number of<br>ordinary shares<br>普通股數目 | Nominal value of<br>ordinary shares<br>(With par value of<br>US\$0.00001<br>each (a))<br>普通股面值<br>(每股面值<br>0.00001美元(a))<br>USD'000<br>千美元 |
|------------------------------------|-------------------------|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Authorised:                        | 法定：                     |                                       |                                                                                                                                            |
| As at 31 March 2024, 2025 and 2026 | 於2024年、2025年及2026年3月31日 | 5,000,000,000                         | 50                                                                                                                                         |

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

## 綜合財務報表附註(續)

### 23 Share capital and share premium (continued)

### 23 股本及股份溢價(續)

|                                                                       |                           | Number of<br>ordinary<br>shares<br><br>普通股數目 | Nominal<br>value of<br>ordinary<br>shares<br><br>普通股數<br>USD'000<br>千美元 | Equivalent<br>nominal<br>value of<br>ordinary<br>shares<br><br>普通股<br>等同面值<br>RMB'000<br>人民幣千元 | Share<br>premium<br><br>股份溢價<br>RMB'000<br>人民幣千元 |
|-----------------------------------------------------------------------|---------------------------|----------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <b>Issued:</b>                                                        | <b>已發行：</b>               |                                              |                                                                         |                                                                                                |                                                  |
| As at 31 March 2024                                                   | 於2024年3月31日               | 718,354,420                                  | 7                                                                       | 49                                                                                             | 13,146,247                                       |
| Exercise of share options (a)                                         | 行使購股權(a)                  | 3,817,431                                    | **                                                                      | 1                                                                                              | 43,437                                           |
| As at 31 March 2025 and 1 April 2025                                  | 於2025年3月31日及<br>2025年4月1日 | 722,171,851                                  | 7                                                                       | 50                                                                                             | 13,189,684                                       |
| Issuance of ordinary shares for the share<br>exchange transaction (b) | 透過換股交易發行普通股(b)            | 34,761,638                                   | **                                                                      | 2                                                                                              | 127,582                                          |
| Issuance of ordinary shares for share-based<br>payments (c)           | 就股份支付事宜發行<br>普通股(c)       | 8,727,720                                    | **                                                                      | 1                                                                                              | —                                                |
| Exercise of share options and vesting of RSUs (d)                     | 行使購股權及歸屬限制性<br>股份單位(d)    | 2,530,542                                    | **                                                                      | *                                                                                              | 37,783                                           |
| Cancellation of shares (e)                                            | 註銷股份(e)                   | (32,000,000)                                 | **                                                                      | (2)                                                                                            | (158,799)                                        |
| As at 31 March 2026                                                   | 於2026年3月31日               | <b>736,191,751</b>                           | <b>7</b>                                                                | <b>51</b>                                                                                      | <b>13,196,250</b>                                |

\* Amounts less than RMB1,000.

\* 金額少於人民幣1,000元。

\*\* Amounts less than USD1,000.

\*\* 金額少於1,000美元。

(a) During the year ended 31 March 2025, options were exercised to subscribe for 3,817,431 ordinary shares in the Company at a consideration of US\$634,583 (equivalent to approximately RMB4,537,000), of which US\$38 (equivalent to approximately RMB1,000) and US\$634,545 (equivalent to approximately RMB4,536,000) were credited to share capital and share premium, respectively. approximately RMB38,901,000 was transferred from the reserve to share premium.

(a) 截至2025年3月31日止年度，購股權獲行使以認購3,817,431股本公司普通股，代價為634,583美元（相當於約人民幣4,537,000元），當中38美元（相當於約人民幣1,000元）及634,545美元（相當於約人民幣4,536,000元）分別撥入股本及股份溢價。約人民幣38,901,000元自儲備轉入股份溢價。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 23 Share capital and share premium (Continued)

- (b) On 14 January 2025, the Company, along with HRTech Holding Limited, a BVI subsidiary of the Group (“**BVI Company**”) and some of the Sellers of Kuxuan (collectively, the “**Potential Share Exchange Vendors**”) entered into the BVI Share Subscription Agreement and the Offshore Share Purchase Agreement. Pursuant to these agreements and other supplemental share exchange agreements signed thereon, BVI Company will obtain indirect control of Kuxuan through equity transfer within the Group. The Potential Share Exchange Vendors will first subscribe 99% (on as-diluted basis) of the share capital of the BVI Company at the aggregate consideration of approximately RMB127,584,000, and then the Company will purchase 99% of the share capital of the BVI Company from the Potential Share Exchange Vendors by allotting and issuing an aggregate of 34,761,638 ordinary shares. The ordinary shares were issued on 11 February 2026. The share exchange transaction was completed in the year ended 31 March 2026.
- (c) 8,727,720 ordinary shares were issued to the employee share trust and reserved for the restricted share unit plan (Note 25) during the year ended 31 March 2026. Shares held in the trust were accounted for as treasury shares of the Company (Note 24).
- (d) During the year ended 31 March 2026, options were exercised to subscribe for 2,530,542 ordinary shares in the Company at a consideration of US\$712,952 (equivalent to approximately RMB5,091,000), of which US\$25 (equivalent to approximately RMB200) and US\$712,927 (equivalent to approximately RMB5,090,800) were credited to share capital and share premium, respectively. Approximately RMB27,391,000 was transferred from the reserve to share premium.

During the year ended 31 March 2026, 1,527,500 shares were vested under the restricted share unit plan (Note 25), of which 605,000 shares were transferred from treasury shares repurchased by the Company, and the remaining 922,500 shares were allocated from ordinary shares issued to the employee share trust.

- (e) On 11 February 2026, 32,000,000 ordinary shares repurchased were cancelled.

#### 23 股本及股份溢價(續)

- (b) 於2025年1月14日，本公司連同本集團旗下BVI附屬公司HRTech Holding Limited(「**BVI公司**」)、酷渲若干賣方(統稱「**潛在換股賣方**」)簽署BVI股份認購協議及境外股份購買協議。根據該等協議及隨後簽訂的各項換股補充協議，BVI公司透過集團內部股權轉讓取得酷渲之間接控制權。潛在換股賣方先按總代價約人民幣127,584,000元認購BVI公司99%股本(按悉數攤薄基準計算)，其後本公司透過配發及發行合共34,761,638股普通股，向潛在換股賣方收購BVI公司99%股本。相關普通股已於2026年2月11日發行，該換股交易於截至2026年3月31日止年度落實完成。
- (c) 截至2026年3月31日止年度，本公司向僱員股份信託發行8,727,720股普通股，預留作受限股份單位計劃之用(附註25)。信託所持股份列賬為本公司庫存股份(附註24)。
- (d) 截至2026年3月31日止年度，購股權獲行使以認購2,530,542股本公司普通股，代價為712,952美元(相當於約人民幣5,091,000元)，當中25美元(相當於約人民幣200元)及712,927美元(相當於約人民幣5,090,800元)分別撥入股本及股份溢價。約人民幣27,391,000元自儲備轉入股份溢價。

截至2026年3月31日止年度，根據受限股份單位計劃，合共1,527,500股股份歸屬(附註25)，當中605,000股取自本公司回購之庫存股份，其餘922,500股從發行至僱員股份信託的普通股中撥付。

- (e) 2026年2月11日，已購回的32,000,000股普通股被註銷。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

## 綜合財務報表附註(續)

### 24 Reserves

### 24 儲備

|                                                          |                       | Capital<br>reserve | Share-based<br>payments<br>reserve<br>以股份為<br>基礎的<br>資本儲備 | Treasury<br>share<br>reserve<br>庫存<br>股份儲備 | Exchange<br>reserve<br>外匯儲備 | Total<br>總計      |
|----------------------------------------------------------|-----------------------|--------------------|-----------------------------------------------------------|--------------------------------------------|-----------------------------|------------------|
|                                                          |                       | RMB'000<br>人民幣千元   | RMB'000<br>人民幣千元                                          | RMB'000<br>人民幣千元                           | RMB'000<br>人民幣千元            | RMB'000<br>人民幣千元 |
| As at 1 April 2024                                       | 於2024年4月1日            | (1,180,222)        | 497,805                                                   | (8,354)                                    | (252,722)                   | (943,493)        |
| Share-based payments (Note 25)                           | 以股份為基礎的付款(附註25)       | –                  | 117,302                                                   | –                                          | –                           | 117,302          |
| Other comprehensive income                               | 其他全面收益                | –                  | –                                                         | –                                          | 5,812                       | 5,812            |
| Exercise of share options                                | 行使購股權                 | –                  | (38,901)                                                  | –                                          | –                           | (38,901)         |
| Purchase of own shares                                   | 購買自身股份                | –                  | –                                                         | (90,205)                                   | –                           | (90,205)         |
| As at 31 March 2025 and 1 April 2025                     | 於2025年3月31日及2025年4月1日 | (1,180,222)        | 576,206                                                   | (98,559)                                   | (246,910)                   | (949,485)        |
| Issuance of ordinary shares for share-based payments (a) | 就股份支付發行普通股(a)         | –                  | –                                                         | (1)                                        | –                           | (1)              |
| Share-based payments (Note 25)                           | 以股份為基礎的付款(附註25)       | –                  | 74,866                                                    | –                                          | –                           | 74,866           |
| Other comprehensive income                               | 其他全面收益                | –                  | –                                                         | –                                          | (24,238)                    | (24,238)         |
| Exercise of share options and vesting of RSUs            | 購股權獲行使及受限股份單位<br>歸屬   | –                  | (34,867)                                                  | 2,175                                      | –                           | (32,692)         |
| Repurchase and cancellation of shares                    | 購回及註銷股份               | –                  | –                                                         | 59,518                                     | –                           | 59,518           |
| As at 31 March 2026                                      | 於2026年3月31日           | (1,180,222)        | 616,205                                                   | (36,867)                                   | (271,148)                   | (872,032)        |

(a) It represented the shares held by the employee share trust as described in Note 23 (c).

(a) 有關金額指附註23(c)所述由僱員股份信託持有的股份。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 25 Share-based payments

Total expenses arising from share-based payment transactions recognised during all the years presented were as follows:

|                                 |                           | Year ended 31 March<br>截至3月31日止年度 |                                   |
|---------------------------------|---------------------------|-----------------------------------|-----------------------------------|
|                                 |                           | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Share-based payments – ESOP (a) | 以股份為基礎的付款<br>— 僱員持股計劃(a)  | 55,322                            | 111,863                           |
| Share-based payments – RSU (b)  | 以股份為基礎的付款<br>— 受限制股份單位(b) | 19,544                            | 5,439                             |
|                                 |                           | 74,866                            | 117,302                           |

##### (a) Share-based payments – ESOP

On 15 July 2019, the Company adopted the 2019 Share Incentive Plan (the “**2019 Plan**”), which permits the grant of options to the employees and directors of the Company and its affiliates. The Maximum number of shares that may be issued under the 2019 Plan shall be 6,693,252.

On 23 April 2020, the Company adopted the 2020 Share Incentive Plan (the “**2020 Plan**”, collectively with the 2019 Plan, “**Employee Stock Ownership Plan**”, or “**ESOP**”), whereby the incentive share options granted to employees in 2019 Plan were replaced and superseded by the exact number of share options for each grantee. There is no change of vesting schedule and other key terms of such award agreements entered into with each grantee and the classification of share-based awards immediately before and after the adoption of 2020 Plan. As at 31 March 2021, the maximum number of shares that may be issued under the 2020 Plan was 6,770,877 ordinary shares. This number was increased to 7,911,919 on 9 April 2021, and further increased to 7,972,883 on 26 September 2021 and 31 December 2021. (Collectively, the “**Pre-IPO Share Option Plan**”).

The options shall vest under service condition and the Company's successful IPO. The granted options have a contractual option term of five years or any extended date determined by the Company. The Group has no legal or constructive obligation to repurchase or settle the options in cash.

#### 25 以股份為基礎的付款

於所示所有年度，確認的以股份為基礎的付款交易產生的開支總額如下：

##### (a) 以股份為基礎的付款—僱員持股計劃

於2019年7月15日，本公司採納2019年股份激勵計劃（「**2019年計劃**」），允許向本公司僱員及董事及其聯屬人士授予購股權。根據2019年計劃可予發行的最高股份數目應為6,693,252股。

於2020年4月23日，本公司採納2020年股份激勵計劃（「**2020年計劃**」，與2019年計劃統稱為「**僱員持股計劃**」），由此於2019年計劃向僱員授予的激勵購股權應由各承授人購股權的實際數目取代及替代。與各承授人訂立的有關獎勵協議的歸屬安排及其他主要條款以及緊接及緊隨2020年計劃採納前後的以股份為基礎的獎勵分類概無變動。於2021年3月31日，根據2020年計劃可予發行的最高股份數目為6,770,877股普通股。該數目於2021年4月9日增加至7,911,919股，並於2021年9月26日及2021年12月31日進一步增加至7,972,883股（統稱為「**首次公開發售前購股權計劃**」）。

購股權應根據服務條件及本公司成功進行首次公開發售進行歸屬。已授出購股權的合約購股權期限為五年或由本公司釐定的任何延長日期。本集團並無法定或推定義務以現金購回或結算購股權。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 25 Share-based payments (Continued)

##### (a) Share-based payments – ESOP (Continued)

In September 2021, the Company modified 2,658,086 share options granted upon ESOP with the grantees to reduce the number of options to 2,376,179 and exercise prices at the same time, and the modified share options were exercised early upon initial listing of the Company's shares. The resulting ordinary shares will be transferred to trusts with the original option grantees as beneficiaries. The trusts will distribute the ordinary shares to those beneficiaries in installments based on the vesting requirements under the original option agreements. Although these trust arrangements caused a modification of the terms of these share options (the **"Modification"**), there's no incremental fair value related to these ordinary shares resulted from the modification, and the remaining share-based payments expense for these ordinary shares continued to be recognised over the original remaining vesting period.

Movements in the number of share options granted to employees under ESOP and their related weighted average exercise prices are as below:

|                                |      | Year ended 31 March<br>截至3月31日止年度                                               |                                             |                                                                                 |                                             |
|--------------------------------|------|---------------------------------------------------------------------------------|---------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------|
|                                |      | 2026<br>2026年                                                                   |                                             | 2025<br>2025年                                                                   |                                             |
|                                |      | Average<br>exercise<br>price per<br>share option<br>每份購股權<br>平均行使價<br>USD<br>美元 | Number of<br>options<br>購股權數目<br>'000<br>千份 | Average<br>exercise price<br>per share<br>option<br>每份購股權<br>平均行使價<br>USD<br>美元 | Number of<br>options<br>購股權數目<br>'000<br>千份 |
| At the beginning of the period | 於期初  | 0.08                                                                            | 40,765                                      | 0.09                                                                            | 47,683                                      |
| Exercised during the period    | 期內行使 | 0.17                                                                            | (2,531)                                     | 0.18                                                                            | (4,133)                                     |
| Forfeited during the period    | 期內沒收 | 0.06                                                                            | (802)                                       | 0.12                                                                            | (2,785)                                     |
| At end of the year             | 於年末  | 0.10                                                                            | 37,432                                      | 0.08                                                                            | 40,765                                      |

(i) It represented the fair values of ordinary shares adjusted for the effect of the Share Subdivision.

The contractual lives of these share options are five years from the grant date.

#### 25 以股份為基礎的付款(續)

##### (a) 以股份為基礎的付款—僱員持股計劃(續)

於2021年9月，本公司修改根據僱員持股計劃授予承授人的2,658,086份購股權，將購股權數目減至2,376,179份，並同時降低行使價，修改後的購股權於本公司股份首次上市後獲提前行使。由此產生的普通股將轉讓予信託，原購股權承授者為受益人。信託將根據原購股權協議的歸屬要求，分期向該等受益人分配普通股。儘管該等信託安排導致購股權條款修改(「修改」)，但該等普通股的公允價值並沒有因為修改而增加，且其剩餘的以股份為基礎的付款開支繼續在原来的剩餘歸屬期內確認。

授予僱員持股計劃下僱員的購股權數目變動及其相關加權平均行使價如下：

(i) 指根據股份拆細的影響進行調整後的普通股公允價值。

該等購股權的合約年期由授出日期起計為五年。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 25 Share-based payments (Continued)

##### (a) Share-based payments – ESOP (Continued)

###### Fair value of share options

The fair value of share options was estimated using the Binomial option-pricing model. The determination of estimated fair value of share options on the grant date is affected by the fair value of the ordinary shares.

Management have used the discounted cash flow method to determine the underlying equity fair value of the Company and adopted equity allocation model to determine the fair value of the underlying ordinary share. Key assumptions, such as discount rate and projections of future performance, are required to be determined by management with best estimate.

##### (b) Share-based payment – RSU

On 31 December 2021, the Company adopted a restricted share unit plan (the “**RSU Plan**”), under which, the maximum number of shares that may be issued under the RSU Plan is 6% of the issued share capital of the Company as of the date of approval of the RSU Plan.

The award shall vest over one to four years subject to fulfillment of the KPI of each year.

Movements in the number of RSUs granted to the Company's employees under the RSU Scheme and the respective weighted average grant date fair value are as below:

|                                |      | Year ended 31 March<br>截至3月31日止年度                         |                                                           |
|--------------------------------|------|-----------------------------------------------------------|-----------------------------------------------------------|
|                                |      | 2026<br>2026年<br>Number of options<br>購股權數目<br>'000<br>千份 | 2025<br>2025年<br>Number of options<br>購股權數目<br>'000<br>千份 |
| At the beginning of the period | 於期初  | 5,137                                                     | 1,420                                                     |
| Granted during the period      | 期內授予 | 5,276                                                     | 4,263                                                     |
| Vested during the period       | 期內歸屬 | (1,528)                                                   | —                                                         |
| Forfeited during the period    | 期內沒收 | (395)                                                     | (546)                                                     |
| At the end of the period       | 於期末  | 8,490                                                     | 5,137                                                     |

The fair value of each RSU was determined by reference to the market price of the Company's shares at the respective grant date. The weighted average fair value of awarded shares granted during the year ended 31 March 2026 was RMB7.52 per share (2025: RMB3.62 per share).

#### 25 以股份為基礎的付款(續)

##### (a) 以股份為基礎的付款—僱員持股計劃(續)

###### 購股權的公允價值

採用二項定價模式估算購股權的公允值，於授出日期釐定購股權估算公允值受普通股公允值所影響。

管理層已採用現金流量貼現法釐定本公司的相關權益公允價值，並採用權益分配模式釐定相關普通股的公允價值。貼現率及未來表現預測等主要假設需管理層按最佳估計釐定。

##### (b) 以股份為基礎的付款—受限制股份單位

於2021年12月31日，本公司採納受限制股份單位計劃（「**受限制股份單位計劃**」），據此，根據受限制股份單位計劃可能發行的股份最大數目為截至批准受限制股份單位計劃日期本公司已發行股本的6%。

獎勵分一至四年歸屬，須待每年關鍵績效指標獲達成後方可作實。

根據受限制股份單位計劃授予本公司僱員的受限制股份單位數量及各自的加權平均授予日公允價值的變動如下：

各項受限股份單位的公允值參考授出當日本公司股份市價釐定。截至2026年3月31日止年度授出獎勵股份的加權平均公允值為每股人民幣7.52元（2025年：每股人民幣3.62元）。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 26 Deferred income tax

##### (a) Deferred tax assets and liabilities recognised

##### (i) Movements of each component of deferred tax assets and liabilities

Movements in deferred income tax assets are as follows:

#### 26 遞延所得稅

##### (a) 已確認遞延稅項資產及負債

##### (i) 遞延稅項資產及負債各組成部分變動

遞延所得稅資產的變動如下：

|                                              |                           | Allowance<br>for doubtful<br>accounts<br>呆賬撥備<br>RMB'000<br>人民幣千元 | Tax<br>losses<br>稅項虧損<br>RMB'000<br>人民幣千元 | Lease<br>liabilities<br>租賃負債<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|----------------------------------------------|---------------------------|-------------------------------------------------------------------|-------------------------------------------|--------------------------------------------------|---------------------------------|
| As at 1 April 2024                           | 於2024年4月1日                | 701                                                               | 16,048                                    | 3,411                                            | 20,160                          |
| Credited/(charged) to profit or loss         | 於損益中抵免／(扣除)               | 180                                                               | (5,591)                                   | 1,907                                            | (3,504)                         |
| Addition through acquisition of a subsidiary | 透過收購一間附屬公司<br>添置          | —                                                                 | 42,057                                    | 108                                              | 42,165                          |
| As at 31 March 2025 and 1 April 2025         | 於2025年3月31日及<br>2025年4月1日 | 881                                                               | 52,514                                    | 5,426                                            | 58,821                          |
| Credited/(charged) to profit or loss         | 於損益中抵免／(扣除)               | 237                                                               | (4,635)                                   | (309)                                            | (4,707)                         |
| As at 31 March 2026                          | 於2026年3月31日               | 1,118                                                             | 47,879                                    | 5,117                                            | 54,114                          |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 26 Deferred income tax (Continued)

##### (a) Deferred tax assets and liabilities recognised (Continued)

##### (i) Movements of each component of deferred tax assets and liabilities (Continued)

Movements in deferred income tax liabilities are as follows:

#### 26 遞延所得稅(續)

##### (a) 已確認遞延稅項資產及負債(續)

##### (i) 遞延稅項資產及負債各組成部分變動(續)

遞延所得稅負債的變動如下：

|                                              |                       | Right-of-use<br>assets | Change in<br>fair value<br>gain or loss | Contract<br>acquisition<br>costs | Fair value<br>adjustments<br>on intangible<br>assets | Total    |
|----------------------------------------------|-----------------------|------------------------|-----------------------------------------|----------------------------------|------------------------------------------------------|----------|
|                                              |                       | 使用權資產                  | 公允價值<br>損益變動                            | 合約<br>取得成本                       | 無形資產<br>公允價值<br>調整                                   | 總計       |
|                                              |                       | RMB'000                | RMB'000                                 | RMB'000                          | RMB'000                                              | RMB'000  |
|                                              |                       | 人民幣千元                  | 人民幣千元                                   | 人民幣千元                            | 人民幣千元                                                | 人民幣千元    |
| As at 1 April 2024                           | 於2024年4月1日            | (3,794)                | (2,148)                                 | (9,550)                          | —                                                    | (15,492) |
| (Charged)/credited to profit or loss         | 於損益中(扣除)/抵免           | (2,020)                | 1,146                                   | 91                               | 177                                                  | (606)    |
| Addition through acquisition of a subsidiary | 透過收購一間附屬公司添置          | (141)                  | —                                       | —                                | (9,120)                                              | (9,261)  |
| As at 31 March 2025 and 1 April 2025         | 於2025年3月31日及2025年4月1日 | (5,955)                | (1,002)                                 | (9,459)                          | (8,943)                                              | (25,359) |
| Credited/(charged) to profit or loss         | 於損益中抵免/(扣除)           | 433                    | (146)                                   | (96)                             | 708                                                  | 899      |
| As at 31 March 2026                          | 於2026年3月31日           | (5,522)                | (1,148)                                 | (9,555)                          | (8,235)                                              | (24,460) |

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

## 綜合財務報表附註(續)

### 26 Deferred income tax (Continued)

#### (a) Deferred tax assets and liabilities recognised (Continued)

#### (ii) Reconciliations to the consolidated statements of financial position

### 26 遞延所得稅(續)

#### (a) 已確認遞延稅項資產及負債(續)

#### (ii) 綜合財務狀況表對賬

|                                                                           |                   | As at 31 March<br>於3月31日          |                                   |
|---------------------------------------------------------------------------|-------------------|-----------------------------------|-----------------------------------|
|                                                                           |                   | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| The balance comprises temporary differences attributable to:              | 結餘包括由以下項目產生的暫時差額： |                                   |                                   |
| Tax losses                                                                | 稅項虧損              | 47,879                            | 52,514                            |
| Lease liabilities                                                         | 租賃負債              | 5,117                             | 5,426                             |
| Allowance for doubtful accounts                                           | 呆賬撥備              | 1,118                             | 881                               |
| Total deferred income tax assets                                          | 遞延所得稅資產總計         | 54,114                            | 58,821                            |
| Set-off of deferred income tax liabilities pursuant to set-off provisions | 根據抵銷規定抵銷遞延所得稅負債   | (21,272)                          | (24,223)                          |
|                                                                           |                   | 32,842                            | 34,598                            |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 26 Deferred income tax (Continued)

##### (a) Deferred tax assets and liabilities recognised (Continued)

##### (ii) Reconciliations to the consolidated statements of financial position (Continued)

#### 26 遞延所得稅(續)

##### (a) 已確認遞延稅項資產及負債(續)

##### (ii) 綜合財務狀況表對賬(續)

|                                                                           |                   | As at 31 March<br>於3月31日          |                                   |
|---------------------------------------------------------------------------|-------------------|-----------------------------------|-----------------------------------|
|                                                                           |                   | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| The balance comprises temporary differences attributable to:              | 結餘包括由以下項目產生的暫時差額： |                                   |                                   |
| Contract acquisition costs                                                | 合約取得成本            | (9,555)                           | (9,459)                           |
| Right-of-use assets                                                       | 使用權資產             | (5,522)                           | (5,955)                           |
| Change in fair value gain or loss                                         | 公允價值損益變動          | (1,148)                           | (1,002)                           |
| Fair value adjustments on intangible assets                               | 無形資產公允價值調整        | (8,235)                           | (8,943)                           |
| Total deferred income tax liabilities                                     | 遞延所得稅負債總計         | (24,460)                          | (25,359)                          |
| Set-off of deferred income tax liabilities pursuant to set-off provisions | 根據抵銷規定抵銷遞延所得稅負債   | 21,272                            | 24,223                            |
|                                                                           |                   | (3,188)                           | (1,136)                           |

##### (b) Deferred tax assets not recognised

In accordance with the accounting policy set out in Note 2.16, the Group has not recognised deferred tax assets in respect of unused tax losses arising from certain subsidiaries of the Group of approximately RMB2,407,181,000 (31 March 2025: RMB2,491,707,000) as it is not probable that future taxable profits against which the losses can be utilised will be available in the relevant tax jurisdiction and entity. The remaining unused tax losses 31 March 2026 will expire on or before 31 December 2035.

##### (b) 未確認遞延稅項資產

根據附註2.16中規定的會計政策，本集團未就本集團若干附屬公司產生的人民幣約2,407,181,000元（2025年3月31日：人民幣2,491,707,000元）的未動用稅務虧損確認遞延稅項資產，因為相關稅務管轄區及實體不太可能獲得可用於彌補虧損的未來應課稅利潤。2026年3月31日剩餘未動用稅務虧損將於2035年12月31日或之前到期。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 27 Trade payables

#### 27 貿易應付款項

|                |        | As at 31 March<br>於3月31日          |                                   |
|----------------|--------|-----------------------------------|-----------------------------------|
|                |        | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Trade payables | 貿易應付款項 | 5,560                             | 4,823                             |

The aging analysis of trade payables based on invoice date is as follows:

貿易應付款項基於發票日期的賬齡分析如下：

|                |        | As at 31 March<br>於3月31日          |                                   |
|----------------|--------|-----------------------------------|-----------------------------------|
|                |        | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Up to 6 months | 不超過6個月 | 5,560                             | 4,823                             |

#### 28 Other payables and accruals

#### 28 其他應付款項及應計費用

|                                         |          | As at 31 March<br>於3月31日          |                                   |
|-----------------------------------------|----------|-----------------------------------|-----------------------------------|
|                                         |          | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Salary and welfare payable              | 應付薪金及福利  | 228,737                           | 200,443                           |
| Accrual for other taxes                 | 應計其他稅項   | 36,730                            | 32,931                            |
| Accrued service and goods               | 應計服務及產品費 | 22,623                            | 12,527                            |
| Accrued staff reimbursement             | 應計員工報銷   | 3,614                             | 3,469                             |
| Personal tax refunds payable            | 應付個人退稅   | 1,024                             | 1,024                             |
| Payables for acquisition considerations | 應付收購對價   | —                                 | 18,074                            |
| Others                                  | 其他       | 622                               | 285                               |
|                                         |          | 293,350                           | 268,753                           |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 29 Dividends

No dividends have been paid or declared by the Company for the years ended 31 March 2026 and 2025.

#### 29 股息

本公司於截至2026年及2025年3月31日止年度並無支付或宣派任何股息。

#### 30 Cash flow information

#### 30 現金流資料

##### (a) Cash generated from operations

##### (a) 經營產生的現金

|                                                                                        |            | Year ended 31 March<br>截至3月31日止年度 |                                   |
|----------------------------------------------------------------------------------------|------------|-----------------------------------|-----------------------------------|
|                                                                                        | Note<br>附註 | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| <b>Loss before income tax</b>                                                          |            | <b>(18,745)</b>                   | (143,296)                         |
| <b>Adjustments for:</b>                                                                |            |                                   |                                   |
| Depreciation and amortization                                                          | 9          | 41,200                            | 53,662                            |
| Net impairment losses on financial assets and contract assets                          | 3.1        | 3,668                             | 5,132                             |
| Share-based payments expenses                                                          | 25         | 74,866                            | 117,302                           |
| Net fair value gains on financial assets measured at fair value through profit or loss | 19         | (15,812)                          | (24,005)                          |
| Finance income – net                                                                   | 11         | (7,936)                           | (2,417)                           |
| Loss of disposal of property, plant and equipment and right-of-use assets              | 8          | 491                               | 87                                |
| Net foreign exchange (gains)/losses                                                    | 8          | (6,299)                           | 2,989                             |
| <b>Changes in working capital:</b>                                                     |            |                                   |                                   |
| (Increase)/decrease in trade receivables                                               |            | (17,047)                          | 716                               |
| Increase in contract assets                                                            |            | (2,590)                           | (1,302)                           |
| Increase in prepayment and other receivables                                           |            | (14,031)                          | (22,683)                          |
| Increase in contract acquisition costs                                                 |            | (1,687)                           | (735)                             |
| Increase in trade payables                                                             |            | 737                               | 1,473                             |
| Increase in contract liabilities                                                       |            | 68,026                            | 47,581                            |
| Increase in other payables and accruals                                                |            | 43,369                            | 38,226                            |
| <b>Cash generated from operations</b>                                                  |            | <b>148,210</b>                    | 72,730                            |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 30 Cash flow information (Continued)

##### (b) Non-cash investing and financing activities

The major non-cash investing and financing transactions during all the years presented mainly include the additions of the right-of-use assets and lease liabilities described in Note 17.

##### (c) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Group's consolidated cash flow statement as cash flows from financing activities.

#### 30 現金流資料(續)

##### (b) 非現金投融資活動

於所示所有年度的主要非現金投融資交易主要包括附註17所述的新增使用權資產及租賃負債。

##### (c) 融資活動所產生的負債的對賬

下表詳細說明了本集團融資活動所產生的負債的變動，包括現金及非現金變動。融資活動所產生的負債是指在本集團綜合現金流量表中將其現金流量或未來現金流量分類為融資活動產生的現金流量的負債。

|                                                                           |                   | Lease liabilities<br>租賃負債<br>RMB'000<br>人民幣千元 | Bank loans<br>銀行貸款<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|---------------------------------------------------------------------------|-------------------|-----------------------------------------------|----------------------------------------|---------------------------------|
| <b>At 1 April 2024</b>                                                    | <b>於2024年4月1日</b> | 22,741                                        | —                                      | 22,741                          |
| <b>Changes from financing cash flows:</b>                                 | <b>融資現金流變動：</b>   |                                               |                                        |                                 |
| Interest element of lease payments                                        | 租賃租金的利息部分         | (1,118)                                       | —                                      | (1,118)                         |
| Capital element of lease payments                                         | 租賃租金的本金部分         | (28,422)                                      | —                                      | (28,422)                        |
| Repayment of bank loans                                                   | 償還銀行貸款            | —                                             | (20,000)                               | (20,000)                        |
| Financial costs paid                                                      | 已付財務成本            | —                                             | (132)                                  | (132)                           |
| <b>Other changes:</b>                                                     | <b>其他變動：</b>      |                                               |                                        |                                 |
| Net increase in lease liabilities from new leases entered during the year | 年內訂立新租賃的租賃負債增加淨額  | 41,133                                        | —                                      | 41,133                          |
| Addition through acquisition of a subsidiary                              | 透過收購一間附屬公司添置      | 719                                           | 20,000                                 | 20,719                          |
| Finance costs (Note 11)                                                   | 財務成本(附註11)        | 1,118                                         | 132                                    | 1,250                           |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註（續）

#### 30 Cash flow information (Continued)

##### (c) Reconciliation of liabilities arising from financing activities (Continued)

#### 30 現金流資料（續）

##### (c) 融資活動所產生的負債的對賬（續）

|                                                                           |                              | Lease liabilities<br>租賃負債<br>RMB'000<br>人民幣千元 | Bank loans<br>銀行貸款<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|---------------------------------------------------------------------------|------------------------------|-----------------------------------------------|----------------------------------------|---------------------------------|
| <b>At 31 March 2025 and 1 April 2025</b>                                  | <b>於2025年3月31日及2025年4月1日</b> | 36,171                                        | —                                      | 36,171                          |
| <b>Changes from financing cash flows:</b>                                 | <b>融資現金流變動：</b>              |                                               |                                        |                                 |
| Interest element of lease payments                                        | 租賃租金的利息部分                    | (1,806)                                       | —                                      | (1,806)                         |
| Capital element of lease payments                                         | 租賃租金的本金部分                    | (21,558)                                      | —                                      | (21,558)                        |
| <b>Other changes:</b>                                                     | <b>其他變動：</b>                 |                                               |                                        |                                 |
| Net increase in lease liabilities from new leases entered during the year | 年內訂立新租賃的租賃負債增加淨額             | 16,871                                        | —                                      | 16,871                          |
| Finance costs (Note 11)                                                   | 財務成本（附註11）                   | 1,806                                         | —                                      | 1,806                           |
| <b>At 31 March 2026</b>                                                   | <b>於2026年3月31日</b>           | 31,484                                        | —                                      | 31,484                          |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 31 Commitments

##### (a) Capital commitments

Capital expenditure contracted for at the end of the year but not yet incurred is as follows:

|               |     | As at 31 March<br>於3月31日          |                                   |
|---------------|-----|-----------------------------------|-----------------------------------|
|               |     | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Within 1 year | 1年內 | 109                               | 117                               |

##### (b) Operating lease commitments

The Group leases certain offices under non-cancellable operating lease arrangements with lease terms less than 1 year, which can be exempted from IFRS 16. The Group's future aggregate minimum lease payments for such short-term non-cancellable operating leases were as follows:

|               |     | As at 31 March<br>於3月31日          |                                   |
|---------------|-----|-----------------------------------|-----------------------------------|
|               |     | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Within 1 year | 1年內 | 429                               | 266                               |

#### 31 承擔

##### (a) 資本承擔

年末已訂約但尚未產生的資本支出如下：

##### (b) 經營租賃承擔

本集團根據不可撤銷經營租賃安排租賃若干辦公室，租賃期不足1年，可獲豁免遵守國際財務報告準則第16號。本集團未來就此類短期不可撤銷經營租賃的最低租賃付款總額如下：

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 32 Related party transactions

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operation decisions. Parties are also considered to be related if they are subject to common control. Members of key management and their close family members of the Group are also considered as related parties.

The following significant transactions were carried out between the Group and its related parties during all the years presented. In the opinion of the directors of the Company, the related party transactions were carried out in the normal course of business and at terms negotiated between the Group and the respective related parties.

##### Key management personnel compensations

Key management includes directors and other members of the Company's senior management team. The compensations payable to key management for employee services are shown below:

#### 32 關聯方交易

一方有能力直接或間接控制另一方或行使對另一方財務及經營決策的重大影響力時各方被視為有關聯。各方受共同控制時亦被視為有關聯。本集團主要管理層成員及彼等的近親亦被視為關聯方。

於所示所有年度，本集團與其關聯方進行以下重大交易。本公司董事認為，關聯方交易乃於正常業務過程中按本集團與各自關聯方磋商之條款進行。

##### 主要管理人員薪酬

主要管理人員包括董事及本公司其他高級管理層成員。就僱員服務應付主要管理人員的薪酬如下所示：

|                             |           | Year ended 31 March<br>截至3月31日止年度 |                                   |
|-----------------------------|-----------|-----------------------------------|-----------------------------------|
|                             |           | 2026<br>2026年<br>RMB'000<br>人民幣千元 | 2025<br>2025年<br>RMB'000<br>人民幣千元 |
| Share-based compensation    | 以股份為基礎的薪酬 | 11,705                            | 20,309                            |
| Wages, salaries and bonuses | 工資、薪金及花紅  | 8,459                             | 7,083                             |
| Others                      | 其他        | 512                               | 486                               |
|                             |           | 20,676                            | 27,878                            |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

### 33 Benefits and interests of directors

The remuneration of every director for the for the year ended 31 March 2026 is set out as below:

### 33 董事的福利及權益

各董事截至2026年3月31日止年度的酬金載列如下：

| Name                                       | 姓名             | Fees    | Wages, salaries and benefits in kind | Discretionary bonuses | Pension cost-defined contribution plans | Other social security costs | Housing benefits | Share-based compensation | Total   |
|--------------------------------------------|----------------|---------|--------------------------------------|-----------------------|-----------------------------------------|-----------------------------|------------------|--------------------------|---------|
|                                            |                | 袍金      | 工資、薪金及實物福利                           | 酌情花紅                  | 退休金成本－界定供款計劃                            | 其他社會保障開支                    | 住房福利             | 以股份為基礎的薪酬                | 總計      |
|                                            |                | RMB'000 | RMB'000                              | RMB'000               | RMB'000                                 | RMB'000                     | RMB'000          | RMB'000                  | RMB'000 |
|                                            |                | 人民幣千元   | 人民幣千元                                | 人民幣千元                 | 人民幣千元                                   | 人民幣千元                       | 人民幣千元            | 人民幣千元                    | 人民幣千元   |
| <b>Chairman</b>                            | <b>主席</b>      |         |                                      |                       |                                         |                             |                  |                          |         |
| Mr. Wang Zhaohui (i)                       | 王朝暉先生(i)       | -       | 1,254                                | 1,341                 | 86                                      | 45                          | 51               | 4,260                    | 7,037   |
| <b>Executive directors</b>                 | <b>執行董事</b>    |         |                                      |                       |                                         |                             |                  |                          |         |
| Mr. Ji Weiguo (ii)                         | 紀偉國先生(ii)      | -       | 1,366                                | 1,071                 | 69                                      | 45                          | 51               | 4,260                    | 6,862   |
| Ms. Liu Xianna (iii)                       | 劉憲娜女士(iii)     | -       | 1,354                                | 1,353                 | 69                                      | 45                          | 51               | 3,185                    | 6,057   |
| <b>Independent non-executive directors</b> | <b>獨立非執行董事</b> |         |                                      |                       |                                         |                             |                  |                          |         |
| Mr. Zhao Hongqiang (iv)                    | 趙宏強先生(iv)      | 240     | -                                    | -                     | -                                       | -                           | -                | -                        | 240     |
| Mr. Ge Ke (iv)                             | 葛珂先生(iv)       | 240     | -                                    | -                     | -                                       | -                           | -                | -                        | 240     |
| Mr. Du Kui (iv)                            | 杜葵先生(iv)       | 240     | -                                    | -                     | -                                       | -                           | -                | -                        | 240     |
|                                            |                | 720     | 3,974                                | 3,765                 | 224                                     | 135                         | 153              | 11,705                   | 20,676  |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 33 Benefits and interests of directors (Continued)

The remuneration of every director for the year ended 31 March 2025 is set out as below:

#### 33 董事的福利及權益(續)

各董事截至2025年3月31日止年度的酬金載列如下：

| Name                                       | 姓名             | Fees    | Wages, salaries and benefits in kind | Discretionary bonuses | Pension cost-defined contribution plans | Other social security costs | Housing benefits | Share-based compensation | Total   |
|--------------------------------------------|----------------|---------|--------------------------------------|-----------------------|-----------------------------------------|-----------------------------|------------------|--------------------------|---------|
|                                            |                | 袍金      | 工資、薪金及實物福利                           | 酌情花紅                  | 退休金成本—界定供款計劃                            | 其他社會保障開支                    | 住房福利             | 以股份為基礎的薪酬                | 總計      |
|                                            |                | RMB'000 | RMB'000                              | RMB'000               | RMB'000                                 | RMB'000                     | RMB'000          | RMB'000                  | RMB'000 |
|                                            |                | 人民幣千元   | 人民幣千元                                | 人民幣千元                 | 人民幣千元                                   | 人民幣千元                       | 人民幣千元            | 人民幣千元                    | 人民幣千元   |
| <b>Chairman</b>                            | <b>主席</b>      |         |                                      |                       |                                         |                             |                  |                          |         |
| Mr. Wang Zhaohui (i)                       | 王朝暉先生(i)       | —       | 1,199                                | 947                   | 70                                      | 44                          | 50               | 7,301                    | 9,611   |
| <b>Executive directors</b>                 | <b>執行董事</b>    |         |                                      |                       |                                         |                             |                  |                          |         |
| Mr. Ji Weiguo (ii)                         | 紀偉國先生(ii)      | —       | 1,096                                | 947                   | 67                                      | 44                          | 50               | 7,301                    | 9,505   |
| Ms. Liu Xianna (iii)                       | 劉憲娜女士(iii)     | —       | 1,204                                | 970                   | 67                                      | 44                          | 50               | 5,707                    | 8,042   |
| <b>Independent non-executive directors</b> | <b>獨立非執行董事</b> |         |                                      |                       |                                         |                             |                  |                          |         |
| Mr. Zhao Hongqiang (iv)                    | 趙宏強先生(iv)      | 240     | —                                    | —                     | —                                       | —                           | —                | —                        | 240     |
| Mr. Ge Ke (iv)                             | 葛珂先生(iv)       | 240     | —                                    | —                     | —                                       | —                           | —                | —                        | 240     |
| Mr. Du Kui (iv)                            | 杜葵先生(iv)       | 240     | —                                    | —                     | —                                       | —                           | —                | —                        | 240     |
|                                            |                | 720     | 3,499                                | 2,864                 | 204                                     | 132                         | 150              | 20,309                   | 27,878  |

(i) Mr. Wang Zhaohui was appointed as the Company's chairman of the board of directors on 6 April 2018.

(ii) Mr. Ji Weiguo was appointed as the Company's director on 6 April 2018.

(iii) Ms. Liu Xianna was appointed as the Company's director on 31 December 2021.

(iv) Mr. Zhao Hongqiang, Mr. Ge Ke and Mr. Du Kui were appointed as the Company's directors on 30 March 2023.

For the years ended 31 March 2026 and 2025, no director waived or agreed to waive any emoluments and no amounts were paid or payable by the Group to the directors as an inducement to join or upon joining the Group or as compensation for loss of any office in connection with the management of the affairs of any member of the Group.

(i) 王朝暉先生於2018年4月6日獲委任為本公司董事會主席。

(ii) 紀偉國先生於2018年4月6日獲委任為本公司董事。

(iii) 劉憲娜女士於2021年12月31日獲委任為本公司董事。

(iv) 趙宏強先生、葛珂先生及杜葵先生於2023年3月30日獲委任為本公司董事。

截至2026年及2025年3月31日止年度，概無董事放棄或同意放棄任何酬金，且本集團並無支付或應付董事任何款項，作為吸引其加入本集團或加入本集團後的獎勵或作為離任本集團任何成員公司管理事務職位的補償。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

## 綜合財務報表附註(續)

### 34 Notes to the statements of financial position of the Company

### 34 本公司財務狀況表附註

#### (a) Statements of financial position of the Company

#### (a) 本公司財務狀況表

|                                                       |                    | Note<br>附註 | As at 31 March<br>2026<br>於2026年3月31日<br>RMB'000<br>人民幣千元 | As at 31 March<br>2025<br>於2025年3月31日<br>RMB'000<br>人民幣千元 |
|-------------------------------------------------------|--------------------|------------|-----------------------------------------------------------|-----------------------------------------------------------|
| <b>ASSETS</b>                                         | <b>資產</b>          |            |                                                           |                                                           |
| <b>Non-current asset</b>                              | <b>非流動資產</b>       |            |                                                           |                                                           |
| Investment in subsidiaries                            | 於附屬公司的投資           |            | 4,936,082                                                 | 4,834,111                                                 |
| <b>Total non-current asset</b>                        | <b>非流動資產總值</b>     |            | 4,936,082                                                 | 4,834,111                                                 |
| <b>Current assets</b>                                 | <b>流動資產</b>        |            |                                                           |                                                           |
| Other receivables and prepayments                     | 其他應收款項及預付款項        |            | 20,637                                                    | 15,534                                                    |
| Cash and cash equivalents                             | 現金及現金等價物           |            | 393,192                                                   | 102,697                                                   |
| Financial assets at fair value through profit or loss | 按公允價值計入損益的<br>金融資產 | 19         | 262,369                                                   | 358,673                                                   |
| <b>Total current assets</b>                           | <b>流動資產總值</b>      |            | 676,198                                                   | 476,904                                                   |
| <b>Total assets</b>                                   | <b>資產總值</b>        |            | 5,612,280                                                 | 5,311,015                                                 |
| <b>EQUITY</b>                                         | <b>權益</b>          |            |                                                           |                                                           |
| Share capital                                         | 股本                 | 23         | 51                                                        | 50                                                        |
| Share premium                                         | 股份溢價               | 23         | 13,196,250                                                | 13,189,684                                                |
| Reserves                                              | 儲備                 | 34(b)      | 435,395                                                   | 427,552                                                   |
| Accumulated losses                                    | 累計虧損               |            | (8,903,184)                                               | (8,909,883)                                               |
| <b>Total equity</b>                                   | <b>總權益</b>         |            | 4,728,512                                                 | 4,707,403                                                 |
| <b>LIABILITY</b>                                      | <b>負債</b>          |            |                                                           |                                                           |
| <b>Current liability</b>                              | <b>流動負債</b>        |            |                                                           |                                                           |
| Other payables and accruals                           | 其他應付款項及應計費用        |            | 883,768                                                   | 603,612                                                   |
| <b>Total current liability</b>                        | <b>流動負債總額</b>      |            | 883,768                                                   | 603,612                                                   |
| <b>Total liability</b>                                | <b>負債總額</b>        |            | 883,768                                                   | 603,612                                                   |
| <b>Total equity and liability</b>                     | <b>權益及負債總額</b>     |            | 5,612,280                                                 | 5,311,015                                                 |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註（續）

#### 34 Notes to the statements of financial position of the Company (Continued)

##### (b) Reserve movement of the Company

#### 34 本公司財務狀況表附註（續）

##### (b) 本公司的儲備變動

|                                                      |                       | Share-based<br>payments reserve<br>股份付款儲備<br>RMB'000<br>人民幣千元 | Treasury<br>share reserve<br>庫存股份儲備<br>RMB'000<br>人民幣千元 | Exchange<br>reserve<br>外匯儲備<br>RMB'000<br>人民幣千元 | Total<br>總計<br>RMB'000<br>人民幣千元 |
|------------------------------------------------------|-----------------------|---------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------|---------------------------------|
| As at 1 April 2024                                   | 於2024年4月1日            | 433,358                                                       | (8,354)                                                 | (16,434)                                        | 408,570                         |
| Share-based payments                                 | 以股份為基礎的付款             | 117,302                                                       | —                                                       | —                                               | 117,302                         |
| Other comprehensive income                           | 其他全面收益                | —                                                             | —                                                       | 30,786                                          | 30,786                          |
| Exercise of share options                            | 行使購股權                 | (38,901)                                                      | —                                                       | —                                               | (38,901)                        |
| Purchase of own shares                               | 回購自身股份股               | —                                                             | (90,205)                                                | —                                               | (90,205)                        |
| As at 31 March 2025 and 1 April 2025                 | 於2025年3月31日及2025年4月1日 | 511,759                                                       | (98,559)                                                | 14,352                                          | 427,552                         |
| Issuance of ordinary shares for share-based payments | 就股份支付事宜發行普通股          | —                                                             | (1)                                                     | —                                               | (1)                             |
| Share-based payments                                 | 以股份為基礎的付款             | 74,866                                                        | —                                                       | —                                               | 74,866                          |
| Other comprehensive income                           | 其他全面收益                | —                                                             | —                                                       | (93,848)                                        | (93,848)                        |
| Exercise of share options and vesting of RSUs        | 購股權獲行使及受限股份單位歸屬       | (34,867)                                                      | 2,175                                                   | —                                               | (32,692)                        |
| Repurchase and cancellation of shares                | 股份回購及註銷               | —                                                             | 59,518                                                  | —                                               | 59,518                          |
| As at 31 March 2026                                  | 於2026年3月31日           | 551,758                                                       | (36,867)                                                | (79,496)                                        | 435,395                         |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 35 Subsidiaries

The Group's principal subsidiaries at 31 March 2026 are set out below. Unless otherwise stated, they have share capital consisting solely of ordinary shares that are held directly or indirectly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation or registration is also their principal place of business.

#### 35 附屬公司

本集團於2026年3月31日的主要附屬公司載列如下。除另有說明者外，該等附屬公司的股本完全由本集團直接或間接持有的普通股組成，而持有的所有權權益之比重相等於本集團持有的投票權。註冊成立或登記國家亦為其主要營業地點。

| Name of subsidiaries and controlled structured entities                   | Place and date of incorporation/<br>establishment and kind of legal entity<br>註冊成立／成立地點及日期及法律<br>實體類別 | Registered/issued capital<br>註冊／已發行資本 | Effective interest held<br>所持實際權益<br>As at 31 March<br>於3月31日 |       | Principal activities and<br>place of operation<br>主要業務及經營地點 |
|---------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------------------------------|-------|-------------------------------------------------------------|
|                                                                           |                                                                                                       |                                       | 2026                                                          | 2025  |                                                             |
| 附屬公司及受控結構性實體名稱                                                            | 實體類別                                                                                                  | 註冊／已發行資本                              | 2026年                                                         | 2025年 | 主要業務及經營地點                                                   |
| <b>Directly held by the Company</b>                                       | <b>本公司直接持有</b>                                                                                        |                                       |                                                               |       |                                                             |
| Beisen Holding HK Limited                                                 | 10 April 2018/Hong Kong/limited liability company                                                     | HKD1/HKD1                             | 100%                                                          | 100%  | Investment Holding/<br>Hong Kong                            |
| Beisen Holding HK Limited                                                 | 2018年4月10日／香港／<br>有限責任公司                                                                              | 1港元／1港元                               | 100%                                                          | 100%  | 投資控股／香港                                                     |
| HRTech Holding Limited                                                    | 15 August 2024/The British Virgin Islands/<br>limited liability company                               | USD50,000/USD99                       | 100%                                                          | 100%  | Investment Holding/<br>The British Virgin Islands           |
| HRTech Holding Limited                                                    | 2024年8月15日／英屬維爾京群島／<br>有限責任公司                                                                         | 50,000美元／99美元                         | 100%                                                          | 100%  | 投資控股／<br>英屬維爾京群島                                            |
| <b>Indirectly held by the Company</b>                                     | <b>本公司間接持有</b>                                                                                        |                                       |                                                               |       |                                                             |
| Beijing Beisen Cloud Technology Co., Ltd. (Beijing WFOE)<br>(北京北森雲科技有限公司) | 30 May 2018/PRC/limited liability company                                                             | USD30,000,000/<br>USD14,299,960       | 100%                                                          | 100%  | Development and sale of<br>products or services/PRC         |
| 北京北森雲科技有限公司(北京外商獨資企業)                                                     | 2018年5月30日／中國／<br>有限責任公司                                                                              | 30,000,000美元／<br>14,299,960美元         | 100%                                                          | 100%  | 開發及銷售產品或<br>服務／中國                                           |
| Beijing Beisen Cloud Computing Co., Ltd.<br>(北京北森雲計算股份有限公司)(Note a)       | 17 May 2005/PRC/limited liability company                                                             | RMB55,805,203/<br>RMB55,805,203       | 100%                                                          | 100%  | Development and sale of<br>products or services/PRC         |
| 北京北森雲計算股份有限公司(附註a)                                                        | 2005年5月17日／中國／<br>有限責任公司                                                                              | 人民幣55,805,203元／<br>人民幣55,805,203元     | 100%                                                          | 100%  | 開發及銷售產品或<br>服務／中國                                           |

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 35 Subsidiaries (Continued)

#### 35 附屬公司(續)

| Name of subsidiaries and controlled structured entities<br>附屬公司及受控結構性實體名稱                              | Place and date of incorporation/<br>establishment and kind of legal entity<br>註冊成立/成立地點及日期及法律<br>實體類別 | Registered/issued capital<br>註冊/已發行資本 | Effective interest held<br>所持實際權益<br>As at 31 March<br>於3月31日 |               | Principal activities and<br>place of operation<br>主要業務及經營地點 |
|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------------------------------|---------------|-------------------------------------------------------------|
|                                                                                                        |                                                                                                       |                                       | 2026<br>2026年                                                 | 2025<br>2025年 |                                                             |
| Beisen Cloud Computing Co., Ltd. (北森雲計算有限公司)                                                           | 3 January 2019/PRC/limited liability company                                                          | USD260,000,000/<br>USD232,969,200     | 100%                                                          | 100%          | Development and sale of<br>products or services/PRC         |
| 北森雲計算有限公司                                                                                              | 2019年1月3日/中國/有限責任公司                                                                                   | 260,000,000美元/<br>232,969,200美元       | 100%                                                          | 100%          | 開發及銷售產品或<br>服務/中國                                           |
| Beijing Beisen Zongheng Investment Management Center<br>(Limited Partnership) (北京北森縱橫投資管理中心<br>(有限合夥)) | 10 October 2013/PRC/limited partnership                                                               | RMB3,800,000/<br>RMB3,800,000         | 100%                                                          | 100%          | Employee stock holding<br>platform/PRC                      |
| 北京北森縱橫投資管理中心(有限合夥)                                                                                     | 2013年10月10日/中國/有限合夥                                                                                   | 人民幣3,800,000元/<br>人民幣3,800,000元       | 100%                                                          | 100%          | 員工持股平台/中國                                                   |
| Sendou Shanghai Technology Co., Ltd.<br>(森豆(上海)科技有限公司)                                                 | 10 July 2019/PRC/limited liability company                                                            | RMB100,000/Nil                        | 100%                                                          | 100%          | Cloud-Based HCM<br>Solution/PRC                             |
| 森豆(上海)科技有限公司                                                                                           | 2019年7月10日/中國/<br>有限責任公司                                                                              | 人民幣100,000元/零                         | 100%                                                          | 100%          | 雲端HCM解決方案/中國                                                |
| Kuxuan (Beijing) Technology Co., Ltd.<br>(酷渲(北京)科技有限公司)                                                | 20 January 2017/PRC/limited liability<br>company                                                      | RMB7,430,000/<br>RMB7,430,000         | 100%                                                          | 100%          | Development and sale of<br>products or services/PRC         |
| 酷渲(北京)科技有限公司                                                                                           | 2017年1月20日/中國/<br>有限責任公司                                                                              | 人民幣7,430,000元/<br>人民幣7,430,000元       | 100%                                                          | 100%          | 開發及銷售產品或<br>服務/中國                                           |
| Beisen Cloud Computing (Shanghai) Co., Ltd.<br>(北森雲計算(上海)有限公司)                                         | 09 December 2025/PRC/limited liability<br>company                                                     | RMB10,000,000/<br>RMB4,000,000        | 100%                                                          | 100%          | Development and sale of<br>products or services/PRC         |
| 北森雲計算(上海)有限公司                                                                                          | 2025年12月9日/中國/<br>有限責任公司                                                                              | 人民幣10,000,000元/<br>人民幣4,000,000元      | 100%                                                          | 100%          | 開發及銷售產品或<br>服務/中國                                           |

The English names of certain subsidiaries referred herein represent the directors' best effort at translating the Chinese names of these companies as no English names have been registered.

由於該等公司並無登記英文名稱，故本報告提述的若干附屬公司的英文名稱為董事就該等公司的中文名稱盡力提供的翻譯。

Note a: As described in Note 2.2.1 (a), the Company does not have directly or indirectly legal ownership in equity of the PRC Consolidated Affiliated Entities. Nevertheless, under the Contractual Arrangements entered into with Beisen Cloud Computing and its shareholders, the Company and its other legally owned subsidiaries are able to effectively control the operating and financing decisions of the PRC Consolidated Affiliated Entities and receive substantially all of the economic benefits generated by the PRC Consolidated Affiliated Entities. Accordingly, the PRC Consolidated Affiliated Entities are treated as controlled structured entities of the Company and consolidated by the Company.

附註a: 誠如附註2.2.1(a)所述，本公司並無直接或間接擁有中國綜合聯屬實體的法定所有權。然而，根據與北森雲計算及其股東訂立的合約安排，本公司及其其他合法擁有的附屬公司能夠有效控制中國綜合聯屬實體的經營及融資決策，並獲得中國綜合聯屬實體產生的幾乎所有經濟利益。因此，中國綜合聯屬實體被視為本公司的受控結構性實體且並入本公司。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS (CONTINUED)

### 綜合財務報表附註(續)

#### 36 Contingent liabilities

The Group did not have any material contingent liabilities as at 31 March 2026.

#### 37 Subsequent events

There were no material subsequent events undertaken by the Group after 31 March 2026 and up to date of this report.

#### 36 或然負債

於2026年3月31日，本集團並無任何重大或然負債。

#### 37 期後事項

本集團於2026年3月31日後至本報告刊發日期止並無發生重大期後事項。

## DEFINITIONS

### 釋義

In this report, the following expressions have the meanings set out below unless the context otherwise requires:

於本報告內，除文義另有所指外，下列詞彙具有下文所載涵義：

|                                              |   |                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| "2016 FITE Regulations"                      |   | the Provisions on the Administration of Foreign-Invested Telecommunications Enterprises promulgated by the State Council, which were amended on 10 September 2008, 6 February 2016 and 7 April 2022 (the version amended in 2016, hereinafter the "2016 FITE Regulations", and the version amended in 2022, hereinafter the "2022 FITE Regulations") |
| 「2016年外商投資電信企業規定」                            | 指 | 國務院頒佈的《外商投資電信企業管理規定》，於2008年9月10日、2016年2月6日及2022年4月7日修訂（2016年修訂的版本統稱「2016年外商投資電信企業管理規定」，2022年修訂的版本統稱「2022年外商投資電信企業管理規定」）                                                                                                                                                                                                                              |
| "affiliate(s)"                               |   | with respect to any specified person, any other person, directly or indirectly, controlling or controlled by or under direct or indirect common control with such specified person                                                                                                                                                                   |
| 「聯屬人士」                                       | 指 | 就任何特定人士而言，直接或間接控制該特定人士或受其直接或間接控制或與其受直接或間接共同控制的任何其他人士                                                                                                                                                                                                                                                                                                 |
| "AGM"                                        |   | the annual general meeting of the Company to be held on 17 September 2026                                                                                                                                                                                                                                                                            |
| 「股東週年大會」                                     | 指 | 本公司將於2026年9月17日舉行的股東週年大會                                                                                                                                                                                                                                                                                                                             |
| "Articles of Association"                    |   | the articles of association of the Company, as amended from time to time                                                                                                                                                                                                                                                                             |
| 「組織章程細則」                                     | 指 | 本公司組織章程細則（經不時修訂）                                                                                                                                                                                                                                                                                                                                     |
| "Audit Committee"                            |   | the audit committee of the Board                                                                                                                                                                                                                                                                                                                     |
| 「審核委員會」                                      | 指 | 董事會審核委員會                                                                                                                                                                                                                                                                                                                                             |
| "Beijing WFOE"                               |   | Beijing Beisen Cloud Technology Co., Ltd. (北京北森雲科技有限公司), a limited liability company established under the laws of the PRC on 30 May 2018 and a wholly-owned subsidiary of our Company                                                                                                                                                               |
| 「北京外商獨資企業」                                   | 指 | 北京北森雲科技有限公司，於2018年5月30日根據中國法律成立的有限公司，為本公司的全資附屬公司                                                                                                                                                                                                                                                                                                     |
| "Beisen HK"                                  |   | Beisen Holding HK Limited, a limited company incorporated in Hong Kong on 10 April 2018 and a wholly-owned subsidiary of our Company                                                                                                                                                                                                                 |
| 「Beisen HK」                                  | 指 | Beisen Holding HK Limited，於2018年4月10日在香港註冊成立的有限公司，為本公司的全資附屬公司                                                                                                                                                                                                                                                                                        |
| "Beisen Shengya"                             |   | Beisen Shengya (Beijing) Education Technology Co., Ltd. (北森生涯(北京)教育科技有限公司), a limited liability company established under the laws of the PRC on 23 April 2009, which ceased to be our wholly-owned subsidiary after the relevant share transfer completed on 6 September 2021                                                                       |
| 「北森生涯」                                       | 指 | 北森生涯(北京)教育科技有限公司，於2009年4月23日根據中國法律成立的有限責任公司，於2021年9月6日完成相關股權轉讓後，不再為本公司的全資附屬公司                                                                                                                                                                                                                                                                        |
| "Board", "our Board" or "Board of Directors" |   | the Board of Directors of our Company                                                                                                                                                                                                                                                                                                                |
| 「董事會」                                        | 指 | 本公司董事會                                                                                                                                                                                                                                                                                                                                               |
| "business day"                               |   | any day (other than a Saturday, Sunday or public holiday in Hong Kong) on which banks in Hong Kong or other relevant jurisdictions are generally open for normal banking business                                                                                                                                                                    |
| 「營業日」                                        | 指 | 香港或其他相關司法管轄區的銀行通常開門辦理一般銀行業務的任何日子（星期六、星期日或香港公眾假期除外）                                                                                                                                                                                                                                                                                                   |
| "CAGR"                                       |   | compound annual growth rate                                                                                                                                                                                                                                                                                                                          |
| 「複合年均增長率」                                    | 指 | 複合年均增長率                                                                                                                                                                                                                                                                                                                                              |

## DEFINITIONS

### 釋義

|                                                          |   |                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| “CG Code”<br>「企業管治守則」                                    | 指 | the Corporate Governance Code set out in Appendix C1 to the Listing Rules<br>上市規則附錄C1所載企業管治守則                                                                                                                                                                                                           |
| “Chairman”<br>「主席」                                       | 指 | the chairman of the Board<br>董事會主席                                                                                                                                                                                                                                                                      |
| “Chengdu WFOE”<br>「成都外商獨資企業」                             | 指 | Beisen Cloud Computing Co., Ltd. (北森雲計算有限公司), a limited liability company established under the laws of the PRC on 3 January 2019 and a wholly-owned subsidiary of our Company<br>北森雲計算有限公司，於2019年1月3日根據中國法律成立的有限公司，為本公司的全資附屬公司                                                                         |
| “China” or “PRC”<br>「中國」                                 | 指 | the People’s Republic of China, for the purposes of this report only, excluding Hong Kong, Macau Special Administrative Region and Taiwan<br>中華人民共和國，僅就本報告而言，不包括香港、澳門特別行政區及台灣                                                                                                                           |
| “Company”, “our Company”, or “the Company”<br>「本公司」或「公司」 | 指 | Beisen Holding Limited (北森控股有限公司), a company with limited liability incorporated in the Cayman Islands on 6 April 2018, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 9669)<br>Beisen Holding Limited (北森控股有限公司)，於2018年4月6日在開曼群島註冊成立的有限公司，其股份於聯交所主板上市 (股份代號：9669) |
| “Consolidated Affiliated Entity”<br>「綜合聯屬實體」             | 指 | entity we control wholly through the Contractual Arrangements, namely Onshore Holdco<br>我們通過合約安排全權控制的實體，即境內控股公司                                                                                                                                                                                         |
| “date of this report”<br>「本報告日期」                         | 指 | 17 June 2026, the latest practicable date for ascertaining certain information in this annual report before its publication<br>2026年6月17日，即本年報刊發前為確定當中所載若干資料的最後實際可行日期                                                                                                                                   |
| “Director(s)”<br>「董事」                                    | 指 | the director(s) of our Company<br>本公司董事                                                                                                                                                                                                                                                                 |
| “EUR”<br>「歐元」                                            | 指 | European dollars, the lawful currency of the European Union<br>歐元，歐盟法定貨幣                                                                                                                                                                                                                                |
| “EUR/USD”<br>「歐元兌美元」                                     | 指 | the rate of exchange between EUR and USD (expressed as the number of units of USD per 1 unit of EUR)<br>歐元與美元之間的匯率 (以每個歐元單位可兌美元單位的數目列示)                                                                                                                                                                 |
| “FY2024”<br>「2024財年」                                     | 指 | the financial year ended 31 March 2024<br>截至2024年3月31日止財政年度                                                                                                                                                                                                                                             |
| “FY2025”<br>「2025財年」                                     | 指 | the financial year ended 31 March 2025<br>截至2025年3月31日止財政年度                                                                                                                                                                                                                                             |
| “FY2026”<br>「2026財年」                                     | 指 | the financial year ended 31 March 2026<br>截至2026年3月31日止財政年度                                                                                                                                                                                                                                             |
| “FY2027”<br>「2027財年」                                     | 指 | the financial year ended 31 March 2027<br>截至2027年3月31日止財政年度                                                                                                                                                                                                                                             |
| “Global Offering”<br>「全球發售」                              | 指 | the Hong Kong public offering and the international offering of the offer shares<br>發售股份的香港公開發售及國際發售                                                                                                                                                                                                    |

## DEFINITIONS

### 釋義

|                                                                   |   |                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| “Group”, “our Group”, “the Group”, “we”, “us”, “our”, or “Beisen” |   | the Company, its subsidiaries and the Consolidated Affiliated Entity from time to time, and where the context requires, in respect of the period prior to our Company becoming the holding company of its present subsidiaries and Consolidated Affiliated Entity, such subsidiaries and Consolidated Affiliated Entity as if they were subsidiaries and Consolidated Affiliated Entity of our Company at the relevant time |
| 「本集團」、「我們」或「北森」                                                   | 指 | 本公司、其附屬公司及不時之綜合聯屬實體，及如文義有所指，就本公司成為其現時附屬公司及綜合聯屬實體的控股公司之前期間而言，則指該等附屬公司及綜合聯屬實體（猶如彼等於有關時間為本公司的附屬公司及綜合聯屬實體）                                                                                                                                                                                                                                                                                                                      |
| “HKD” or “HK\$” or “HK dollars”<br>「港元」                           | 指 | Hong Kong Dollars, the lawful currency of Hong Kong<br>香港法定貨幣港元                                                                                                                                                                                                                                                                                                                                                             |
| “Hong Kong” or “Hong Kong SAR” or “HK”<br>「香港」或「香港特區」             | 指 | the Hong Kong Special Administrative Region of the PRC<br>中國香港特別行政區                                                                                                                                                                                                                                                                                                                                                         |
| “JPY”<br>「日元」                                                     | 指 | Japanese Yen, the lawful currency of Japan<br>日元，日本法定貨幣                                                                                                                                                                                                                                                                                                                                                                     |
| “Listing”<br>「上市」                                                 | 指 | the listing of the Shares on the Main Board of the Stock Exchange<br>股份於聯交所主板上市                                                                                                                                                                                                                                                                                                                                             |
| “Listing Date”<br>「上市日期」                                          | 指 | 13 April 2023, being the date on which the Shares were listed on the Stock Exchange<br>2023年4月13日，即股份於聯交所上市的日期                                                                                                                                                                                                                                                                                                              |
| “Listing Rules”<br>「上市規則」                                         | 指 | the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, as amended, supplemented or otherwise modified from time to time<br>香港聯合交易所有限公司證券上市規則（經不時修訂、補充或以其他方式修改）                                                                                                                                                                                                                           |
| “Model Code”<br>「標準守則」                                            | 指 | the Model Code for Securities Transactions by Directors of Listed Issuers contained in Appendix C3 to the Listing Rules<br>上市規則附錄C3所載上市發行人董事進行證券交易的標準守則                                                                                                                                                                                                                                                                     |
| “Nomination Committee”<br>「提名委員會」                                 | 指 | the nomination committee of the Board<br>董事會提名委員會                                                                                                                                                                                                                                                                                                                                                                           |
| “Onshore Holdco”<br>「境內控股公司」                                      | 指 | Beijing Beisen Cloud Computing Co., Ltd. (北京北森雲計算股份有限公司), a company established under the laws of the PRC on 17 May 2005 and the Consolidated Affiliate Entity of our Company<br>北京北森雲計算股份有限公司，於2005年5月17日根據中國法律成立的公司，為本公司的綜合聯屬實體                                                                                                                                                                                           |
| “PRC Legal Advisor”<br>「中國法律顧問」                                   | 指 | Han Kun Law Offices, our legal advisor on PRC law<br>我們的中國法律顧問漢坤律師事務所                                                                                                                                                                                                                                                                                                                                                       |
| “Pre-IPO Share Option Plan”<br>「首次公開發售前購股權計劃」                     | 指 | the Pre-IPO share option plan of our Company adopted by the Board on 15 July 2019, and amended on 23 April 2020, 26 September 2021 and 31 December 2021<br>董事會於2019年7月15日採納並於2020年4月23日、2021年9月26日及2021年12月31日修訂的本公司首次公開發售前購股權計劃                                                                                                                                                                                            |
| “Prospectus”<br>「招股章程」                                            | 指 | the prospectus of our Company, dated 30 March 2023, in relation to the Global Offering<br>本公司日期為2023年3月30日與全球發售有關的招股章程                                                                                                                                                                                                                                                                                                      |

## DEFINITIONS

### 釋義

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|-------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| “Qiming Rongxin”<br>「啟明融新」          | 指 | Beijing Qiming Rongxin Equity Investment Partnership Enterprise (Limited Partnership)* (北京啟明融新股權投資合夥企業(有限合夥)), a limited partnership established in the PRC<br>北京啟明融新股權投資合夥企業(有限合夥), 一家於中國成立之有限合夥企業                                                                                                                                                                                            |
| “Registered Shareholders”<br>「登記股東」 | 指 | the registered shareholders of Onshore Holdco, namely Mr. Wang, Mr. Ji, Beijing Beisen Zongheng Investment Management Center (Limited Partnership) (北京北森縱橫投資管理中心(有限合夥)), Beijing Beisen Investment Management Center (Limited Partnership) (北京北森投資管理中心(有限合夥)), and Shenzhen Capital Group Co., Ltd. (深圳市創新投資集團有限公司)<br>境內控股公司的登記股東, 即王先生、紀先生、北京北森縱橫投資管理中心(有限合夥)、北京北森投資管理中心(有限合夥)及深圳市創新投資集團有限公司 |
| “Remuneration Committee”<br>「薪酬委員會」 | 指 | the remuneration committee of the Board<br>董事會薪酬委員會                                                                                                                                                                                                                                                                                                                                            |
| “Reorganization”<br>「重組」            | 指 | the reorganization arrangements undertaken by our Group in preparation for the Listing, as detailed in the section headed “History, Reorganization and Corporate Structure–Reorganization” in the Prospectus<br>本集團為籌備上市而進行的重組安排, 詳情請參閱招股章程「歷史、重組及公司架構—重組」一節                                                                                                                                   |
| “Reporting Period”<br>「報告期」         | 指 | the year ended 31 March 2026<br>截至2026年3月31日止年度                                                                                                                                                                                                                                                                                                                                                |
| “RMB” or “Renminbi”<br>「人民幣」        | 指 | Renminbi Yuan, the lawful currency of China<br>人民幣元, 中國法定貨幣                                                                                                                                                                                                                                                                                                                                    |
| “RSU(s)”<br>「受限制股份單位」               | 指 | restricted share unit award(s) to be granted to participants under the RSU Plan<br>將根據受限制股份單位計劃授予參與者的受限制股份單位獎勵                                                                                                                                                                                                                                                                                 |
| “RSU Plan”<br>「受限制股份單位計劃」           | 指 | the restricted share unit plan of our Company adopted by the Board on 31 December 2021, and subsequently amended by the Board on 23 March 2023<br>董事會於2021年12月31日採納, 並隨後由董事會於2023年3月23日修訂的本公司受限制股份單位計劃                                                                                                                                                                                         |
| “SFO”<br>「證券及期貨條例」                  | 指 | the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time<br>香港法例第571章證券及期貨條例(經不時修訂、補充或以其他方式修改)                                                                                                                                                                                                            |
| “Sendou Shanghai”<br>「森豆上海」         | 指 | Sendou Shanghai Technology Co., Ltd. (森豆(上海)科技有限公司), a limited liability company established under the laws of the PRC on 10 July 2019 and a wholly-owned subsidiary of our Company<br>森豆(上海)科技有限公司, 一家於2019年7月10日根據中國法律成立的有限公司, 為本公司的全資附屬公司                                                                                                                                                   |
| “Share(s)”<br>「股份」                  | 指 | ordinary share(s) in the share capital our Company, with a nominal value of US\$0.0001 each prior to the Share Subdivision or US\$0.00001 each upon the completion of the Share Subdivision<br>本公司股本中每股面值0.0001美元(股份拆細前)或每股面值0.00001美元(股份拆細完成後)的普通股                                                                                                                                            |
| “Shareholder(s)”<br>「股東」            | 指 | holder(s) of our Shares<br>股份持有人                                                                                                                                                                                                                                                                                                                                                               |
| “Share Subdivision”<br>「股份拆細」       | 指 | the subdivision of each share in the Company’s issued and unissued share capital with par value of US\$0.0001 each into 10 shares of the corresponding class with nominal value of US\$0.00001 each<br>本公司已發行及未發行股本中每股面值0.0001美元的各股份拆細為10股每股面值0.00001美元的相應類別股份                                                                                                                                 |

## DEFINITIONS

### 釋義

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|----------------------------------------|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| "Single Largest Group of Shareholders" |   | the single largest group of Shareholders which comprise Mr. Wang, Mr. Ji, Zhaosen, Weisen, Senyan, Ms. Zhou, Huisen Holding Limited, Guosen Holding Limited, Sen Talent Holdings Limited, Sen Platform Holdings Limited, Ark Trust (Singapore) Ltd. and Xiasen Limited |
| 「單一最大股東集團」                             | 指 | 由王先生、紀先生、Zhaosen、Weisen、Senyan、周女士、Huisen Holding Limited、Guosen Holding Limited、Sen Talent Holdings Limited、Sen Platform Holdings Limited、Ark Trust (Singapore) Ltd.及Xiasen Limited構成的單一最大股東集團                                                                        |
| "Stock Exchange"                       |   | The Stock Exchange of Hong Kong Limited                                                                                                                                                                                                                                |
| 「聯交所」                                  | 指 | 香港聯合交易所有限公司                                                                                                                                                                                                                                                            |
| "Sustainability Committee"             |   | the sustainability committee of the Board                                                                                                                                                                                                                              |
| 「可持續發展委員會」                             | 指 | 董事會可持續發展委員會                                                                                                                                                                                                                                                            |
| "Suzhou Cathay Growth"                 |   | Suzhou Cathay Growth Investment Fund Partnership (Limited Partnership)* (蘇州凱輝成長投資基金合夥企業(有限合夥)), a limited partnership established in the PRC                                                                                                                           |
| 「蘇州凱輝成長」                               | 指 | 蘇州凱輝成長投資基金合夥企業(有限合夥)，一家於中國成立之有限合夥企業                                                                                                                                                                                                                                    |
| "Toutoushidao"                         |   | Zhejiang Zhuji Toutoushidao Investment Partnership Enterprise (Limited Partnership)* (浙江諸暨頭頭是道投資合夥企業(有限合夥)), a limited partnership established in the PRC                                                                                                              |
| 「頭頭是道」                                 | 指 | 浙江諸暨頭頭是道投資合夥企業(有限合夥)，一家於中國成立之有限合夥企業                                                                                                                                                                                                                                    |
| "USD/JPY"                              |   | the rate of exchange between USD and JPY (expressed as the number of units of JPY per 1 unit of USD)                                                                                                                                                                   |
| 「美元兌日元」                                | 指 | 美元與日元之間的匯率(以每個美元單位可兌日元單位的數目列示)                                                                                                                                                                                                                                         |
| "USD" or "US\$" or "US dollar"         |   | United States Dollar, the lawful currency of the United States of America                                                                                                                                                                                              |
| 「美元」                                   | 指 | 美元，美利堅合眾國法定貨幣                                                                                                                                                                                                                                                          |
| "Yunzhou"                              |   | Nanjing Yunzhou Entrepreneurship Investment Center (Limited Partnership)* (南京雲周創業投資中心(有限合夥)), a limited partnership established in the PRC                                                                                                                             |
| 「雲周」                                   | 指 | 南京雲周創業投資中心(有限合夥)，一家於中國成立之有限合夥企業                                                                                                                                                                                                                                        |
| "%"                                    |   | per cent.                                                                                                                                                                                                                                                              |
| 「%」                                    | 指 | 百分比。                                                                                                                                                                                                                                                                   |

In this report, unless otherwise indicated, the terms "associate", "associated corporation", "connected person", "controlling shareholder", "subsidiary" and "substantial shareholder" shall have the meanings given to such terms in the Listing Rules.

於本報告內，除另有所指明者外，「聯繫人」、「相聯法團」、「關連人士」、「控股股東」、「附屬公司」及「主要股東」等詞彙具有上市規則賦予該等詞彙之涵義。

## GLOSSARY OF TECHNICAL TERMS

### 技術詞彙表

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| “AI”<br>「AI」                                         | artificial intelligence<br>人工智能                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| “application”<br>「應用程序」                              | application software designed to run on smartphones and other mobile devices<br>為於智能手機及其他移動設備上運行而設計的應用程序軟件                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| “ARR” or “annual recurring revenue”<br><br>「年度經常性收入」 | We define ARR as the annualized revenue run-rate of effective subscriptions of our cloud-based HCM solutions at a point in time. We calculate ARR by taking the monthly recurring revenue, or MRR, as of the last day of a particular month and multiplying it by 12. MRR is defined as the total contract value of effective subscriptions of our cloud-based HCM solutions, divided by the number of months within the duration of such subscriptions. Effective date of such subscriptions is provided in the relevant subscription agreements<br>我們將年度經常性收入定義為我們的雲端HCM解決方案於某一時間點上的實際訂閱年度化收入運行率。我們使用某一特定月份最後一日的每月經常性收入乘以12來計算年度經常性收入。每月經常性收入指實際訂閱我們雲端HCM解決方案的合約價值總額除以相關訂閱期限內的月數。而相關訂閱協議中已規定該等訂閱的有效日期 |
| “cloud-based”<br>「雲端」                                | applications, services or resources made available to users on demand via the internet from a cloud computing provider's servers with access to shared pools of configurable resources<br>雲計算提供商可取得共享可配置資源的服務器因應用戶要求通過互聯網提供的應用程序、服務或資源                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| “COVID-19”<br>「COVID-19」                             | coronavirus disease 2019, a disease caused by a novel virus designated as severe acute respiratory syndrome coronavirus 2<br>2019冠狀病毒病，由一種被稱為嚴重急性呼吸綜合症冠狀病毒2型的新型病毒引起的疾病                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| “employee lifecycle”<br>「員工生命週期」                     | the period encompasses various stages in the career of an employee, beginning with recruitment and concluding with resignation, termination or retirement<br>涵蓋僱員從招聘起至離職、停止受僱或退休止職業生涯各階段的時期                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| “HCM”<br>「HCM」                                       | human capital management<br>人力資本管理                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| “PaaS”<br>「PaaS」                                     | platform as a service, a category of cloud computing that provides a platform and environment to allow developers to build applications over the internet<br>平台即服務，提供讓開發者在互聯網構建應用程序的平台及環境的一類雲計算服務                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## GLOSSARY OF TECHNICAL TERMS

### 技術詞彙表

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| “SaaS”                                | software as a service, a cloud-based software licensing and delivery model on a subscription basis with centrally hosted associated data                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 「SaaS」                                | 軟件即服務，按訂閱基準集中託管相關數據的一種雲端軟件許可及交付模式                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| “subscription revenue retention rate” | We use subscription revenue retention rate to measure growth in revenue generated from existing customers of our cloud-based HCM solutions over time. To calculate such metric for a given current 12-month period, we first identify those customers who generated cloud-based HCM solution revenue in the prior 12-month period (the “Trailing Twelve Months”) and then identify those among them who generated cloud-based HCM solution revenue in the current 12-month period. We then calculate the subscription revenue retention rate by dividing the subscription revenue such customers generated in the current 12-month period, by our total subscription revenue in the Trailing Twelve Months. The subscription revenues used in calculating our subscription revenue retention rate are based on our internal management accounts |
| 「訂閱收入留存率」                             | 我們使用訂閱收入留存率計算自我們雲端HCM解決方案現有客戶所產生收入隨時間的增長。為計算特定12個月期間的相關參數，我們首先確定於過去12個月期間（「過去十二個月」）產生雲端HCM解決方案收入的客戶，其後確定當中於當前12個月期間產生雲端HCM解決方案收入的客戶，然後將當前12個月期間自該等客戶產生的訂閱收入除以過去十二個月的訂閱收入總額，從而計算出訂閱收入留存率。用於計算訂閱收入留存率的訂閱收入乃基於我們的內部管理賬戶得出                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| “use case”                            | a specific business scenario in which a product or service could potentially be used                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 「使用場景」                                | 可能使用產品或服務的特定業務場景                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

**Beisen北森**

北森控股有限公司<sup>\*</sup>  
Beisen Holding Limited