

BRILLIANCE
CHINA AUTOMOTIVE
HOLDINGS LIMITED

(華晨中國汽車控股有限公司)*

(Incorporated in Bermuda with limited liability)

Stock Code : 1114

Brilliance Auto

華 晨 汽 車

ANNUAL
REPORT
2024



**for identification purposes only*

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Corporate Information

BOARD OF DIRECTORS

Mr. Zhang Yue (*chairman and chief executive officer*)
Mr. Zhang Wei
Mr. Guo Hongbo
Mr. Song Jian*
Mr. Jiang Bo*
Mr. Dong Yang*
Dr. Lam Kit Lan, Cynthia*

* *independent non-executive director*

AUTHORISED REPRESENTATIVE

Mr. Zhang Yue

COMPANY SECRETARY

Ms. Lam Yee Wah Eva

REGISTERED OFFICE

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31 Victoria Street
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Bermuda

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS

Unit 3303, 33rd Floor
The Henderson
2 Murray Road, Central
Hong Kong

AUDITOR

Grant Thornton Hong Kong Limited
11th Floor
Lee Garden Two
28 Yun Ping Road
Causeway Bay
Hong Kong

PRINCIPAL BANKER

The Hongkong and Shanghai Banking Corporation Limited,
Hong Kong Branch

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Computershare Hong Kong Investor Services Limited
Shops 1712–16
17th Floor, Hopewell Centre
183 Queen's Road East
Wanchai
Hong Kong

LEGAL ADVISORS TO THE COMPANY

Appleby
Loeb & Loeb LLP
Slaughter and May

INVESTOR RELATIONS

Weber Shandwick
38th Floor, PCCW Tower
Taikoo Place
979 King's Road
Quarry Bay
Hong Kong

STOCK CODE

The main board of The Stock Exchange of Hong Kong Limited: 1114

Five Year Financial Summary

SELECTED CONSOLIDATED FINANCIAL INFORMATION OF BRILLIANCE CHINA AUTOMOTIVE HOLDINGS LIMITED AND ITS SUBSIDIARIES

(Amounts in thousands except for earnings per share)

	Year Ended and as at 31st December,				
	2024 RMB'000	2023 RMB'000	2022 RMB'000	2021 RMB'000	2020 RMB'000
Statement of Profit or Loss Data:					
Revenue	1,095,949	1,121,454	1,130,725	2,141,946	3,123,210
Profit (Loss) before Income Tax (Expense)					
Credit	4,519,902	8,262,811	7,142,772	10,459,611	(828,590)
Income Tax (Expense) Credit	(1,474,278)	(526,360)	4,058	(18,817)	(128,956)
Profit (Loss) for the Year	3,045,624	7,736,451	7,146,830	10,440,794	(957,546)
Attributable to:					
Equity Holders of the Company	3,101,075	7,734,993	7,146,895	11,960,525	11,219
Non-controlling Interests	(55,451)	1,458	(65)	(1,519,731)	(968,765)
	3,045,624	7,736,451	7,146,830	10,440,794	(957,546)
Basic Earnings per Share	RMB0.61465	RMB1.53312	RMB1.41655	RMB2.37064	RMB0.00222
Diluted Earnings per Share	RMB0.61465	RMB1.53312	RMB1.41655	RMB2.37064	RMB0.00222
Statement of Financial Position Data:					
Non-current Assets	15,686,102	19,851,940	21,698,019	44,993,801	36,627,367
Current Assets	13,419,613	35,302,680	33,728,585	4,957,194	11,347,346
Current Liabilities	(1,835,649)	(3,178,664)	(3,114,199)	(8,613,068)	(14,079,401)
Non-current Liabilities	(172,185)	(84,821)	(95,578)	(163,588)	(538,182)
Non-controlling Interests	(1,036,903)	(773,031)	(771,573)	1,154,360	(71,349)
Shareholders' Equity	26,060,978	51,118,104	51,445,254	42,328,699	33,285,781

Chairman's Statement

Dear Shareholders,

On behalf of the board of directors (the “**Board**”), I hereby present the annual results of Brilliance China Automotive Holdings Limited (the “**Company**”, together with its subsidiaries, the “**Group**”) for the year ended 31st December, 2024.

The economy of China continued its recovery trajectory in 2024, China's GDP grew by 5.3% for the full year, slightly surpassing the 2023 growth rate. According to the China Association of Automobile Manufacturers, total vehicle production and sales in China reached 31.5 million units each, marking an increase of 4.6% and 4.7%, respectively, compared to 2023. This achievement firmly secured China's position as the world's largest automotive market for the 16th consecutive year, with 2024 marking the second consecutive peak in sales since 2014.

The passenger vehicle segment remained the backbone of China's automotive industry, accounting for approximately 87% of total vehicle sales. Passenger car sales grew by 5.2% to 27.4 million units, reflecting steady demand in the domestic market. Sedans and sports utility vehicles (“**SUVs**”) continued to dominate the passenger vehicle market, with SUVs maintaining their popularity due to versatility and spaciousness. Compact and mid-size SUVs, in particular, saw strong demand, especially among young consumers and families. Meanwhile, sedans retained their appeal in cities due to fuel efficiency and ease of maneuverability.

The market also witnessed a shift in consumer preferences toward smarter, more connected vehicles. Features such as advanced driver-assistance systems (“**ADAS**”), in-car entertainment, and seamless smartphone integration became critical considerations for many buyers. The new energy vehicle (“**NEV**”) segment, which includes battery electric vehicles (“**BEVs**”), plug-in hybrid electric vehicles, and fuel cell vehicles, continued to expand rapidly. NEV sales surged to 11.8 million units, a 24.2% increase from 2023, driven by advancements in technology, enhancement in charging infrastructure, and sustained government incentives. NEVs accounted for approximately 43% of total passenger vehicle sales, underscoring their growing importance in the market.

BEVs remained the dominant force within the NEV segment, representing 70% of total NEV sales. Plug-in hybrids also gained traction, particularly among consumers seeking a balance between electric driving and the convenience of traditional fuel engines. The Chinese government has adopted various ways to continue support for NEVs, playing a crucial role in the popularisation of NEVs.

Chairman's Statement (Cont'd)

The premium passenger vehicle segment demonstrated robust growth, with sales rising by 12.8% to 5.1 million units, outperforming the overall market. This growth was fueled by strong consumer demand for high-end features, innovative technologies, and the ongoing support of government policies aimed at promoting the popularisation of premium vehicles.

Despite the positive trends, the passenger vehicle market faced challenges in 2024, including supply chain disruptions, rising raw material costs, and intensifying competition. However, these challenges also presented opportunities for innovation and collaboration. Automakers increasingly focused on localising production, optimising supply chains, and developing cost-effective solutions to maintain competitiveness.

In 2024, China's passenger vehicle market demonstrated resilience and adaptability, driven by technological advancements, evolving consumer preferences, and strong government support. The continued growth of NEVs and the premium segment highlighted the market's dynamic nature, while challenges such as supply chain disruptions underscored the need for innovation and strategic planning. As China solidifies its position as a global automotive leader, the passenger vehicle market is poised for further transformation in the years to come.

In spite of various external uncertainties and intensive market competition in 2024, BMW Brilliance Automotive Ltd. ("**BBA**") continued to deliver solid results for the year and committed to the long-term approach for its development in China. BBA continued its momentum in meeting customer demands and demonstrated the brand's essence of "Sheer driving pleasure" with premium-quality products through continued efforts and determination of the teams and working closely with other entities within the BMW Group. BBA is also continuously enhancing its supplier network in China and consistently implementing its "local for local" approach.

On 8th May, 2024, BBA marked a milestone with the rolling off of its 6 millionth car, a Frozen Pure Grey BMW i5, from the Dadong Plant assembly line in Shenyang. The plant, BMW Group's globally largest single production base, showcases smart manufacturing, integrating artificial intelligence and digital tech for precision quality control.

Under the principle of "technology openness", BBA remains committed to the Chinese market by introducing more new BMW models of both internal combustion engine and BEVs over the next few years. Currently, BBA Shenyang production base is moving quickly in preparation for the commencement of production of the "Neue Klasse" model in 2026. Local production of the Neue Klasse will begin from 2026. The 10 billion RMB Sixth-Generation Battery Project is progressing on schedule. The BMW iFactory production strategy is being implemented in BBA's Shenyang production base. It applies data science, artificial intelligence and virtualisation technologies to improve production efficiency and quality, as well as saving energy and emissions reduction.

Chairman’s Statement (Cont’d)

Jinbei (Shenyang) Automotive Co., Ltd. (formerly known as Renault Brilliance Jinbei Automotive Company Limited) (“**JSA**”) is in the process of resuming its operations and production. On 5th December, 2024, the Jiyun (吉運) product series in collaboration with Zhejiang Geely Farizon New Energy Commercial Vehicles Group Co., Ltd. (“**Geely Farizon**”) rolled off the production line at the Shenyang factory. With the upgrade and refinement works already underway, the production line is expected to be ready for full production in the second quarter of 2025. The production of Haise, Haise King, Grand Haise and other fuel and electric vehicle models is scheduled to gradually resume in the second quarter. Improvement in production processes and its products quality will follow. On the marketing front, the company will start restoring the network of domestic dealership and overseas clientele expansion.

In 2024, Brilliance–BEA Auto Finance Co., Ltd. (“**BBAFC**”), our auto financing subsidiary in China, successfully engaged a leading new manufacturer of complete NEV which has shown exponential growth over the past 12 months. This diversification strategy reduces the reliance on individual brand partners concentration risk and also supports customer diversity and risk mitigation. The fierce competition and slowing global economic development have led to increasing costs for client acquisition as well as the need for more relevant and dynamic risk controls. The impact of these will lead to shrinking margins in the short term.

In 2024, Ningbo Yumin Machinery Industrial Co., Ltd. (“**Ningbo Yumin**”) accelerated the implementation of product transformation and upgrading, with a focus on expanding the aluminium alloy lightweight industry chain. New markets and innovative product research and development achieved new progress, and various aluminium alloy anti-collision beams have been put into mass production. With the development of new products and further improvement in techniques and technology, Ningbo Yumin has applied for 12 innovative patent technologies and passed the national intellectual property standardisation system certification.

Mianyang Brilliance Ruian Automotive Components Co., Ltd. (“**Mianyang Ruian**”), a wholly-owned subsidiary of the Company, continues to engage in the research, development and manufacturing of camshafts for gasoline and electric vehicle engines. In the face of fierce market competition, Mianyang Ruian needed to meet customers’ requirements for cost reductions in order to maintain its market share and secure new orders.

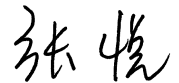
Other than its remarkable achievements in automotive manufacturing, the Company has been actively identifying investment opportunities in related high-tech fields. A prominent initiative is the formation of a joint venture with TCL Hengshi Tianrui Investment (Ningbo) Co., Ltd (TCL 恒時天瑞投資(寧波)有限公司) (“**TCL**”) regarding intelligent cockpits as announced on 31st December, 2024.

Chairman's Statement (Cont'd)

The Company identified TCL's leading edge in display technology and intelligent system integration, which are crucial elements for modern intelligent cockpits. By investing in this area, the Company aims to enhance the technological capabilities of its vehicle cockpits. The intelligent cockpit, as the core interactive area for drivers and passengers, demands advanced display screens, intuitive control systems, and seamless connectivity. TCL's expertise in high-resolution displays, touch-sensitive interfaces, and software-defined display solutions aligns perfectly with the Company's aspirations to upgrade in-car experience.

This investment is not only a strategic move to diversify the Company's investment portfolio but also a forward-looking step to integrate cutting-edge technology into its automotive products.

Last but not least, I would like to sincerely thank our shareholders, business partners, management teams, and employees for their continued support and dedication to the Group.



Zhang Yue

Chairman

21st March, 2025

Report of Directors

The directors of the Company present this report together with the audited financial statements of the Group for the year ended 31st December, 2024.

PRINCIPAL ACTIVITIES

The Company is an investment holding company. The principal activities of the Group are the manufacture and sale of BMW vehicles and components in the People's Republic of China (the "PRC") through its major associate, BBA, the manufacture and sale of non-BMW vehicles and automotive components through its subsidiaries, JSA, Ningbo Yumin and Mianyang Ruian, and the provision of auto financing service through its subsidiary, BBAFC. The principal activities of the Company's subsidiaries are set out in note 38 to the financial statements.

Renault Brilliance Jinbei Automotive Company Limited ("**RBJAC**") (now known as JSA) was the Company's major operating subsidiary which manufactured and sold minibuses, multi-purpose vehicles ("**MPVs**") and automotive components in the PRC. On 23rd May, 2023, the formal plan for the restructuring of RBJAC (the "**RBJAC Restructuring**") was approved by the Shenyang Intermediate People's Court. In September 2023 and subsequent in February 2024, our indirect wholly-owned subsidiary Shenyang JinBei Automotive Industry Holdings Co., Ltd. ("**SJAI**") completed its cash contribution in a total amount of approximately RMB1.34 billion to the administrator of RBJAC (the "**RBJAC Administrator**") for the purpose of restructuring certain indebtedness of RBJAC. The RBJAC Restructuring was completed in May 2024. As a result, the Group has resumed the control in RBJAC from the RBJAC Administrator, and is currently effectively holding around 80.72% of its paid-up registered capital. The financial results of RBJAC have been consolidated into the financial statements of the Group since then.

In May 1998, the Company acquired indirect interests in two automotive components suppliers in the PRC: a 51% equity interest in Ningbo Yumin, which primarily engaged in the production of automobile window molding, stripping and other auto components; and a 50% equity interest in Mianyang Xincheng Engine Co., Ltd. ("**Mianyang Xincheng**"), which primarily engaged in the development, manufacturing and sale of light-duty gasoline and diesel engines for use in passenger vehicles and light commercial vehicles ("**LCVs**"). In October 1998, June 2000 and July 2000, the Company established Shenyang XingYuanDong Automobile Component Co., Ltd. ("**Xing Yuan Dong**"), Ningbo Brilliance Ruixing Auto Components Co., Ltd. ("**Ningbo Ruixing**") and Mianyang Ruian, respectively, as its wholly-owned subsidiaries to centralise and consolidate the sourcing of auto parts and components for RBJAC. In 2001, in order to maintain their eligibility for preferential tax treatment from the PRC government, all three companies began manufacturing automotive components as well. Subsequently in 2004, the Company acquired the remaining 49% equity interest in Ningbo Yumin which became a wholly-owned subsidiary of the Company on 25th November, 2004. Since 2022, Xing Yuan Dong has made a major strategic adjustment and completely ceased its auto parts production business. After halting the production of auto parts, Xing Yuan Dong has been actively transforming itself and is committed to becoming an investment platform company that focuses on the auto parts sector or other related areas of the automotive industry.

In December 2001, the Company acquired a 100% equity interest in Shenyang Brilliance Dongxing Automotive Component Co., Ltd. ("**Dongxing Automotive**"), a foreign-invested manufacturer of automotive components in the PRC.

On 18th April, 2002, Shenyang Brilliance Jindong Development Co., Ltd. ("**Shenyang Jindong**") was established for the purpose of trading automotive components in the PRC. This wholly-owned subsidiary of the Company has started the liquidation process on 26th July, 2022. The Company considers that the Group has lost control over Shenyang Jindong on 26th July, 2022.

BBA was established between the Group and the BMW Group in 2003 as a sino-foreign equity joint venture owned as to 50% by SJAI and as to 50% by BMW Holding B.V. ("**BMW**") for the production and sell of BMW-designed and branded sedans in the PRC. In April 2018, the PRC government announced that the foreign ownership restrictions in the Chinese auto sector would be relaxed and the Chinese market for passenger vehicles would be opened up in 2022. Against these developments and background, on 10th October, 2018, the Company agreed with BMW on a new ownership structure of BBA by transferring a 25% stake from the Group to the BMW Group, together with other new products and strategic investments in BBA as well as the extension of the joint venture term to the year 2040, subject to fulfilment of several conditions. The disposal of BBA was completed in February 2022. The Company continues to indirectly hold 25% equity interest in BBA, which is currently an associate of the Company.

Report of Directors (Cont'd)

As at the date of this report, BBA is holding 42%, 42%, 42% and 100% interests in BMW Automotive Finance (China) Co., Ltd. (an auto finance company), Herald International Financial Leasing Co., Ltd. (an auto finance company), BMW (China) Insurance Broker Co., Ltd. (an auto insurance broker) and Ling Yue Digital Information Technology Company Limited (a data processing and software application services company), respectively.

In June 2003, the Company established Shenyang ChenFa Automobile Component Co., Ltd. (“**Shenyang ChenFa**”), a wholly foreign-owned enterprise in the PRC, for the development, manufacture and sale of engine components in China. In December 2011, the Company completed the disposal of 75% equity interests in Shenyang ChenFa to an independent third party. Currently, Shenyang ChenFa is directly held as to 25% by the Company.

On 16th April, 2004, Shanghai Hidea Auto Design Co., Ltd. (“**Shanghai Hidea**”) was established for the design of automobiles. Currently, Shanghai Hidea is beneficially owned as to 100% by the Company.

On 13th December, 2004, the Company, together with RBJAC (now known as JSA), established Shenyang Brilliance Power Train Machinery Co., Ltd. (“**Brilliance Power**”) which principally engages in the manufacture and sale of power trains in China. In October 2009, RBJAC (now known as JSA) transferred its entire interests in Brilliance Power to Huachen. As a result, the Company’s beneficial interests in Brilliance Power decreased from 75.01% to 49%. As announced by the Company on 21st June, 2022, to facilitate the restructuring plan for Huachen and a number of its related companies including Brilliance Power (the “**Huachen Restructuring Plan**”), the Company, being a minority shareholder in Brilliance Power, will be required to transfer the remaining 49% equity interest held in Brilliance Power to Huachen at nil consideration if the Huachen Restructuring Plan was approved by the creditors of Huachen and by the Shenyang Intermediate People’s Court. The Huachen Restructuring Plan was finally approved by the creditors of Huachen and the Shenyang Intermediate People’s Court on 31st July, 2023 and 2nd August, 2023, respectively. Consequently, the Company has ceased to hold any equity interest in Brilliance Power, which was registered with registration authority on 26th January, 2025.

On 13th March, 2013, the shares of Xincheng China Power Holdings Limited (“**Power Xincheng**”) were listed on the main board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) with 313,400,000 new shares subscribed by the public at an offer price of HK\$2.23 per share. Subsequently, as a result of the partial exercise of an over-allotment option to issue an addition 33,808,000 shares of Power Xincheng in April 2013, the indirect shareholding of the Company in Power Xincheng decreased from 42.54% to 31.07%. Currently, the Company is indirectly holding 31.20% equity interest in Power Xincheng, while Power Xincheng is in turn indirectly holding the entire equity interest of Mianyang Xincheng.

On 7th April, 2015, BBAFC, the Company’s auto finance joint venture in China together with Bank of East Asia and CaixaBank, S.A., received final approval to commence business in the PRC. BBAFC is a multi-brand service provider, and is owned as to 55% by the Company, 22.5% by Bank of East Asia and 22.5% by CaixaBank, S.A.. BBAFC has continued to expand its business cooperation with carefully selected NEV partners in China like Tesla, Li Auto and Xiaomi.

Particulars of the Company’s subsidiaries and associates are set out in notes 38 and 15, respectively to the financial statements.

Report of Directors (Cont'd)

REVENUE AND CONTRIBUTION

The Group's revenue and contribution to profit from operations for the year ended 31st December, 2024, analysed by product category, are as follows:

	Manufacture and sale of non-BMW vehicles and automotive components RMB'000	Manufacture and sale of BMW vehicles and components RMB'000	Provision of auto financing service RMB'000	Reconciliation to the Group's consolidated statement of profit or loss and intersegment elimination RMB'000	Total RMB'000
Segment sales	893,092	205,064,858	202,857	(205,064,858)	1,095,949
Segment results	(107,314)	17,450,301	(7,475)	(17,419,950)	(84,438)
Unallocated costs net of unallocated income					(171,184)
Interest income					417,838
Finance costs					(3,684)
Share of results of associates	(1,205)	4,362,575	-	-	4,361,370
Profit before income tax expense					4,519,902

FINANCIAL RESULTS

The results of the Group for the year ended 31st December, 2024 are set out in the financial statements of the Group on pages 96 and 97.

BUSINESS REVIEW

The Company is an investment holding company. The principal activities of the Company's subsidiaries are the manufacture and sale of non-BMW vehicles and automotive components, and the provision of auto financing service in the PRC. In 2024, Ningbo Yumin, Mianyang Ruian and BBAFC were the Company's major operating subsidiaries in the PRC, which contributed about 46.5%, 27.6% and 18.5%, respectively, of the revenue of the Group in the year.

Business discussion and analysis

The consolidated revenues of the Group (which comprised primarily net sales derived from the businesses operated by our major operating subsidiaries including JSA, Ningbo Yumin, Mianyang Ruian and BBAFC) for the year ended 31st December, 2024 was RMB1,095.9 million, representing a slight decrease of 2.3% from the RMB1,121.5 million generated during the year ended 31st December, 2023. There was an increase in revenue from sales of automotive components due to stable increasing orders from electric and hybrid motor vehicle manufacturers. In addition, the Group also started having sale of non-BMW vehicles. However, the increase was more than offset by the decrease in revenue from motor vehicle financing due to increasing market competition.

Cost of sales increased by 8.3% from RMB833.0 million in 2023 to RMB902.1 million in 2024. The gross profit of the Group decreased by 32.8% from RMB288.5 million in 2023 to RMB193.9 million in 2024. Consequently, the gross profit margin of the Group reduced to 17.7% in 2024 when compared to 25.7% in 2023. The decrease was mainly due to increase in cost of raw materials such as aluminium during the year and the decrease in margin for the motor vehicle financing due to keen market competition.

Report of Directors (Cont'd)

Other income decreased by 40.7% from RMB39.8 million in 2023 to RMB23.6 million in 2024. The decrease was mainly due to the adjustment to overprovision of expenses in 2023.

Interest income decreased by 37.7% from RMB670.2 million in 2023 to RMB417.8 million in 2024 due to the decrease in bank deposit interest rates, short-term deposits and cash and cash equivalents.

Selling expenses increased by 18.3% from RMB45.3 million in 2023 to RMB53.6 million in 2024. The increase in selling expenses was mainly due to increase in costs of advertising and promotion for the launch of new non-BMW vehicles of the Group by JSA.

General and administrative expenses for 2024 (excluding net reversal of ECL allowance on loans and receivables) increased by 22.3% to RMB528.6 million in 2024 from RMB432.3 million in 2023 (excluding net provision of ECL allowance on loans and receivables). As a result, the general and administrative expenses as a percentage of revenue increased from 38.5% in 2023 to 48.2% in 2024. The increase was mainly due to increase of general and administrative expenses as a result of reconsolidation of JSA.

Net reversal of ECL allowance on loans and receivables of RMB109.2 million was recognised in 2024 as compared to net ECL allowance of RMB53.2 million recognised in 2023. Net reversal of ECL allowance recognised in the year as the previously provided ECL allowance was no longer required for the amounts settled by the debtors in the year particularly from an associate of the Group.

Finance costs which represents only interest on lease liabilities increased by 1.18 times from RMB1.7 million in 2023 to RMB3.7 million in 2024, mainly due to new leases entered in the year. As the Group only had bank borrowings for the motor vehicle financing business in both 2023 and 2024, the interest expense so derived was recognised as the cost of the respective business.

The Group's share of results of associates, which includes the recognition of BBA contribution as the Group's associate, decreased by 44.1% from RMB7,796.8 million in 2023 to RMB4,361.4 million in 2024. The decrease was mainly a result of the drop of performance of BBA due to decrease in sales volume and increase in dealer support fees.

BBA achieved local sales of 603,807 units (including BEVs of 95,083 units) in 2024, a decrease of 15.0% as compared to 709,954 units (including BEVs of 95,550 units) sold in 2023. The local sales volumes of BBA by models are listed in the table below:

BMW Models	2024	2023	% Change
1-series	86	14,638	-99.5%
3-series	192,412	203,688	-5.5%
5-series	94,841	142,322	-33.4%
X1	92,068	83,010	10.9%
X2	307	17,230	-98.2%
X3	136,461	155,343	-12.2%
X5	87,632	93,723	-6.5%
Total	603,807	709,954	-15.0%
Of which BEVs	95,083	95,550	-0.5%

In addition, BBA exported 21,284 units, mainly X3 BEV models in 2024, a decrease of 37.3% from 33,931 units sold overseas in 2023.

During 2024, the Group has fulfilled the requirements of the restructuring of JSA by completing capital contribution in aggregate of RMB1.34 billion into JSA and resumed the control in JSA by holding 80.72% of its paid-up registered capital. As a result, JSA's financial statements were reconsolidated into the Group's financial statements. As announced on 17th July, 2024, JSA also reached an agreement with the Dadong Government that for a monetary compensation of RMB451.4 million covering the relocation and set-up costs of its office and factory, including the loss of disposal of property, plant and equipment for the reason of relocation, The expropriation compensation has been fully settled on 3rd March, 2025. JSA was relocated to a new factory and office premises under a 10-year lease with a rent-fee period for the initial 3 years.

Report of Directors (Cont'd)

The Group's profit before income tax decreased by 45.3% from RMB8,262.8 million in 2023 to RMB4,519.9 million in 2024. Income tax expense was RMB1,474.3 million in 2024 which was mainly due to the increase of withholding tax on higher dividend from a subsidiary for the year as compared to an income tax expense of RMB526.4 million in 2023.

As a result of the above, the Group recorded net profit attributable to equity holders of the Company of RMB3,101.1 million for the year 2024, representing a decrease of 60.0% from the RMB7,735.0 million realised in 2023. Basic earnings per share in 2024 amounted to RMB0.61465, compared to RMB1.53312 in 2023. In addition, return on capital employed (as defined by the EBITDA ÷ average capital employed) for 2024 was 12.2%, compared to 16.0% for 2023.

Financial highlights

Certain financial key performance indicators are provided in the sub-section headed "Business discussion and analysis" above and the section headed "Management's Discussion & Analysis".

Principal risks and uncertainties

Please refer to note 4 to the financial statements for details of the main financial risks faced by the Group and the Group's management objectives and policies regarding such risks. In addition to such financial risks, the directors are of the view that any material change in relevant government policies (such as the Chinese Government's policies on economic development and environmental protection) is also one of the principal risks and uncertainties that may affect the Group's business.

Likely future development of business

The Group will continue to focus on its principal activities including the manufacture and sale of BMW vehicles and components, the manufacture and sale of non-BMW vehicles and automotive components, and the provision of auto financing service in the PRC. As stated in the Chairman's Statement's section, the Board will continue to seek suitable strategic investments primarily within the automobile industry value chain which could generate sustainable business growth for the Group.

Important events affecting the Group that have occurred since the end of the financial year

Save as disclosed below, to the knowledge of the directors of the Company, there is no other important event affecting the Group since the end of the financial year and up to the date of this report:

(a) *Litigations against the Group*

References are made to (i) the announcements issued by the Company dated 14th April, 2021, 10th June, 2021, 30th September, 2021, 15th December, 2021, 30th December, 2021, 14th February, 2022, 4th March, 2022, 30th March, 2022, 28th April, 2022, 30th June, 2022 and 30th September, 2022; (ii) the annual reports of the Company for the years ended 31st December, 2021, 2022 and 2023 (the "Annual Reports"); and (iii) the interim report of the Company for the six months ended 30th June, 2024. Capitalised terms used below shall have the same meaning as those defined in the Annual Reports.

In February 2025, the Supreme People's Court of the People's Republic of China (中華人民共和國最高人民法院) has issued a notification to SJAI accepting SJAI's application for an action of enforcement supervision (執行監督) against the decision made by the Shenyang Intermediate People's Court (瀋陽市中級人民法院) (the "Court") in relation to the CEB RMB1,818 million Proceeding Trial Judgment, the CEB RMB156 million Proceeding Trial Judgment, and the CEB RMB208 million Proceeding Trial Judgment, by which the Court required payment of approximately RMB39 million by SJAI to the Court's account.

Report of Directors (Cont'd)

(b) Expropriation of Land

As announced by the Company on 17th July, 2024, on 16th July, 2024, the Dadong Government signed an expropriation compensation agreement with RBJAC (now known as JSA) in respect of the expropriation of the land where the office and factory operated by RBJAC is located. Pursuant to the expropriation compensation agreement, the Dadong Government has agreed to a total monetary compensation of RMB451.4 million, which was fully settled as at 3rd March, 2025.

(c) Capital contribution

Reference is made to the announcement issued by the Company on 20th March, 2025 in relation to further capital contribution to JSA. On 20th March, 2025, the Board has approved to make a capital contribution to JSA in the amount of RMB500 million in cash. Upon completion of the change in industrial and commercial registration in respect of the RMB500 million capital contribution, together with the RMB300 million capital contribution made in August 2024, the Group's interest in JSA is anticipated to increase from 80.72% to approximately 87.34% (subject to adjustment).

(d) Restructuring of Huachen

As announced by the Company on 21st June, 2022, to facilitate the Huachen Restructuring Plan, the Company, being a minority shareholder in Brilliance Power, will be required to transfer the remaining 49% equity interest held in Brilliance Power to Huachen at nil consideration if the Huachen Restructuring Plan was approved by the creditors of Huachen and by the Shenyang Intermediate People's Court. The Huachen Restructuring Plan was approved by the creditors and the Shenyang Intermediate People's Court on 31st July, 2023 and 2nd August, 2023, respectively. Consequently, the Company has ceased to hold any equity interest in Brilliance Power, which was registered with registration authority on 26th January, 2025.

Other disclosures

Pursuant to the requirements under paragraph 28 of Appendix D2 to the Rules Governing the Listing of Securities on the Stock Exchange (the "Listing Rules"), the Company's discussion on three aspects, namely "Environmental policies and performance", "Compliance with laws and regulations" and "Relationship with stakeholders and its importance" is set out below.

Environmental policies and performance

In the context of severe global warming, public awareness and understanding of energy saving and environmental protection has gradually increased, and the society requires enterprises to save energy and reduce emission. The Group regards environmental protection as an important responsibility and strictly adheres to relevant laws, including Law of the PRC on the Prevention and Control of Atmospheric Pollution, Environmental Protection Law of the PRC, Energy Conservation Law of the PRC, and Water Law of the PRC etc. The Group has established measures to manage chemicals and wastewater. In addition, the Group strictly complies with the instruction for monitoring the hazardous waste from the manufacture of automotive components. To mitigate greenhouse gas ("GHG") emissions, the Group adopts several energy-saving and reducing consumption measures.

In 2024, the environmental, social and governance ("ESG") reporting boundary has been updated based on operation change. The Group upholds the high standard of ESG management measures, and the ESG performance of 2024 increased within controllable level with the change of reporting scope.

In 2024, the Group has moved its headquarters to "The Henderson", reflecting our commitment to being more environmentally friendly while caring for our employees' well-being. The Henderson has obtained LEED v4 Commercial Interiors and WELL v2 certifications, with an aim to reduce environmental impact, improve indoor air quality, and promote occupant well-being. This relocation demonstrates our dedication to sustainable practices and encourages better energy, water, and waste management for our Hong Kong operation.

The Group is also proud to announce that our use of renewable energy in Ningbo Yumin, a national-recognised 3-stars Green Factory in Beilun District, has led to a total avoidance of 227.4 tons of carbon dioxide equivalent emissions in 2024.

Report of Directors (Cont'd)

The main natural resources used in the production of the Group are electricity, water and natural gas used in the production process. Over 97% of the GHG emissions come from electricity consumption in production operations. The remaining air emissions and GHG emissions mainly come from production, vehicles used in daily operations and business travels. The Group continued to explore and research ways to reduce the level of pollutants and use of resources, including requiring employees to turn off electrical appliances before leaving, reminding employees to reuse and eliminate waste of water, enhancing operation efficiency, reusing, and recycling packaging materials and encouraging e-communications to reduce business trips etc.

For waste management, hazardous waste is unavoidably generated during the production process. The Group has established comprehensive written measures in handling hazardous waste to ensure the waste are well classified, collected, recycled and disposed of in proper manner. Direct disposal of hazardous waste is strictly prohibited. Non-hazardous waste mainly come from commercial and production waste in daily operations, including plastic, paper, and domestic garbage. The Group primarily recycles or donates these wastes and converts them into usable resources. Meanwhile, the Group has also enhanced the data collection system during 2024 and facilitated a better monitoring procedure. In order to enhance employees' awareness of environmental protection, the Group has set out water saving, electricity saving and other resource waste prevention measures into the Group's system in written form. It includes the conditions and principles for using high-power-consuming equipment such as air conditioners, computers, and lights.

For the social aspect, the Group aims to develop ESG skill sets and knowledge among our staff. In 2024, we arranged comprehensive training sessions across various operations. These sessions emphasised the importance of ESG matters, educating our team on environmental, social, and governance principles while fostering a culture of sustainability within our organisation. By equipping employees with ESG knowledge, we nurture a workforce committed to driving positive change. Additionally, we significantly increased training hours on anti-corruption to enhance compliance awareness across our operations.

In 2024, the Group continued implementing various measures and guidelines with an internal monitoring system to ensure the ESG management process was well monitored. The Group also provided various training to our staff to improve the ESG skillset and enhance the compliance awareness across the operation, and we believe that proper training and a well-established workflow are the key to successful ESG management. As far as the Board is aware, the Group has not committed any breaches, nor has it received any public complaints or been involved in disputes concerning environmental pollution in 2024. Looking forward, the Group will continue to pay close attention to the global and PRC environmental protection policies and regulatory trends and invest in corresponding environmental protection constructions, when appropriate to enhance the Company's sustainability performance.

Compliance with the relevant laws and regulations that have a significant impact on the Group

The Company is an exempted company incorporated in Bermuda with limited liability, and registered as a non-Hong Kong company under the Hong Kong Companies Ordinance. The shares of the Company are traded on the main board of the Stock Exchange. The Company continues to review its current systems and procedures, emphasises and strives to comply with the Companies Law of Bermuda, the Listing Rules, the Securities and Futures Ordinance (the "SFO"), applicable Hong Kong Companies Ordinance, and other relevant laws and regulations which have a material effect on the Company. The Company endeavours to safeguard its shareholders' interests, enhance corporate governance and strengthen the functions of the Board.

During the year of 2024, as far as the Company is aware, there was no material breach of or non-compliance with applicable laws and regulations by the Group that has a significant impact on the business and operations of the Group.

Relationship with stakeholders and its importance

Stakeholder involvement is an integral part of the Group's development. The Group strives to maintain communications with its stakeholders, including investors, business partners, customers, employees and suppliers. The Group also engages its stakeholders to develop mutually beneficial relationships, seeks their suggestions on the Group's business and views on its work plans, and promotes sustainable development of the market, workplace, community and environment.

Report of Directors (Cont'd)

Key stakeholders	Importance
Investors	One of the Group's objectives is to create value for investors. The Group is committed to enhancing its operational efficiency and providing reasonable, sustainable and stable returns on investments. Regular meetings are held with investors to communicate corporate updates and to understand their opinions with the aim of improving the Group's operating performance.
New Business Partners	<p>As for Ningbo Yumin, the expansion of the business in respect of lightweight products related to aluminium alloys has been stepped up. The new business partners are Lada Auto Sunroof Guiderail (拉達汽車天窗導軌) and Rieter Textile Instruments (立達紡織機械).</p> <p>As for Mianyang Ruian, the BYD 4H20 product was successfully developed. With BYD being a leading enterprise in the NEV sector, such project has laid a cornerstone for the company's future presence and business expansion in the NEV market.</p> <p>As for BBAFC, along with its core business strategy to focus on retail finance, which specialises in co-operating with premium branded OEM and selected NEV brands, the key new business partner of BBAFC is Xiaomi, in addition to other existing NEV manufacturers such as Tesla.</p>
Customers	The Group strives to satisfy market demand in terms of product design and quality, and pursues technological innovation, in a bid to maintain a stable supply of high-quality products to customers.
Employees	Employees are an important cornerstone for corporate development. The Group places high priority on occupational health and safety, and strives to create an attractive working environment to motivate and retain talents, so as to enhance the sustainability of the Group.
Suppliers	Suppliers are fundamental to the production processes of the Group. In the principles of mutual benefit, risk sharing and co-development, the Group seeks to foster a win-win partnership with its suppliers. It intends to enter into strategic cooperation with partners with strong technology development ability, fast response, stability and consistency in design and production quality, high level of project management, cost competitiveness and interest in cooperation.

CASH FLOW POSITION

The cash flow position of the Group for the year ended 31st December, 2024 is set out and analysed in the consolidated statement of cash flows on page 102 and in note 34 to the financial statements.

DIVIDENDS

As announced by the Company, special dividends of HK\$1.5 and HK\$4.3 per ordinary share of the Company were declared by the directors of the Company on 15th April, 2024 and 14th June, 2024, respectively. The respective special dividends were paid to the shareholders on 17th May, 2024 and 25th July, 2024.

Further in 2025, the Company announced the declaration and payment of a special dividend of HK\$1.0 per ordinary share of the Company on 3rd March, 2025. The special dividend was paid to the shareholders on 28th March, 2025.

The directors of the Company did not recommend any dividend payment at the Board meeting held on 21st March, 2025 in respect of the Group's 2024 annual results.

Report of Directors (Cont'd)

DONATIONS

The Group has not made any charitable and other donations for the year ended 31st December, 2024.

CLOSURE OF REGISTER OF MEMBERS

The Company's forthcoming annual general meeting will be held on Friday, 20th June, 2025 at 9:00 a.m. (the "2025 AGM"). Notice of the 2025 AGM, which constitutes part of the circular to shareholders, is issued together with the annual report. The notice of the 2025 AGM and the proxy form are also available on the website of the Company.

The register of members of the Company will be closed from Monday, 16th June, 2025 to Friday, 20th June, 2025, both days inclusive, during which period no transfer of shares will be registered. The record date for the 2025 AGM is Monday, 16th June, 2025. Only shareholders of the Company whose names appear on the register of members of the Company on Monday, 16th June, 2025 or their proxies or duly authorised corporate representatives are entitled to attend and vote at the 2025 AGM. In order to qualify for attending and voting at the 2025 AGM, all properly completed transfer forms accompanied by the relevant share certificates must be lodged with the Company's branch registrar and transfer office in Hong Kong, Computershare Hong Kong Investor Services Limited at Shops 1712-16, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong for registration not later than 4:30 p.m., Hong Kong time, on Friday, 13th June, 2025.

PROXY LODGMENT DEADLINE DATE AND TIME

Whether or not a shareholder is able to attend the 2025 AGM, he/she is requested to complete the proxy form in accordance with the instructions printed thereon and return it to the office of the Company's branch registrar in Hong Kong, Computershare Hong Kong Investor Services Limited at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong before 9:00 a.m., Hong Kong time, on Wednesday, 18th June, 2025, or not less than 48 hours before the time appointed for holding of any adjourned meeting of the 2025 AGM. Completion and return of the form of proxy will not preclude shareholders of the Company from attending and voting in person at the 2025 AGM or any adjourned meeting thereof if they so wish and in such event, the form of proxy will be deemed to be revoked.

FIVE-YEAR FINANCIAL SUMMARY

A summary of the results, assets and liabilities of the Group for the past five financial years is set out on page 3.

RESERVES

Movements in the reserves of the Group and the Company during the year ended 31st December, 2024 are set out in notes 32 and 37, respectively to the financial statements.

PROPERTY, PLANT AND EQUIPMENT

The movements of property, plant and equipment of the Group for the year ended 31st December, 2024 are set out in note 13 to the financial statements.

SHARE CAPITAL

Details of the Company's share capital as of 31st December, 2024 are set out in note 31 to the financial statements.

SHARE OPTIONS

To provide appropriate incentives or rewards to eligible persons for their contributions or potential contributions to the Group or any entity in which the Group holds any equity interest (the "Invested Entity"), the Board considers that it is in the interests of the Company to adopt a share option scheme.

Report of Directors (Cont'd)

At the annual general meeting held on 4th June, 2019, shareholders of the Company adopted a share option scheme (the “**Share Option Scheme**”). Eligible persons under the Share Option Scheme include (i) any director of the Company, its subsidiaries, any Invested Entity or the holding company of the Company; (ii) any employee or proposed employee of the Company, its subsidiaries, any Invested Entity or the holding company of the Company; (iii) any supplier of goods or services to any member of the Group or any Invested Entity; (iv) any customer of the Group or any Invested Entity; (v) any person or entity acting in their capacities as advisers or consultants that provides research, development or other technological support to the Group or any Invested Entity; (vi) any shareholder of any member of the Group or any Invested Entity or any holder of any securities issued by any member of the Group or any Invested Entity; and (vii) any company wholly owned by one or more persons belonging to any of the above classes of participants or any discretionary object of a participant which is a discretionary trust.

The Share Option Scheme came into effect on 5th June, 2019 (the “**Scheme Effective Date**”) and will remain in force for a period of 10 years till 4th June, 2029 (inclusive).

The period during which an option may be exercised will be determined by the directors of the Company at their absolute discretion, save that no option shall be exercised later than 10 years from the date of grant. A consideration of HK\$1 is payable on acceptance of the offer of grant of a share option.

The maximum number of shares which may be issued pursuant to the Share Option Scheme and any other option schemes (if any) is 504,526,938 shares, representing approximately 10% of the total number of issued shares as at the date of this report. The total number of shares issued and which may fall to be issued upon exercise of the share options granted under the Share Option Scheme and any other share option scheme of the Company (including both exercised or outstanding share options) to each participant in any 12-month period shall not exceed 1 per cent. of the issued share capital of the Company for the time being (the “**Individual Limit**”). Any further grant of share options in excess of the Individual Limit in any 12-month period up to and including the date of such further grant, shall be subject to the issue of a circular to the shareholders and the shareholders’ approval in general meeting of the Company with such participant and his or her close associates (or his or her associates if the participant is a connected person) abstaining from voting.

The subscription price per share under the Share Option Scheme shall be determined by the directors of the Company, but shall not be lower than the higher of (i) the closing price of shares as stated in the Stock Exchange’s daily quotation sheet on the date of grant, which must be a business day; (ii) the average closing price of shares as stated in the Stock Exchange’s daily quotation sheets for the five (5) business days immediately preceding the date of grant; and (iii) the nominal value of a share.

As at 31st December, 2024, there was no outstanding share option under the Share Option Scheme.

For the period commencing from the Scheme Effective Date to 31st December, 2024:

- (a) no share options under the Share Option Scheme have been granted, exercised, lapsed or cancelled;
- (b) no share options under the Share Option Scheme have been granted to any associates of the directors, chief executive or substantial shareholders of the Company;
- (c) there is no participant with options granted in excess of the Individual Limit; and
- (d) no share options under the Share Option Scheme have been granted to any supplier of goods or services to any member of the Group or any Invested Entity.

As no share options have been granted by the Company under the Share Option Scheme from the Scheme Effective Date up to 31st December, 2024, no expenses were recognised by the Group for the period under review (2023: nil).

DIRECTORS

The directors of the Company who held office during the year ended 31st December, 2024 and up to present are:

Report of Directors (Cont'd)

Executive directors:

Mr. Zhang Yue (*appointed as chairman of the Board with effect from 4th November, 2024, and as an executive director and chief executive officer with effect from 11th April, 2024*)

Mr. Wu Xiao An (also known as Ng Siu On) (*resigned as an executive director and chairman of the Board with effect from 11th September, 2024*)

Mr. Shen Tie Dong (*resigned as an executive director and chief executive officer with effect from 20th March, 2024*)

Mr. Zhang Wei

Mr. Guo Hongbo (*appointed as an executive director with effect from 21st March, 2025*)

Mr. Xu Daqing (*resigned as an executive director with effect from 20th March, 2025*)

Independent non-executive directors:

Mr. Song Jian

Mr. Jiang Bo

Mr. Dong Yang

Dr. Lam Kit Lan, Cynthia

Pursuant to bye-law 99 and the code provision B.2.2 of Appendix C1 to the Listing Rules, Mr. Zhang Wei and Dr. Lam Kit Lan, Cynthia will retire by rotation at the 2025 AGM.

Pursuant to bye-law 102(B), Mr. Guo Hongbo, who was appointed by the Board to fill a casual vacancy of the Board will hold office until the first annual general meeting of the Company after his appointment, i.e. the 2025 AGM. Mr. Guo Hongbo will not be taken into account in determining the number of directors who are to retire by rotation.

Each of Mr. Zhang Wei, Mr. Guo Hongbo and Dr. Lam Kit Lan, Cynthia, being eligible, will offer himself/herself for re-election and the Board has recommended them for election at the 2025 AGM.

Biographical details of the directors standing for re-election at the 2025 AGM are set out in the circular issued by the Company together with the annual report.

UPDATE ON DIRECTORS' INFORMATION

Pursuant to Rule 13.51B(1) of the Listing Rules, the change in information of the directors of the Company since the date of the 2024 interim report is set out below:

- Mr. Zhang Yue was appointed as the chairman of the Board and an authorised representative of the Company pursuant to Rule 3.05 of the Listing Rules, both with effect from 4th November, 2024. Mr. Zhang Yue was also appointed as the vice chairman of BBA, an associate of the Company, with effect from 4th November, 2024. Mr. Zhang Yue was the general manager of Shenyang Automobile Co., Ltd., ("**Shenyang Automobile**") a substantial shareholder of the Company within the meaning of the Listing Rules, from December 2023 to November 2024 and has become its chairman since November, 2024. Mr. Zhang Yue was the general manager of Huachen, a wholly-owned subsidiary of Shenyang Automobile, from March 2024 to January 2025 and has become its executive director since January, 2025.
- Mr. Zhang Wei was appointed as (i) a member of the subsidiary senior management appointment committee of the Board; (ii) a director of BBA, an associate of the Company; (iii) the chairman of SJAL, a subsidiary of the Company; and (iv) a director of Brilliance Investment Holdings Limited, a subsidiary of the Company, all effective from 4th November, 2024. Mr. Zhang Wei has been the chairman of the board of directors and an executive director of Power Xinchen, a company listed on the main board of the Stock Exchange (stock code: 1148) since 8th November, 2024.
- Mr. Xu Daqing resigned as an executive director of the Company with effect from 20th March, 2025.
- Mr. Guo Hongbo was appointed as an executive director of the Company with effect from 21st March, 2025.

Report of Directors (Cont'd)

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

As at 31st December, 2024, so far as is known to the directors or chief executives of the Company, the following persons or corporations other than a director or chief executive of the Company had an interest or a short position in the shares and underlying shares of the Company as recorded in the register required to be kept by the Company under Section 336 of the SFO:

Name of shareholders	Long position	%	Number and class of shares held/ Approximate shareholding percentage (Note 1)			
			Short position	%	Lending pool	%
Shenyang Sanshi Automotive Industry Development Co., Ltd. (“ Shenyang Sanshi ”) (Note 2)	1,512,875,802 ordinary	29.99	–	–	–	–
Huachen (Note 3)	1,512,875,802 ordinary	29.99	–	–	–	–
Shenyang Automobile (Note 3)	1,512,875,802 ordinary	29.99	–	–	–	–
Shenyang Cairui Automobile Industry Development Partnership Enterprise (Limited Partnership) (“ Shenyang Industry Partnership ”) (Note 3)	1,512,875,802 ordinary	29.99	–	–	–	–
Liaoning Financial Holding Group Co., Ltd. (“ Liaoning Financial ”) (Note 3)	1,512,875,802 ordinary	29.99	–	–	–	–
Shenyang Cairui Investment Co., Ltd (“ Shenyang Cairui Investment ”) (Note 4)	1,512,875,802 ordinary	29.99	–	–	–	–
Shenyang Shengjing Financial Holding Investment Group Co., Ltd (“ Shenyang Shengjing ”) (Note 4)	1,512,875,802 ordinary	29.99	–	–	–	–
Shenyang Metro Co.,Ltd. (“ Shenyang Metro ”) (Note 4)	1,512,875,802 ordinary	29.99	–	–	–	–
Liaoning Provincial Transportation Investment Group Co. Ltd. (“ LPTI ”) (Note 5)	600,000,000 ordinary	11.89	–	–	–	–
Liaoning Transportation Investment Co., Ltd. (“ LTI ”) (Note 5)	600,000,000 ordinary	11.89	–	–	–	–

Notes:

- (1) The percentage of shareholding is calculated on the basis of 5,045,269,388 shares in issue of the Company as at 31st December, 2024.
- (2) According to the disclosure of interest notice filed by Shenyang Sanshi on 14th June, 2024, the 1,512,875,802 shares in long position were held in the capacity as beneficial owner.
- (3) According to the disclosure of interest notice filed by Liaoning Financial on 14th June, 2024, Shenyang Sanshi is a direct wholly-owned subsidiary of Huachen, which is in turn a direct wholly-owned subsidiary of Shenyang Automobile. Shenyang Automobile is owned as to 89.75% by Shenyang Industry Partnership and which is in turn indirectly owned as to 48.86% by Liaoning Financial. Each of Liaoning Financial, Huachen, Shenyang Automobile and Shenyang Industry Partnership are therefore deemed to be interested in the interest of Shenyang Sanshi in the Company by virtue of the SFO. The 1,512,875,802 shares in long position were held by each of Liaoning Financial, Huachen, Shenyang Automobile and Shenyang Industry Partnership in the capacity as corporate interest.

Report of Directors (Cont'd)

- (4) According to the disclosure of interest notices filed by Shenyang Shengjing and Shenyang Metro on 14th June, 2024, Shenyang Automobile is owned as to 89.75% by Shenyang Industry Partnership, which is in turn owned as to 0.23% by Shenyang Cairui Investment and indirectly owned as to 48.86% by Shenyang Metro. Shenyang Cairui Investment is indirectly owned as to 50% by Shenyang Shengjing. Each of Shenyang Shengjing, Shenyang Metro and Shenyang Cairui Investment are therefore deemed to be interested in the interest of Shenyang Sanshi in the Company by virtue of the SFO. The 1,512,875,802 shares in long position were held by each of Shenyang Shengjing, Shenyang Metro and Shenyang Cairui Investment in the capacity as corporate interest.
- (5) According to the disclosure of interest notice filed by LPTI on 9th July, 2020, LTI held direct interest in 600,000,000 shares and is owned as to 83.68% by LPTI. Therefore, LPTI is deemed to be interested in the interest of LTI in the Company by virtue of the SFO. The 600,000,000 shares in long position were held by LPTI in the capacity as corporate interest, and by LTI in the capacity as beneficial owner.

Save as disclosed herein, as at 31st December, 2024, there was no other person or corporations so far as is known to the directors or chief executives of the Company, other than a director or chief executive of the Company, as having an interest or a short position in the shares and underlying shares of the Company as recorded in the register required to be kept by the Company under Section 336 of the SFO.

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31st December, 2024, none of the directors, chief executives of the Company or their respective close associates had any interests and short positions in the shares, underlying shares and debentures of the Company or any associated corporation (within the meaning of Part XV of the SFO) which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which he/she was taken or deemed to have under such provisions of the SFO); or were required pursuant to Section 352 of the SFO to be entered in the register referred to therein; or were required pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers to be notified to the Company and the Stock Exchange.

DIRECTORS' RIGHT TO ACQUIRE SHARES OR DEBENTURES

Save as disclosed above, at no time during the year ended 31st December, 2024 was the Company or any of its subsidiaries a party to any arrangements to enable the directors of the Company to acquire benefits by means of the acquisition of shares or debentures of the Company or any other body corporate; and none of the directors, or their spouses or children under the age of 18, had any right to subscribe for the securities of the Company, or had exercised any such right during the year.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS

Save as disclosed herein, no transactions, arrangements or contracts of significance to which the Company was a party and in which a director of the Company or an entity connected with such director is or was materially interested, whether directly or indirectly, subsisted during or at the end of the financial year.

DIRECTORS' SERVICE CONTRACTS

None of the directors of the Company who are proposed for re-election at the forthcoming annual general meeting of the Company has a service contract with members of the Group that is not determinable by the employer within one year without payment of compensation, other than statutory compensation.

DIRECTORS' INTERESTS IN COMPETING BUSINESSES

During the financial year ended 31st December, 2024, none of the directors of the Company was considered to have interests in business which competes or is likely to compete, either directly or indirectly, with the business of the Group.

PERMITTED INDEMNITY PROVISIONS

During the financial year and up to the date of this report, the Company has in force indemnity provisions as permitted under the relevant statutes for the benefit of the directors and officers of the Company and its subsidiaries. The permitted indemnity provisions are provided for in the Company's bye-laws and in the directors & officers liability insurance maintained for the Group in respect of potential liability and costs associated with legal proceedings that may be brought against such persons.

Report of Directors (Cont'd)

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

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities in 2024.

ANALYSIS OF INTEREST CAPITALISED

No interest was capitalised in 2024.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Company's bye-laws or the laws of Bermuda which oblige the Company to offer new shares on a pro-rata basis to existing shareholders of the Company.

MAJOR CUSTOMERS AND SUPPLIERS

In 2024, the aggregate sales attributable to the Group's five largest customers, excluding the Group's associates and joint ventures, represented approximately 35.81% of the Group's total revenue from sales of goods or rendering of services while the sales attributable to the Group's largest customer represented approximately 9.59% of the Group's total revenue. The aggregate purchases attributable to the Group's five largest suppliers, excluding the Group's associates and joint ventures, during the year represented approximately 51.21% of the Group's total purchases and the purchases attributable to the Group's largest supplier represented approximately 31.48% of the Group's total purchases.

None of the directors, their close associates or any shareholders of the Company that, to the knowledge of the directors of the Company is interested in more than 5% of the number of issued shares of the Company, has any interests in the above five largest customers or suppliers of the Group.

PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the directors of the Company, as at the date of this report, the Company maintains the prescribed percentage of public float under the Listing Rules.

CONTINUING CONNECTED TRANSACTIONS

Continuing Connected Transaction with BEA China

In 2024, the Group entered into certain related party transactions which also constitute continuing connected transactions under Chapter 14A of the Listing Rules. The continuing connected transactions during the year that are not exempt from the annual reporting requirement in Chapter 14A of the Listing Rules are listed below and these transactions are, among others, also set out in note 33(a) to the financial statements. The Company has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules. Announcements have been made on these continuing connected transactions and the relevant shareholders' approvals have been obtained, if necessary.

(A) Continuing Connected Transactions with The Bank of East Asia (China) Limited (the "BEA CCTs")

– *Agreement signed on 20th December, 2023*

On 20th December, 2023, BBAFC entered into a co-lending finance management services agreement (the "2024 BEA Co-Lending Finance Management Services Agreement") with The Bank of East Asia (China) Limited ("BEA China") so as to continue to provide co-lending finance management services to BEA China for a period of three financial years commencing from 1st January, 2024 to 31st December, 2026.

Report of Directors (Cont'd)

At the time of entering into of the agreement, BBAFC's effective equity interest was owned as to 22.5% by The Bank of East Asia, Limited, the parent company of BEA China. The Bank of East Asia, Limited is a connected person of the Company by virtue of being a substantial shareholder of the Company's non-wholly owned subsidiary. Hence, the BEA CCTs constitute continuing connected transactions under Chapter 14A of the Listing Rules.

Notwithstanding that one or more of the applicable percentage ratios in respect of the proposed caps exceed 5%, as (i) BEA China is a connected person of the Company at the subsidiary level; (ii) the Board has approved the 2024 BEA Co-Lending Finance Management Services Agreement and the transactions contemplated thereunder; and (iii) all the independent non-executive directors of the Company have confirmed that the terms of the 2024 BEA Co-Lending Finance Management Services Agreement are fair and reasonable, on normal commercial terms or better to the Company and in the interests of the Company and the shareholders as a whole, the transactions contemplated under the 2024 BEA Co-Lending Finance Management Services Agreement are subject to the reporting, annual review and announcement requirements but exempt from independent shareholders' approval requirement pursuant to the Listing Rules.

Details of the transactions are set out in the announcement of the Company dated 20th December, 2023.

(B) Continuing Connected Transactions with Shenyang Automobile (the "Shenyang Automobile CCTs")

- *Agreements signed on 27th December, 2024*

On 27th December, 2024, the Company and Shenyang Automobile entered into the following agreements: (i) a comprehensive services purchase framework agreement in relation to the provision of services by Shenyang Automobile and its subsidiaries and its 30%-controlled companies (collectively the "Shenyang Automobile Group") to members of the Group for the period commencing from 1st December, 2024 to 31st December, 2025; (ii) an automotive components purchase framework agreement in relation to the purchases of materials and/or automotive components by members of the Group from members of the Shenyang Automobile Group for the period commencing from 1st January, 2025 to 31st December, 2025; and (iii) an automobiles sales framework agreement in relation to the sale of automobiles by members of the Group to members of the Shenyang Automobile Group for the period commencing from 1st December, 2024 to 31st December, 2025.

At the time of entering into of the agreements, Shenyang Automobile, through its subsidiaries, was interested in approximately 29.99% of the issued share capital of the Company. Accordingly, Shenyang Automobile is a connected person of the Company under the Listing Rules. Hence, the Shenyang Automobile CCTs constitute continuing connected transactions under Chapter 14A of the Listing Rules.

As announced by the Company on 27th December, 2024, during the period from 1st January, 2024 to 27th December, 2024, the Group had from time to time acquired certain services including but not limited to sewage, maintenance and cleaning services from the Shenyang Automobile Group for daily operation and in preparation for the recommencement of business operation of JSA and the aggregate amount of the services acquired by the Group amounted to approximately RMB1,543,000, which constitute de minimis continuing connected transactions pursuant to Rule 14A.76(1) of the Listing Rules and are fully exempt from reporting, announcement, circular and independent shareholders' approval requirements under Chapter 14A of the Listing Rules.

The transactions between the Group and the Shenyang Automobile Group contemplated under (i) the comprehensive services purchase framework agreement (together with the abovementioned services acquired by the Group from the Shenyang Automobile Group during the period from 1st January, 2024 to 27th December, 2024, on an aggregated basis); (ii) the automotive components purchase framework agreement; and (iii) the automobiles sales framework agreement are subject to reporting, announcement and annual review (where applicable) requirements but exempt from the independent shareholders' approval requirement under Chapter 14A of the Listing Rules.

Details of the transactions are set out in the announcements of the Company dated 27th December, 2024 and 23rd January, 2025.

Report of Directors (Cont'd)

The actual monetary value of all the above continuing connected transactions (collectively, the “**Continuing Connected Transactions**”) for the financial year ended 31st December, 2024 is set out below.

Continuing Connected Transactions		Actual monetary value for the financial year ended 31st December, 2024 RMB'000
BEA CCTs		
A	Provision of co-lending finance management services by BBAFC to BEA China	4,273
Shenyang Automobile CCTs		
B1	Purchase of services by members of the Group from members of the Shenyang Automobile Group	1,395
B2	Sale of automobiles by members of the Group to members of the Shenyang Automobile Group	1,419

The independent non-executive directors of the Company have reviewed and confirmed that the internal control procedures put in place by the Company are adequate and effective and the Continuing Connected Transactions for 2024 have been entered into:

- (1) in the ordinary and usual course of business of the Group;
- (2) either on normal commercial terms or better; and
- (3) in accordance with the relevant agreements governing them on terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole.

The Company's auditor was engaged to report on the Continuing Connected Transactions in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) “Assurance Engagements Other Than Audits or Reviews of Historical Financial Information”, and with reference to Practice Note 740 (Revised) “Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules” issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued and provided a letter to the Board regarding its findings and conclusions in relation to the Continuing Connected Transactions in accordance with Rule 14A.56 of the Listing Rules.

The Group also entered into certain transactions with parties regarded as “related parties” under the applicable accounting standards. Details of these transactions are disclosed in note 33 to the financial statements.

Save as disclosed above, in the opinion of the directors of the Company, the transactions disclosed as related party transactions in note 33 to the financial statements do not constitute connected transactions or continuing connected transactions (as defined under the Listing Rules in force at the time of the entering into of the relevant transactions) that are required to be reported pursuant to Chapter 14A of the Listing Rules.

Report of Directors (Cont'd)

AUDITOR

Grant Thornton Hong Kong Limited will retire at the conclusion of the 2025 AGM and be eligible to offer itself for re-appointment. A resolution will be submitted to the 2025 AGM to seek shareholders' approval on the appointment of Grant Thornton Hong Kong Limited as our auditor until the conclusion of the next annual general meeting and to authorise the Board to fix its remuneration.

By order of the Board

Zhang Yue

Chairman and Chief Executive Officer

Hong Kong,
21st March, 2025

Management's Discussion & Analysis

BUSINESS DISCUSSION AND ANALYSIS

A review of the business of the Group during the financial year ended 31st December, 2024 and the outlook of the Group's business are discussed throughout this annual report including the sections headed "Chairman's Statement" and "Business Review" on pages 4 to 7 and pages 10 to 15 of this report.

Additional information regarding the disclosure with respect to the money lending business of the Group conducted through BBAFC, a directly and non-wholly owned subsidiary of the Company, are set out on pages 29 to 30 of this report.

LIQUIDITY AND FINANCIAL RESOURCES

As at 31st December, 2024, the Group had RMB10,539.6 million in cash and cash equivalents (As at 31st December, 2023: RMB30,845.8 million), RMB42.5 million in statutory deposit reserves at central bank (As at 31st December, 2023: RMB57.5 million), and RMB582.1 million in pledged and restricted short-term bank deposits (As at 31st December, 2023: RMB2,501.0 million).

As at 31st December, 2024, the Group had notes payable in the amount of RMB279.9 million (As at 31st December, 2023: RMB219.3 million).

As at 31st December, 2024, the Group had outstanding short-term bank borrowings of RMB330.0 million (As at 31st December, 2023: RMB924.5 million). As at 31st December, 2024, the Group did not have long-term bank borrowings due within or over one year (As at 31st December, 2023: nil).

All short-term bank borrowings as at 31st December, 2024 were due within one year, being repayable from 7th January, 2025 to 5th March, 2025 (As at 31st December, 2023: repayable from 19th January, 2024 to 6th December, 2024). As at 31st December, 2024, these borrowings were interest-bearing at rates ranging from 2.85% to 4.75% per annum, and were denominated in Renminbi (As at 31st December, 2023: 3.80% to 5.50% per annum, Renminbi).

With an aim to improving its liquidity, the Group regularly monitors its accounts receivable turnover and inventory turnover. For the year ended 31st December, 2024, the Group's accounts receivable turnover days was approximately 123 days, compared to approximately 101 days for 2023. Inventory turnover days was approximately 77 days in 2024, compared to approximately 76 days in 2023.

CAPITAL STRUCTURE AND FUNDING POLICIES

As at 31st December, 2024, the Group's total assets was approximately RMB29,105.7 million (As at 31st December, 2023: RMB55,154.6 million), which was funded by the following: (a) share capital of RMB397.2 million (As at 31st December, 2023: RMB397.2 million), (b) reserves of RMB25,663.8 million (As at 31st December, 2023: RMB50,720.9 million), (c) total liabilities of RMB2,007.8 million (As at 31st December, 2023: RMB3,263.5 million) and (d) contribution from non-controlling interests of RMB1,036.9 million (As at 31st December, 2023: RMB773.0 million).

As at 31st December, 2024, 91.0% (As at 31st December, 2023: 99.3%) of the Group's cash and cash equivalents (comprising cash on hand, bank balances and demand deposits within 3 months of maturity when acquired) were denominated in Renminbi, whereas 9.0% were denominated in other currencies (As at 31st December, 2023: 0.7%). Apart from the bank borrowings mentioned above, as at 31st December, 2024, the Group did not have any committed banking facilities.

The Group funds its short-term working capital requirement mainly through its own operational cash flow, short-term bank borrowings, issue of bank guaranteed notes and payment credit from its suppliers. The Group monitors and maintains a level of cash and cash equivalents considered adequate by the management to finance the Group's operations, expected expansion and product developments. Management also monitors the utilisation of bank borrowings and ensures compliance with loan covenants. For long-term capital expenditures, the Group's strategy is to fund these long-term capital commitments by a combination of operational cash flow, bank borrowings, dividends from joint ventures and associates, if any, and fund raising exercises in the capital market, if and when necessary.

Management's Discussion & Analysis (Cont'd)

CAPITAL EXPENDITURES AND COMMITMENTS

In 2024, the Group incurred capital expenditures of RMB259.6 million (2023: RMB39.5 million) mainly for acquisition of both owned and right-of-use assets of tools and moulds, machinery and equipment, and construction-in-progress. The Group also had capital expenditure of RMB1,054.4 million (2023: RMB282.6 million) for the investment in JSA.

As at 31st December, 2024, the Group's contracted capital commitments amounted to RMB164.9 million (As at 31st December, 2023: RMB17.5 million), which were mainly related to the capital expenditures in respect of acquisition of plant and machinery and intangible assets. The Group also had contracted capital commitments of RMB700 million for investment in a new joint venture (2023: RMB1,054.4 million for investment in JSA).

SIGNIFICANT INVESTMENTS HELD, MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

New Investments made during the reporting year

TCL Joint Venture

Reference is made to the announcement of the Company dated 31st December, 2024.

On 31st December, 2024, SJAI entered into a joint venture agreement (the "**TCL JV Agreement**") with TCL in relation to the formation of a joint venture, 馭新智行科技(瀋陽)有限公司, (the "**TCL Joint Venture**") to engage in the development and manufacturing of intelligent cockpit and display assembly business in the PRC. Pursuant to the TCL JV Agreement, the TCL Joint Venture will be held as to 50% and 50% by SJAI and TCL, respectively, with RMB700.0 million to be contributed by SJAI in cash and RMB700.0 million to be contributed by TCL partly in cash and partly by injection of assets. As at 31st December, 2024, the TCL Joint Venture was still in the progress of establishment. As the RMB700.0 million will be funded by the Group's internal funds, it will account for 2.4% of the Group's total assets if the RMB700.0 million were already invested as at 31st December, 2024.

RBJAC

References are made to the announcements of the Company dated 17th May, 2023 and 25th May, 2023.

As part of the restructuring of RBJAC (now known as JSA), the Group completed its cash contribution in an amount of approximately RMB282.6 million in September 2023 and RMB1,054.4 million in February 2024 into RBJAC and the Group resumed its control in RBJAC in May 2024 with 80.72% shareholding and its financial results have been consolidated into the financial statements of the Group since then. In August 2024, the Group injected a further RMB300 million into capital of RBJAC and upon completion of the change in industrial and commercial registration, the Group's shareholding in it is anticipated to increase from 80.72% to 83.89%. RBJAC was renamed to JSA in September 2024. The principal businesses of JSA are the manufacture and sale of minibuses and multi-purpose vehicles in the PRC. With the upgrade and refinement works of production facilities already underway, the production line of JSA is expected to be ready for full production in the second quarter of 2025. The total assets of JSA attributed to approximately 6.83% of the total assets of the Group as at 31st December, 2024.

JSA has a profound industrial heritage, its historical brand resources, good production bases and facilities, technological reserves and the capabilities in the production of new energy vehicles product. It still possesses potential value in facing the industrial and market challenges.

For more details, please refer to the sections headed "Chairman's Statement" and "Business Review" of this report.

Management's Discussion & Analysis (Cont'd)

Existing Investments

BBA

As at 31st December, 2024, the Group held 25% shares in BBA, with an investment cost of RMB344 million. The principal businesses of BBA are the manufacture and sale of BMW vehicles and components in the PRC. The carrying value of the shares held by the Group in BBA was RMB1,153.3 million, accounting for 39.6% of the Group's total assets. During the financial year 2024, the Group's share of profit from BBA was RMB4,362.6 million, representing a year-on-year decrease of 44%. The Group received RMB7,654.0 million as dividend from BBA for the financial year ended 31st December, 2024. For the Company's investment strategy in BBA and its performance of BBA during the year ended 31st December, 2024, please refer to the sections headed "Chairman's Statement" and "Business Review" of this report.

Save as aforesaid, there were no significant investments held, nor were there any material acquisitions or disposals of subsidiaries, associates and joint ventures during the year ended 31st December, 2024.

NEW BUSINESS AND NEW PRODUCTS

The Company is devoted to capture valuable investment opportunities in order to enhance the Company's profitability and create value for its shareholders. The Company is in the course of studying and exploring various investment opportunities, including but not limited to cooperation with BMW with respect to supply of components for BMW vehicles, possible expansion into NEV manufacturing, components supply and digitalisation business, spanning across the entire value chain of the automotive industry.

On 31st December, 2024, the Group's wholly-owned subsidiary has announced to enter into a joint venture agreement with TCL in relation to the formation of a joint venture to engage in the development and manufacturing of intelligent cockpit and display assembly business. The TCL Joint Venture will principally focus on the development of artificial intelligence software, provision of cloud computing equipment technical services, information system integration services, technology consulting services, software outsourcing services and sales of intelligent manufacturing solutions, automotive software, hardware and electronic components, etc.

BBA is set to introduce significant updates to its lineup. The all-new X3 comes with a long wheelbase exclusively for Chinese customers, and is more than ever focused on the wishes of Chinese customer. The all-new BMW 2 Series Gran Coupe is the first locally produced Gran Coupe model from BMW. The all new BMW M235L Gran Coupe is the first locally produced M performance sedan and the youngest and newest member of the M family. These new models will further enhance the BMW local production lineup.

BBA is coordinating with BMW Group to accelerate the speed for the arrival of a completely new technological platform for future BMW vehicles, which is known as the "Neue Klasse" which will start its local production in 2026. The first locally produced Neue Klasse model will roll off the production line from Lydia site of its Shenyang production base and the first model will be a sport activity vehicle. With the "Neue Klasse", the BMW brand is going to redefine standards for digitalisation, innovation and design.

In 2025, Mianyang Ruian will ensure sustainable and steady sales by continuing its principle of "stabilising old markets and capturing new markets". The focuses of market development will still be ensuring the stable delivery to Li Auto, FAW and SAIC and the in-depth participation in their related pre-research and new product development projects; actively facilitating the smooth progress of mass production of its customers SAIC, Geely, BYD and other new projects to guarantee new sales in 2025; and maintaining communication with Chery Commercial Vehicles (奇瑞商用車) to strive for opportunities to make pitches for projects.

Ningbo Yumin continues to develop lightweight products related to aluminium alloy products. It has received 24 orders for new products, including all-aluminium alloy body structural components for BYD Denza and other models, window guiderails for Lada and parts for Rieter Textile Instruments (立達紡織機械), and has also secured three new customers.

BBAFC continues to improve its operational efficiency by slimming the organisational structure and optimising its cost structure whilst we continue to invest in the future, for instance, digitisation, to enhance the company's long-term sustainability.

Management's Discussion & Analysis (Cont'd)

JSA is in the process of resuming to normal production following completion of the restructuring. It has maximised the use of existing resources to restore Jinbei's fuel vehicle models and stepped up the transformation into electrification, and continued its efforts in the LCV market. Following replacement and modification works, the installation of the production lines at the general assembly and vehicle body workshops was basically completed for joint commissioning. It promoted the co-operation with the leading automotive manufacturer in China, Geely Farizon, and the first product from the partnership, the Jiyun series, has been successfully rolled out.

Looking forward, JSA will continue to focus on resuming the production of vehicle models under the Jinbei brand, so that Jinbei products will form a perfect layout for intercity and intra-city logistics vehicles by extending to the LCV market, and actively develop overseas markets. It will continue to enhance the co-operation with Geely Farizon by promoting the introduction and application of technology for methanol-powered vehicle models, in order to enrich the product mix of Jinbei Jiyun (金杯吉運) and offering solutions for the unresolved issues of commercial vehicle electrification in the northern region with methanol fuel. The feasibility study of a joint venture partnership with Geely Farizon is underway, with a view to enhancing the core competitiveness of methanol-powered vehicles in the commercial vehicle market and facilitating the green transformation of the industry.

EMPLOYEES, REMUNERATION POLICY AND TRAINING PROGRAMMES

The Group employed approximately 1,600 employees as of 31st December, 2024 (As of 31st December, 2023: approximately 1,200). Employee costs amounted to RMB258.3 million for the year ended 31st December, 2024 (For the year ended 31st December, 2023: RMB238.1 million). The Group will endeavour to ensure that the salary levels of its employees are in line with industry practices and prevailing market conditions, and that employees' remuneration is based on performance.

In order to improve the overall quality and professional technical level of all employees, the Group provides online or offline training on, among other things, professional skills, quality enhancements, business and product knowledge, occupational ethics and safety, ESG issues, anti-corruption, rules and regulations, management skills, leadership and teamwork cooperation to its directors/employees from time to time. Ningbo Yumin and Mianyang Ruian have formulated and implemented administrative measures for education and training, and have established a set of training systems and workflows including new employee induction training, special post personnel training, management training, professional technical training and quality training. The course contents are extensive, covering basic/middle-level management, new product development, quality management, financial management, lean production, teamwork, and professionalism. Training demand research are conducted and training plans are formulated on an annual basis. BBAFC has specifically arranged compliance training, business training, new hire training, paired with online courses, meeting the learning needs of the employees. It has even developed its own online training platform, allowing its employees to browse training and financial product knowledge materials, reducing the travel needs for sales and training teams. BBAFC has also developed a succession plan which lays a solid foundation of talent for its long-term development.

CHARGE ON ASSETS

As at 31st December, 2024, short-term bank borrowings of RMB100.0 million (As at 31st December, 2023: RMB344.5 million) were secured by the Group's loan receivables of approximately RMB126.2 million (As at 31st December, 2023: RMB443.7 million).

There were no long-term bank borrowings as at 31st December, 2024 (As at 31st December, 2023: nil).

As detailed in note 28 to the financial statements, the Group made accumulated settlements of approximately RMB915,745,000 during the year (2023: approximately RMB447,118,000) for certain lawsuits in respect of unauthorised guarantees directly out of the restricted short-term deposits by the PRC courts. After the settlements, the respective restricted short-term deposits were reduced to approximately RMB347,200,000 at 31st December, 2024 (2023: approximately RMB2,324,385,000).

The directors of the Company considered that the respective liabilities and provision and liabilities have been adequately provided for in the consolidated financial statements.

FUTURE PLANS FOR MATERIAL INVESTMENTS OR ADDITIONS OF CAPITAL ASSETS

Save as disclosed, the Group does not have future plans for material investments or additions of capital assets as at the date of this report.

Management's Discussion & Analysis (Cont'd)

GEARING RATIO

As at 31st December, 2024, the gearing ratio, computed by dividing total liabilities by total equity attributable to equity holders of the Company, was approximately 0.07 (As at 31st December, 2023: approximately 0.06). The increase in the gearing ratio was primarily due to the significant dividend payment to shareholder during the year.

FOREIGN EXCHANGE RISKS

Due to the depreciation of Renminbi in the year, exchange loss was recognised for the distribution of special dividends denominated in Hong Kong Dollar in this year. Other than this, as the Group's substantial transactions during the year were denominated in Renminbi, the Group considers that exchange rate fluctuations do not have significant effect on the overall financial performance of the Group. The Group has increased cash and cash equivalents in Hong Kong Dollars to hedge the potential exchange loss for dividend distribution. The Group will continue to monitor transactions and monetary assets and liabilities denominated in foreign currencies to minimise foreign exchange risks. There were no outstanding hedging transactions as at 31st December, 2024 (As at 31st December, 2023: nil).

CONTINGENT LIABILITIES

The Group did not have any contingent liabilities as at 31st December, 2024.

MONEY LENDING BUSINESS OF THE GROUP

The Company provides auto financing service through its subsidiary, BBAFC and generated revenue of RMB202.9 million (2023: RMB279.2 million) during the year ended 31st December, 2024, representing 18.5% (2023: 25%) of the Company's total revenue.

Set out below is the recommended disclosure by the Stock Exchange for the listed issuer that operates money lending business, in our case through BBAFC, during the year under review.

Business model of BBAFC

BBAFC was established in 2015, headquartered in Shanghai, China. It is an automotive finance company approved by the China Banking and Insurance Regulatory Commission (recently reformed and renamed as The National Administration of Financial Regulation) in China. Automotive finance companies refer to non-banking financial institutions that specialises in providing automotive financial services which can help customers to borrow money to purchase cars.

BBAFC mainly engages in providing retail loans to customers to finance automobiles purchases and receive repayments with interest by instalments for up to 60 months. As a regulated financial company, prudent credit risk management is essential to BBAFC, which assesses customers' repayment abilities when providing loans. Stable refinancing with matched funding strategy is also crucial for the sustainable growth of BBAFC. BBAFC often provides loans to customers together with cooperation banks as a joint loan (so-called co-lending). Out of the total booked portfolio of RMB2,593 million for the year ended 31st December, 2024 (2023: RMB3,495 million), RMB2,309 million (2023: RMB3,069 million) was provided by BBAFC with its own financing and RMB284 million (2023: RMB426 million) represents BBAFC's portion provided under co-lending arrangements. BBAFC generates interest income on the portion of the loans provided by BBAFC and receives service fees from cooperation banks on the portion of the loans provided by co-lending banks. The service fee is determined through commercial negotiation with each co-lending bank based on the difference between the interest rate offered by BBAFC to its customers and the interest rate offered by each co-lending bank to BBAFC.

To adapt to the changing market environment and the rapid growth of the NEV market in China over the past two years, from 2021, BBAFC has shifted its business focus from financing the purchase of traditional vehicles with internal combustion engine ("ICE") to the NEV segment, where the demand and cooperation opportunities of which has been increasing. NEV-related business accounted for 99.8% (2023: 99%) of BBAFC's new businesses in 2024 and 97.8% (2023: 94.7%) of its loan balance at the end of 2024.

Management's Discussion & Analysis (Cont'd)

Customers and concentration risk

The retail loan receivables of the Group are denominated in Renminbi, which are in principle secured by the motor vehicles of BBAFC's borrowers.

As at 31st December, 2024, there were a total number of 38,185 borrowers (2023: 45,878), including 24,226 individuals (2023: 29,598) and 13,959 corporations (2023: 16,280) under BBAFC's loan portfolio.

Loan receivables attributable to the top five largest borrowers in aggregate and the single largest borrower of the Group accounted for approximately 0.19% (2023: 0.18%) and 0.06% (2023: 0.05%), respectively, of the outstanding loan receivables as at 31st December, 2024. The Group has no significant concentration of credit risk in respect of loan receivables, with exposure spread over a number of borrowers.

For the year ended 31st December, 2024, there was no extended loans (2023: 0.16%) in BBAFC's booked portfolio.

Credit risk control

For credit risk control, BBAFC focuses on risk identification, analysis, assessment and continuous monitoring, and adopts preventive measures to control and reduce risks.

In retail business, as a regulated financial company, BBAFC performs prudent and complete assessment of customers with the external/internal data, scorecard, decision engine, revenue materials and telephone or on-site check as the proof of repayment ability, and to avoid any frauds. BBAFC established and implemented the control mechanism of borrower's Debt to Income ratio and keeps the prudent assessment and credit decision for customers with high Debt to Income ratio through systematic warnings and other possible measures. There is also a risk alert in the system for high risk car dealers which may refer retail customers to BBAFC. Car mortgage, higher down payment, additional guarantors and other possible measures are often set as prerequisites to mitigate the risks. A detailed approval matrix and delegation system for the credit decision based on the financed amount and risk policy are implemented to monitor credit decisions and to avoid internal frauds. BBAFC also has in place comprehensive internal control procedures for monitoring the status and formulating actions to be taken for recovery of loans. The risk, legal and compliance, internal control and audit departments of BBAFC are responsible for monitoring the repayment status of the loans and taking appropriate actions (including legal procedures) in recovery of loans.

Any failure to control BBAFC's credit risk will increase the company's risk cost leading to lower profitability. Furthermore, prudent credit risk control policy is directly related to BBAFC's non-performing loan ("NPL") ratio which is an important benchmark for banks and regulators in assessing its assets quality as an automobile financier. Among others, the increase in the NPL ratio may adversely affect BBAFC's ability to secure external funding and its related funding costs.

Impairment of loan receivables

For impairment of loan receivables, please refer to the section headed "Material Accounting Policies – Impairment of financial assets – Loan receivables", "Material Accounting Policies – Revenue recognition" and "Financial risk management and fair value measurements – Credit risk" in note 2.10(ii), note 2.22 and note 4(a), respectively, to the financial statements.

Basis of writing-off loan receivables by BBAFC

For basis of writing-off loan receivables by BBAFC, please refer to the section headed "Material Accounting Policies – Impairment of financial assets – Loan receivables" in note 2.10(ii) to the financial statements.

Further details on loan receivables

For further details of loan receivables, please refer to the section headed "Loan Receivables" in note 17 to the financial statements.

Directors, Senior Management and Company Secretary

The directors, senior management and company secretary of the Company as at 31st December, 2024 and at present are set out below:

EXECUTIVE DIRECTORS

Mr. Zhang Yue, aged 41, has been the chairman of the Board since 4th November, 2024 and an executive director and chief executive officer of the Company since 11th April, 2024. Mr. Zhang is also a member of the remuneration committee, the nomination committee and the subsidiary senior management appointment committee of the Company. Mr. Zhang is currently a director of BBA and has been its vice chairman since November, 2024. Mr. Zhang was the general manager of Shenyang Automobile from December 2023 to November 2024 and has been its chairman since November, 2024. Mr. Zhang was the general manager of Huachen from March 2024 to January 2025 and has been its executive director since January 2025. He held various positions in a number of organisations from May 2021 to December 2023, including but not limited to member of the Standing Committee of Shenyang Dadong District Committee (瀋陽市大東區常委), deputy head of District Government (區政府副區長), and deputy secretary of the Party Working Committee and deputy director of Shenyang-EU Economic Development Zone Management Committee (Shenyang Automobile City Development and Construction Management Committee) (瀋陽-歐盟經濟開發區管委會 (瀋陽汽車城開發建設管委會) 黨工委副書記、副主任). From November 2020 to May 2021, Mr. Zhang was the deputy secretary of the Shenyang Municipal Committee of the Communist Youth League* (共青團瀋陽市委副書記). From December 2013 to November 2020, he served as the Director of the Research Division and the Director of the First Comprehensive Division of the Shenyang Municipal Party Committee Office* (瀋陽市委辦公室調研處處長及綜合一處處長) and other positions. Mr. Zhang obtained a doctor's degree in Political Economy from The School of Economics Peking University in the PRC in 2011 and a bachelor's degree in Electrical Engineering and Automation from Dalian University of Technology in the PRC in 2006.

Mr. Zhang Wei, aged 51, has been an executive director and the executive vice president of supply chain of the Company since 12th September, 2016 and 1st October, 2022, respectively. Mr. Zhang is also a member of the subsidiary senior management appointment committee of the Company. Mr. Zhang has also been a director of BBA since November 2024. Mr. Zhang is currently the chairman and general manager of Xing Yuan Dong, a director, general manager and the chairman of SJAI, and a director and the chairman of JSA (formerly known as RBJAC). He is also currently a director of BBAFC, and a director of Key Choices Group Limited and Brilliance Investment Holdings Limited, all subsidiaries of the Company. Mr. Zhang joined Huachen in 2003 and held various positions in Huachen, including but not limited to senior project manager of assets operation department, secretary of president, division leader of human resources department, deputy manager of administrative office and assistant to president. Mr. Zhang was the secretary of the board of directors of Huachen from March 2016 to June 2019. From July 1996 to February 1997, and from February 1997 to January 2003, Mr. Zhang was a specialist of import and export department and a project manager, respectively, of Liaoning Branch of China Metallurgical Import and Export Company (中國冶金進出口遼寧公司). Mr. Zhang obtained a bachelor's degree in engineering from Shenyang University of Technology in 1996. Mr. Zhang also received a master's degree of science, majoring in business and information technology, from University of Salford in 2001. Currently, Mr. Zhang is the chairman of the board of directors and an executive director of Power Xincheng, a company listed on the main board of the Stock Exchange (stock code: 1148).

Directors, Senior Management and Company Secretary (Cont'd)

Mr. Guo Hongbo, aged 56, has been an executive director of the Company since 21st March, 2025. He has been the secretary of party committee and the chairman of the board of directors of Liaoning Provincial Transportation Investment Group Co., Ltd.* (遼寧省交通建設投資集團有限責任公司), a substantial shareholder of the Company, since August 2024. From December 2014 to December 2020, Mr. Guo was the secretary of party committee and chairman of the board of directors of Liaoning Energy Investment (Group) Co., Ltd.* (遼寧能源投資(集團)有限責任公司). He was also the secretary of party committee and chairman of the board of directors of Liaoning Energy Industry Holding Group Co., Ltd.* (遼寧省能源產業控股集團有限責任公司) from July 2019 to August 2024. In addition, he was the secretary of party committee and chairman of the board of directors of Liaoning Energy Industry Co., Ltd.* (遼寧能源煤電產業股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 600758), from April 2020 to December 2024. Mr. Guo graduated from Department of Management Engineering of Anshan Institute of Iron and Steel* (鞍山鋼鐵學院) in the PRC in 1991 with a bachelor's degree in engineering and obtained a master's degree in management from Jilin University in the PRC in 2003. Mr. Guo is a professorate senior engineer (教授研究員級高級工程師).

Mr. Xu Daqing, aged 61, resigned as an executive director of the Company with effect from 20th March, 2025.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Song Jian, aged 68, has been an independent non-executive director of the Company since 17th September, 2004 and his further appointment as an independent non-executive director of the Company was approved by our shareholders at the annual general meetings held on 20th June 2023. He is the chairman of the nomination committee as well as a member of the audit committee and remuneration committee of the Company. Mr. Song is an expert consultant to the Beijing Government and a fellow of The China Society of Automotive Engineers. Mr. Song was the vice director of the National Laboratory in Automotive Safety and Energy, the deputy dean of the Automotive Department of Tsinghua University, and the dean of the Automotive Technology Research Institute of Tsinghua University. In 1998, Mr. Song received the Award for Outstanding Science and Technology Persons in the China Automotive Industry. In 2005, he was ranked first in the Class One China Automotive Industry and Technology Advancement Award. In 2006, Mr. Song was named jointly by The China Association of Automobile Manufacturers, The China Society of Automotive Engineers and The China Automotive News as the best chief designer of the automobile industry in the PRC. In 2008, Mr. Song was awarded "The Outstanding People of the China Automotive Industry: Commemorating the 30th Anniversary of China's Reform and Opening-up". In 2009, Mr. Song won "China Academic Award for Creative Talents of Automotive Industry – First Prize" from the State Ministry of Education. Mr. Song was also awarded the first prize of Beijing Science and Technology Invention and the special government allowance of the State Council of China in 2016; the first prize of Chongqing Science and Technology Invention in 2017; and the second prize of National Science and Technology Progress in 2019. Mr. Song holds a bachelor's degree and a doctorate, both in engineering science, from Tsinghua University. He is currently a professor (second/tenured level) of Tsinghua University.

Mr. Jiang Bo, aged 65, has been an independent non-executive director of the Company since 27th September, 2004 and his further appointment as an independent non-executive director of the Company was approved by the shareholders of the Company at the annual general meeting held on 20th June 2023. He is also the chairman of the audit committee, remuneration committee and subsidiary senior management appointment committee and a member of the nomination committee of the Company. Mr. Jiang is a certified public accountant and a public valuer in the PRC. Currently, Mr. Jiang is the chairman of Beijing Huaya Zhengxin Asset Appraisal Co., Ltd. (北京華亞正信資產評估有限公司) in the PRC. In addition, Mr. Jiang is currently a visiting professor at the Nanjing Audit University (南京審計大學) and an external lecturer for master's degree students at the School of Public Finance and Taxation of the Southwestern University of Finance and Economics (西南財經大學財政稅務學院專業碩士校外導師). From 1993 to 1999, Mr. Jiang was a director of Liaoning Zhongpeng Accounting Firm (遼寧中朋會計師事務所). He was the vice chairman of Reanda Certified Public Accountants (利安達會計師事務所) from 2000 to 2012 and a managing partner of RuiHua Certified Public Accounts LLP (瑞華會計師事務所(特殊普通合夥)) from 2013 to 2019. Mr. Jiang has approximately 31 years of experience in auditing the financial statements of companies listed on the PRC stock exchanges. Mr. Jiang has been a certified public accountant and a public valuer in the PRC since 1993 and 1998, respectively. He has been involved in the financial audit and asset appraisals of a number of listed companies in the PRC. He has participated in various listing projects of state-owned enterprises in the PRC and overseas and has gained experience in reviewing and analyzing the audited financial statements of companies listed in the PRC. Mr. Jiang holds a bachelor of science degree in mathematics from Liaoning University and a graduate diploma in accounting from Central Finance and Economics University.

Directors, Senior Management and Company Secretary (Cont'd)

Mr. Dong Yang, aged 69, has been an independent non-executive director of the Company since 21st May, 2021. He is also a member of the audit committee, nomination committee and remuneration committee of the Company. Mr. Dong has over 41 years of experience in the automobile industry. From December 1984 to August 1993, Mr. Dong was the deputy director (副處長) of the Technology Division of China National Automotive Industry Corporation (中國汽車工業總公司科技司). Mr. Dong is familiar with automobile technology and industry policies and has been engaged in scientific and technological management and industry management in the automobile industry during his tenure with China National Automotive Industry Corporation. From September 1993 to August 1998, he was the director (處長) of the Automobile Industry Division of the Machinery Industry Department (機械工業部汽車工業司) of the PRC, and from September 1998 to June 2000, he was the deputy director (副司長) of the Industry Management Division of the State Administration of Machinery Industry Bureau (國家機械工業局行業管理司). From July 2000 to August 2007, Mr. Dong was the general manager (總經理) of Beijing Automotive Industry Holding Co., Ltd. (北京汽車工業控股有限責任公司). Mr. Dong acted as the executive vice president (常務副會長) and secretary general (秘書長) of China Association of Automobile Manufacturers (中國汽車工業協會) from September 2007 and retired from it in April 2019. Mr. Dong has been the Chairman of Beijing Virtue Capital Investment Management Center (Limited Partnership) (北京德載厚投資管理中心(有限合夥)) since April 2020. Mr. Dong obtained a bachelor's degree from the Department of Automotive Engineering of Tsinghua University (清華大學汽車工程系汽車專業本科) in the PRC in 1982 and a master's degree in Automotive Engineering from Tsinghua University (清華大學汽車工程系碩士) in 1984.

Dr. Lam Kit Lan, Cynthia, aged 57, has been an independent non-executive director of the Company since 21st September, 2022. She is currently the Chairman and a director of Infinergy Hong Kong Ltd. From March 2003 to January 2020, Dr. Lam was the Asia Compliance Officer of Bloomberg L.P. ("BLP"). She also acted as an executive director and the Responsible Officer of BLP's subsidiary, Bloomberg Tradebook Hong Kong Limited. From 1998 to 2003, she was employed by DBS TD Waterhouse Hong Kong Limited as its executive director and Chief Compliance Officer. Prior to 1998, she took on various regional compliance roles with international investment banks and gained regulatory experience having worked in the Enforcement Division of the Securities and Futures Commission and the Listing Division of the Stock Exchange. Dr. Lam holds a Doctor of Business Administration degree from the Hong Kong Polytechnic University and was the recipient of her graduating year's (2007) best thesis award on the topic of Corporate Governance. She received MBA and B. Sc. (Hons) degrees from the University of Toronto in 1993 and 1990, respectively, and received LLB (Hons) degree from the University of Wolverhampton in 1998. She is a fellow member of the Hong Kong Institute of Directors ("HKIoD") and of the Hong Kong Securities and Investment Institute ("HKSI"). Dr. Lam completed the Executive Diploma in Corporate Governance and Sustainability Directorship jointly organised by the University of Cambridge Institute for Sustainability Leadership and the HKIoD in 2021. Dr. Lam also contributed her time to various public service appointments, including as a member of two Market Misconduct Tribunals in 2007 and 2011, a member to the Securities and Futures Appeals Tribunal between 2009 to 2011, a member of the Securities and Futures Appeals Tribunal between 2013 to 2015 and former Vice-Chair and Director of the Institute of Securities Dealers Limited. Dr. Lam also acted as former independent non-executive director for HKSI.

SENIOR MANAGEMENT

Mr. Zhang Yue, aged 41, has been the chief executive officer of the Company since 11th April, 2024. His biographical details are set out in the section headed "Executive Directors" above.

Ms. Huang Yu has been the chief financial officer of the Company with effect from 7th October, 2022. She is also the vice president of the Company and a director of BBAFC. Ms. Huang joined the Company in 1999 and has been extensively involved in major projects of the Company such as the listing of an associate of the Company as well as the formation and operation of joint ventures of the Company. She has extensive experience in financial accounting, taxation and management accounting. Ms. Huang has worked for one of the Company's subsidiary as a financial analyst and an internal auditor from July 1999 to June 2000, and worked as a manager of the financial center of the Group from June 2002 to April 2007. She was appointed as the qualified accountant of the Company from May 2007 to January 2009 pursuant to the requirements set out in the Listing Rules. She has been the chief accountant of the Company from May 2007 to October 2022. Ms. Huang graduated with a bachelor's degree and a master's degree, both in economics, from South Western University of Finance and Economics. She is a certified public accountant of the PRC and also a fellow member of the Association of Chartered Certified Accountants. Ms. Huang also holds the qualifications to be a lawyer in the PRC.

Directors, Senior Management and Company Secretary (Cont'd)

Mr. Li Bin, aged 57, was appointed as an executive director of Mianyang Ruian in May 2020. He was further appointed as general manager of Mianyang Ruian in August 2020. He joined the Group in 1989 and had held a number of positions, including but not limited to the head of a stamping workshop and a painting workshop of RBJAC (now known as JSA), a factory manager and the manager of a painting factory and the manager of an automobile factory of Huachen Zhonghua Automobile Company (華晨中華汽車公司), and the vice general manager of Dongxing Automotive. Mr. Li Bin graduated from Shenyang Radio and TV University (瀋陽廣播電視大學) majoring in machine design and manufacturing in 1989, and subsequently obtained a graduate master's degree in industrial economics from Capital University of Economics and Business in 2019.

Mr. Song Jiwu, aged 59, was appointed as general manager of Ningbo Yumin and Ningbo Ruixing since October 2007. Mr. Song was the manager, the assistant to the general manager and the vice general manager of Xing Yuan Dong from May 2000 to October 2007, the deputy manager of the logistics department of RBJAC (now known as JSA) from April 1997 to May 2000, a pre-production planner (產前調度) and a supervisor (主管) of Shenyang Jinbei Passenger Vehicle Manufacturing Co., Ltd. (瀋陽金杯客車製造有限公司) from January 1992 to April 1997, and a technician and a mould designer of Shenyang Sedan Factory (瀋陽轎車廠) from July 1988 to January 1992. Mr. Song graduated from Shenyang Radio and TV University (瀋陽廣播電視大學) majoring in machine manufacturing in July 1988 and subsequently obtained a master of business administration degree from the School of Administration and Management (行政與管理學院) of the Macau University of Science and Technology in August 2004. He obtained the qualification for professional and technical positions as an engineer in June 1996.

Mr. Dai Jun, aged 45, was appointed as general manager of JSA in May 2024. Mr. Dai was the senior director of product research and development and planning of RBJAC (now known as JSA) from July 2021 to May 2024, the project director of the large- and medium-sized van project of RBJAC (now known as JSA) from 2018 to 2021, and the vice president of the Chinese Brand Product Management Department of the Complete Vehicle Division of Huachen from 2016 to 2017, and worked at the Huachen R&D Institute (華晨工程研究院) as, amongst others positions, the director of the Grand Haise (大海獅) /Huasong platform, the director of complete vehicle technology and the head of the Chassis Department of from 2009 to 2015. Mr. Dai graduated from Dalian University of Technology in July 2002 majoring in automobile engineering, and subsequently obtained a bachelor's degree in information system management from Northeast Normal University in 2006 and a master of engineering in automotive engineering from Jilin University in 2013. He received the Shenyang Model Worker Award in 2016 and the Shenyang May 1 Labour Medal in 2015.

Mr. Jongheon Won, aged 53, has been the chief executive officer of BBAFC since January 2019 and resigned in December 2024. From January 2016 to December 2018 he has been the chief operation officer in BBAFC. He has over 22 years of international experiences in the financial services and automotive segment across Korea, Russia, Germany and China. Before joining BBAFC, Mr. Won started his career in Korea Exchange Bank Leasing from December 1996 to April 2000 as a corporate credit analyst. He holds various key positions in BMW Group from 2000 to 2015 covering finance, risk management, operations as well as sales and marketing including the company set-up support for BMW Financial Services Korea and BMW Bank Russia. He was appointed as the general manager for Regional Business Support and Project Management for Asia Pacific, Russia and South Africa at BMW AG in Germany from July 2010 to September 2013. He also took the role of Head of Sales Services of BMW Automotive Finance (China) Co., Ltd. from October 2013 to December 2015. Mr. Won holds a bachelor degree of business administration from Korea University.

Mr. Dai Liping, aged 51, has been the chief executive officer of BBAFC since April 2025. Mr. Dai has over 27 years of extensive experience in the auto finance, banking and insurance industries as well as automotive brands in various positions covering strategy, sales, marketing, operation, funding and risk. Prior to joining BBAFC, Mr. Dai started his career at the main branch of Bank of Shanghai from July 1997 to December 2001 as a project manager. From January 2002 to July 2008, he was a manager of the direct distribution department of AIA, Shanghai Branch. From July 2008 to July 2009, he was a senior consultant at Acxiom (Shanghai) Co., Ltd. From July 2009 to October 2017, he was the general manager of the sales department and the marketing department at Dongfeng Nissan Auto Finance Co., Ltd. From October 2017 to June 2024, he served as the head of funding and risk and vice president of financial services at Jaguar Land Rover (China) Investment Co., Ltd. Mr. Dai holds a master of business administration degree from Fudan University.

COMPANY SECRETARY

Ms. Lam Yee Wah Eva has been the company secretary of the Company since 20th June, 2005. Ms. Lam is a Chartered Secretary and a Chartered Governance Professional of The Chartered Governance Institute and The Hong Kong Chartered Governance Institute. She is also a fellow of The Chartered Governance Institute and The Hong Kong Chartered Governance Institute. Ms. Lam graduated from The City University of Hong Kong with a bachelor of arts (honours) degree in public and social administration. She was also awarded a postgraduate diploma in corporate administration by The City University of Hong Kong. Prior to joining the Company in March 2004, Ms. Lam worked in the company secretarial department of Hang Seng Bank Limited (stock code: 11) and Tom.com Limited (now known as TOM Group Limited (stock code: 2383)), both of which are listed on the Stock Exchange. Ms. Lam also has 5 years' working experience in the company secretarial department of Ernst & Young, a certified public accountants firm in Hong Kong.

Corporate Governance Report

CORPORATE GOVERNANCE PRACTICES

The Company is committed to achieving and maintaining the highest standards of corporate governance consistent with the needs and requirements of the business and its shareholders, ensuring that its affairs are conducted in accordance with applicable laws and regulations and consistent with the “Corporate Governance Code” set out in Appendix C1 to the Listing Rules which was prevailing in 2024 (the “CG Code”) as it believes that good corporate governance practices are fundamental to the effective operation of the Company and can enhance shareholders’ value as well as safeguard shareholders’ interests. The Group has considered the principles of good corporate governance set out in the CG Code, and has put in place corporate governance practices to meet the code provisions. The corporate governance principles of the Company emphasis a quality Board, sound internal controls, and transparency and accountability to all shareholders. The Board will continue to review and improve the corporate practices of the Group from time to time to ensure that the Group is led by an effective Board in order to optimize return for the shareholders.

Throughout the financial year ended 31st December, 2024, save as disclosed herein, the Group has complied with all code provisions set out in Part 2 of Appendix C1 to the Listing Rules which were in effect for the financial year 2024.

A. CORPORATE PURPOSE, STRATEGY AND GOVERNANCE

A.1 Corporate strategy, business models and culture

The Board is responsible for nurturing the Company’s culture, which aligns with the Company’s purpose, values and strategy. Acting with integrity and leading by example, the directors are vested with the role to promote the desired culture and to instill and continually reinforce the values of acting lawfully, ethically and responsibly across different business segments and to all employees, and embed the same in making business decisions and our operations.

The Company is governed by the Board which assumes the responsibility for leadership and control of the Company. Our directors are collectively responsible for promoting the success of the Company by developing the strategic direction of the Group and directing and supervising the affairs of the Company. Directors should take decisions objectively in the best interests of the Company.

The Board has a fiduciary duty and statutory responsibility towards the Group and is directly accountable to the shareholders.

The Board is responsible for the management of the business and affairs of the Group with the objective of enhancing shareholder value and presenting a balanced, clear and understandable assessment of the Company’s performance, position and prospects in its annual and interim reports and other financial disclosures as required under the Listing Rules, reports to regulators, and information required to be disclosed pursuant to statutory requirements. The Board is also required to approve acquisitions or disposals that require shareholders’ notification or approval under the Listing Rules. By recognising the importance of stakeholders at the Board level and throughout the Group, the Company strives to create values to stakeholders through sustainable growth and continuous development. The Group will continuously review and adjust, if necessary, its business strategies and keep track of the changing market conditions to ensure prompt and proactive measures will be taken to respond to the changes and meet the market needs to foster the sustainability of the Group. A discussion and analysis of the Group’s performance is included in this report.

Daily management and administration functions are delegated to the management. The responsibilities and matters specifically reserved to the Board are set out in section C.3 below.

Corporate Governance Report (Cont'd)

A.2 Corporate governance functions

The Board is responsible for performing the corporate governance duties. The Company has adopted the terms of reference for the corporate governance function of the Board on 28th March, 2012 in compliance with code provision A.2 of the CG Code. Pursuant to the terms of reference of the corporate governance function (as amended with effect from 27th March, 2013), the Board shall be responsible for:

- developing and reviewing the policies and practices on corporate governance of the Company;
- reviewing and monitoring the training and continuous professional development of directors and senior management;
- reviewing and monitoring the Company's policies and practices on compliance with legal and regulatory requirements;
- developing, reviewing and monitoring the code of conduct and compliance manual (if any) applicable to employees and directors; and
- reviewing the compliance with the CG Code and disclosure in the Company's corporate governance report.

This corporate governance report has been reviewed by the Board in discharge of its corporate governance function.

On 30th December, 2022, the Board adopted a whistleblowing policy and an anti-corruption policy. Further on 25th October, 2023, the Board also adopted a conflict of interest policy. Details of the policies are set out in section D.2 in this report.

Corporate Governance Report (Cont'd)

B. BOARD COMPOSITION AND NOMINATION

B.1 Board composition, succession and evaluation

Currently, the Board comprises seven (7) directors: Three (3) executive directors and four (4) independent non-executive directors. The current composition of the Board is as follows:

	Membership of Board Committee(s)
<i>Executive directors:</i>	
Mr. Zhang Yue (<i>chairman of the Board and chief executive officer</i>)	Member of the remuneration committee Member of the nomination committee Member of the subsidiary senior management appointment committee
Mr. Zhang Wei	–
Mr. Guo Hongbo	–
<i>Independent non-executive directors:</i>	
Mr. Song Jian	Member of the audit committee Member of the remuneration committee Chairman of the nomination committee
Mr. Jiang Bo	Chairman of the audit committee Chairman of the remuneration committee Member of the nomination committee Chairman of the subsidiary senior management appointment committee
Mr. Dong Yang	Member of the audit committee Member of the remuneration committee Member of the nomination committee
Dr. Lam Kit Lan, Cynthia	–

Under Rule 3.10(1) of the Listing Rules, every board of directors of a listed issuer must include at least three independent non-executive directors, and Rules 3.10A and 3.10(2) stipulate that every listed issuer is required to have such number of independent non-executive directors representing at least one-third of the Board, and at least one of whom must have appropriate professional qualifications, or accounting or related financial management expertise.

Throughout the year 2024, the number of independent non-executive directors has fulfilled the minimum requirement of the Listing Rules. At present, there are four independent non-executive directors of the Company, representing more than half of the Board. The current composition of the Board has a strong independence element with an aim to ensuring independent views and input are available to the Board. The Company has also put in place mechanism to ensure independent views and inputs are available to the Board. This is achieved by providing directors with access to external independent professional advice from legal advisers and auditor, as well as the full attendance of all independent non-executive directors at all the meetings of the Board and its relevant committees held during the year. The Board has reviewed the implementation and effectiveness of the Board independence mechanism for the year ended 31st December, 2024 and considered it to be effective.

Corporate Governance Report (Cont'd)

Among the four independent non-executive directors, Mr. Jiang Bo is a certified public accountant and a public valuer in the PRC. Mr. Jiang has approximately 31 years of experience in auditing financial statements of companies listed on the stock exchanges of the PRC, has participated in various listing projects of state-owned enterprises in the PRC and overseas, and has experience in reviewing and analyzing the audited financial statements of companies listed in the PRC.

The Company has received from each of the independent non-executive directors an annual confirmation of his/her independence in respect of each of the factors set out in Rule 3.13 of the Listing Rules. The nomination committee has assessed the independence of all the independent non-executive directors and the Board is satisfied with their independence. The nomination committee of the Company is of the view that each of the independent non-executive directors has demonstrated complete independence in character and has contributed objectively in giving impartial advice to the Board and exercising independent judgement in his/her capacity as a member of each of the Company's audit committee, remuneration committee, nomination committee and subsidiary senior management appointment committee. The nomination committee also took into consideration the perspectives, skills and experience that the independent non-executive directors could bring to the Board, including without limitation, their extensive experience in compliance and corporate governance, and their contributions to the Board and its diversity.

Except for the chairman of the Board, who is the same person as the chief executive officer, the Board members do not have any family, financial, business, or other material/relevant relations with each other.

The biographies of our directors are set out on pages 31 to 33 of this report.

The list of directors identifying their roles and functions has been published on the website of the Company and that of the Stock Exchange. The independent non-executive directors are also identified in all corporate communications issued by the Company pursuant to the Listing Rules from time to time.

B.2 Appointment, re-election and removal of directors

The Board follows a formal, considered and transparent procedure for the appointment of new directors to the Board. The appointment of a new director is a collective decision of the Board, taking into consideration the candidate's academic background, qualification, experience, integrity and commitment to his/her responsibilities within the Group. In addition, all candidates to be selected and appointed as directors must be able to meet the standards set out in Rules 3.08 and 3.09 of the Listing Rules. A candidate who is to be appointed as an independent non-executive director must also meet the independence criteria set out in Rule 3.13 of the Listing Rules.

All directors should be subject to re-election at regular intervals. Code provision B.2.2 stipulates that every director, including those appointed for a specific term, should be subject to retirement by rotation at least once every three years. At the annual general meeting held on 25th June, 2024 (the "2024 AGM"), two directors, who had either been longest in office since their last election or needed to retire by rotation at least once every three years, had retired from office by rotation and offered themselves for re-election.

Pursuant to bye-law 102(B) of the Company, a director appointed by the Board to fill a casual vacancy or as an addition to the Board shall hold office until the first annual general meeting of the Company after his/her appointment. Whenever there is a casual vacancy in the Board, the Company will consider the appointment to fill up the same should there be any suitable candidate in due course. To propose candidates to stand for election at a general meeting of the Company, the nomination committee shall make nominations for the Board's consideration and approval. Reasons for the resignation or removal of any director have been explained in the relevant announcements published by the Company.

In compliance with bye-law 102(B) of the Company, Mr. Guo Hongbo, who was appointed by the Board as an executive director of the Company with effect from 21st March, 2025, will hold office until the 2025 AGM and offer himself for re-election at the 2025 AGM.

Corporate Governance Report (Cont'd)

Directors should ensure that they can give sufficient time and attention to the Company's affairs and should not accept the appointment if they cannot do so. The Company has signed a formal letter of appointment or service agreement setting out the key terms and conditions of the directors' appointments. The letter of appointment specifies that a director should perform his/her function and exercise powers as are appropriate to his/her position as director in connection with the business of the Group. These will include (but not limited to) attending board meetings and general meetings of the Company and meetings of any board committees of the Company of which he/she becomes a member. As a director of the Company, he/she should ensure that he/she can give sufficient time and attention to the affairs of the Group. During the year, all the directors have attended the Board meetings and general meeting, and have actively participated in discussion. All directors are committed to devote sufficient time and attention to the affairs of the Group.

The Company had signed a formal letter of appointment or service agreement with each director (including independent non-executive directors) and whose appointment was for a specific term of three (3) years subject to the retirement by rotation provisions in the bye-laws of the Company. At every annual general meeting, one-third of the directors for the time being, or if their number is not three or in a multiple of three, the number nearest to but not greater than one-third, shall retire from office by rotation according to bye-law 99 of the Company. All directors of the Company are subject to the retirement by rotation provision in the bye-laws of the Company and are subject to the retirement by rotation at least once every three years pursuant to code provision B.2.2.

To comply with code provision B.2.2 and in accordance with bye-law 99, Mr. Zhang Wei and Dr. Lam Kit Lan, Cynthia will retire by rotation at the 2025 AGM and have offered themselves for re-election at the 2025 AGM.

Pursuant to code provision B.2.3, if an independent non-executive director has served more than nine (9) years, his/her further appointment should be subject to a separate resolution to be approved by shareholders.

Mr. Song Jian and Mr. Jiang Bo were first appointed as the independent non-executive directors of the Company on 17th September, 2004 and 27th September, 2004, respectively. Both of them have continuously served as our independent non-executive directors for more than nine (9) years. The latest re-appointment of each of them as our independent non-executive directors has been approved by our shareholders at the annual general meeting held in 2023 (the "2023 AGM"). The reasons based on which the Board has formed its opinion that each of Mr. Song Jian and Mr. Jiang Bo are independent and justified to be re-appointed as independent non-executive directors at the 2023 AGM were stated in the circular of the Company despatched to its shareholders in April 2023.

Mr. Dong Yang and Dr. Lam Kit Lan, Cynthia, being the other two independent non-executive directors of the Company, were appointed with effect from 21st May, 2021 and 21st September, 2022, respectively.

All directors have given and are committed to devote sufficient time and attention to the affairs of the Group.

B.3 Nomination committee

The nomination committee was established on 28th March, 2012 with specific written terms of reference (as amended with effect from 27th March, 2013 and 30th December, 2022 for incorporation of certain amendments to the CG Code). Terms of reference of the nomination committee have included the duties set out in code provisions B.3.1(a) to (d) of the CG Code, and are available on the website of the Company and the website of the Stock Exchange.

The nomination committee has given consideration to the principles under B.1 and B.2 in relation to the board composition, as well as the succession, evaluation, appointment, re-election and removal of directors. The Company acknowledges the importance to ensure an effective and orderly succession of directors and to maintain the balance of diversity, collective knowledge and skills of the Board necessary for the effective governance of the Company. The nomination committee will make appropriate recommendations to the Board in accordance with the needs of the Company.

Corporate Governance Report (Cont'd)

The existing members of the nomination committee include Mr. Song Jian, Mr. Jiang Bo and Mr. Dong Yang, all of whom are independent non-executive directors. Mr. Zhang Yue, an executive director, is also a member of the nomination committee. Mr. Song Jian is the chairman of the nomination committee.

The nomination committee is responsible for reviewing the Board's composition and diversity, developing the relevant procedures for nomination and appointment and the succession planning of directors, assessing the independence of the independent non-executive directors to ensure that the Board has a balance of expertise, experience and diversity of perspectives appropriate to the requirements of the Company's business, and for formulating succession plans for executive directors and senior executives.

The nomination committee is authorised to obtain outside professional advice and to seek information from employees, and the Company will provide sufficient resources to the nomination committee for performance of its duties.

In terms of nomination procedures, any Board member may nominate or invite a candidate for appointment as a director of the Company to be considered by the nomination committee. The nomination committee will then evaluate the personal profile of the candidate based on the selection criteria, undertake due diligence in respect of such candidate and make recommendation for the Board's consideration and approval.

The nomination committee will assess the candidate's independence in accordance with the CG Code and the Listing Rules when nominating an independent non-executive director of the Company. Where the Board proposes a resolution to elect an individual as an independent non-executive director at the general meeting, the Company will set out the information as required by code provision B.3.4 of the CG Code in the circular to shareholders.

For re-appointment of retiring directors of the Company, the nomination committee will review the candidate's overall contribution and performance (including the candidate's attendance at Board committee meetings, Board meetings and general meetings, his/her level of participation and performance on the Board), and make recommendations to the Board and shareholders for re-election at general meetings.

During 2024, the nomination committee met four (4) times and discharged its responsibilities. Attendance of individual members at nomination committee meetings in 2024 was as follows:

Number of meetings	4
Mr. Song Jian	4/4 (100%)
Mr. Jiang Bo	4/4 (100%)
Mr. Dong Yang	4/4 (100%)
Mr. Zhang Yue <i>(Note 1)</i>	3/3 (100%)
Mr. Wu Xiao An <i>(Note 2)</i>	1/1 (100%)
Mr. Shen Tie Dong <i>(Note 3)</i>	n/a
Average attendance rate	100%

Notes:

1. Mr. Zhang Yue was appointed as a director of the Company and a member of the nomination committee with effect from 11th April, 2024. Subsequent to his appointment, the Company has held three nomination committee meetings in 2024.
2. Mr. Wu Xiao An tendered his resignation as a director of the Company and a member of the nomination committee with effect from 11th September, 2024. Prior to his resignation, the Company has held one nomination committee meeting in 2024.
3. Mr. Shen Tie Dong tendered his resignation as a director of the Company and a member of the nomination committee with effect from 20th March, 2024. Prior to his resignation, the Company has not held any nomination committee meeting in 2024.

Corporate Governance Report (Cont'd)

The nomination committee will review annually on the composition of the Board under diversified perspectives, and monitor the implementation of the board diversity policy to ensure the effectiveness of the policy. It will also review the policy and discuss any revisions that may be required, and recommend any such revisions to the Board for consideration and approval.

The work performed by the nomination committee during 2024 included:

- making recommendation on re-election of directors at the 2024 AGM;
- reviewing letters of appointment and approving the signing of the same by the Company with certain directors of the Company;
- assessing the independence of the independent non-executive directors;
- reviewing the current Board's structure, size and composition, including gender diversity;
- reviewing the current Board's composition in terms of the current requirements of the Listing Rules on the number of independent non-executive directors and requisite qualification and expertise under Rule 3.10(2) of the Listing Rules;
- reviewing the terms of reference of the nomination committee and the board diversity policy; and
- reviewing the implementation and effectiveness of the board diversity policy and board independence mechanism.

One new member, namely Mr. Zhang Yue, has been appointed to the Board during the year 2024.

Mr. Shen Tie Dong and Mr. Wu Xiao An resigned as a director of the Company on 20th March, 2024 and 11th September, 2024, respectively.

Full minutes of the nomination committee meetings are kept by the company secretary. Draft and final versions of the minutes of the nomination committee meetings are sent to all members of the nomination committee for comments and records, and all decisions and recommendations of the nomination committee are reported to the Board.

C. DIRECTORS' RESPONSIBILITIES, DELEGATION AND BOARD PROCEEDINGS

C.1 Responsibilities of directors

The directors are fully aware of their responsibilities as a director of the Company, and have been discharging their fiduciary duty to the Company.

Each newly appointed director is provided with a package of orientation materials setting out the required duties and responsibilities of directors under the Listing Rules and other relevant statutory requirements of Hong Kong. An orientation as to a director's duties and obligations under the Listing Rules and relevant legislations will be arranged for all newly appointed directors. Our directors are kept informed from time to time on the latest development of any changes to the regulatory requirements and the progress of compliance of applicable rules and regulations by the Company. Our directors will also be updated from time to time on the business development and operation plans of the Company.

Mr. Guo Hongbo, who was appointed as an executive director of the Company with effect from 21st March, 2025, obtained the legal advice referred to in Rule 3.09D of the Listing Rules on 14th March, 2025, and he has confirmed that he understood his obligations as a director of a listed issuer.

Corporate Governance Report (Cont'd)

In compliance with code provision C.1.4, the Company has arranged for, and provided fund for, all the directors of the Company to participate in continuous professional development organised in the form of in-house training, seminars or other appropriate courses to keep them abreast of their knowledge, skill and understanding of the Group and its business or to update their skills and knowledge on the latest development or changes in the relevant statutes, the Listing Rules and corporate governance practices. As part of the continuous professional development program, the Company has also updated the directors of any material changes in the Listing Rules and corporate governance practices from time to time. Directors are provided with reading materials summarizing the duties and responsibilities in acting as directors from time to time to keep the directors abreast of such duties and responsibilities. Directors also receive the newsletters issued by the Stock Exchange including the enforcement bulletin which covers the latest learnings and actions from the Stock Exchange's enforcement work to keep them abreast of important developments in compliance. In 2024, directors were also invited to join webinar and conference on, among other things, connected transactions, risk management and internal controls, discloseable transactions, and accounting standards.

In addition to directors' attendance at meetings and review of papers and circulars distributed by management during 2024, each director has participated in the continuing professional development arranged and funded by the Company as follows:

Name of directors	Reading regulatory updates and materials	Attending seminars organised by external professionals	Attending in-house seminars provided by legal professionals
Mr. Zhang Yue <i>(appointed with effect from 11th April, 2024)</i>	✓	✓	✓
Mr. Wu Xiao An <i>(resigned with effect from 11th September, 2024)</i>	✓	✓	✓
Mr. Shen Tie Dong <i>(resigned with effect from 20th March, 2024)</i>	✓	n/a	n/a
Mr. Zhang Wei	✓	✓	✓
Mr. Xu Daqing <i>(resigned with effect from 20th March, 2025)</i>	✓	✓	✓
Mr. Song Jian	✓	✓	✓
Mr. Jiang Bo	✓	✓	✓
Mr. Dong Yang	✓	✓	✓
Dr. Lam Kit Lan, Cynthia	✓	✓	✓

The functions of non-executive directors include the functions as specified in code provisions C.1.2(a) to (d) of the CG Code.

The Company has adopted the standard set out in Appendix C3 – Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) of the Listing Rules, in relation to the dealings in securities of the Company by the directors.

Having made specific enquiry of all directors, each director of the Company has confirmed that he/she has complied with the standard set out in the Model Code during the year ended 31st December, 2024.

The Company has also established on 17th June, 2005 written guidelines on no less exacting terms than the Model Code (the “**Code for Securities Transactions by Employees**”) for securities transactions by employees of the Company or directors or employees of its subsidiaries and its holding company, who because of such office or employment, are likely to be in possession of unpublished inside information of the Group or the securities of the Company. The guidelines were revised in 2009 to incorporate amendments to the Model Code which came into effect on 1st April, 2009. Slight amendments have also been made to the guidelines on 28th March, 2012 and 27th March, 2013 to keep the guidelines in line with the current practices of the Company and the statutory requirements.

No incident of non-compliance of the Code for Securities Transactions by Employees by the employees during the year was noted by the Company.

Corporate Governance Report (Cont'd)

The directors have disclosed to the Company the number and nature of offices held in Hong Kong or overseas listed public companies or organisations and other significant commitments, with the identity of the public companies or organisations. The directors have been reminded to notify the Company in a timely manner and at least bi-annually to confirm to the Company of any changes of such information. With respect to those directors who stand for re-election at the 2025 AGM, all of their directorships held in listed public companies in the past three years, if any, will be set out in the circular of the Company to be issued in April 2025.

All the independent non-executive directors of the Company have attended the 2024 AGM by way of telephone conference with an aim to gaining and developing a balanced understanding of the views of shareholders as required by code provision C.1.6 of the CG Code.

By providing independent, constructive and informed comments at the Board/Board committee meetings or during the time to time communication with the Company, all the independent non-executive directors have made a positive contribution to the development of the Company's strategy and policies.

The Company considers that it has taken out appropriate insurance cover for its directors and officers in respect of legal actions that may be taken against directors and officers. The Company reviews the extent of the insurance coverage every year and is satisfied with the insurance coverage for year 2024.

C.2 Chairman and chief executive officer

Code provision C.2.1 of the CG Code stipulates that the roles of chairman and chief executive should be separate and should not be performed by the same individual. The division of responsibilities between the chairman and chief executive should be clearly established and set out in writing.

On 20th June, 2005, the Board first adopted a set of clear guidelines regarding the powers and duties of each of the chairman and the chief executive officer, which were revised on 28th March, 2012 and were further revised with effect from 27th March, 2013 after a regular review by the Board. The responsibilities of the chairman of the Board are defined with reference to the CG Code, including the specific duties set out in code provisions C.2.2 to C.2.9 of the CG Code. During the year, the chairman of the Board has performed his jobs and duties as specified therein.

The Company has segregated the roles of chairman of the Board and chief executive officer until the resignation of Mr. Wu Xiao An on 11th September, 2024. Mr. Zhang Yue was appointed as the chief executive officer of the Company on 11th April, 2024, and was further appointed as the chairman of the Board on 4th November, 2024 to fill the casual vacancy left by Mr. Wu Xiao On. The Board believes that Mr. Zhang Yue is familiar with the Company's business operation, his performing the roles of both chairman of the Board and chief executive officer has the benefit of consistent leadership within the Company and enables more effective and efficient overall strategic planning for the Company. In addition, the Board currently comprises three executive directors and four independent non-executive directors which reflects a balance of power to provide sufficient checks to protect the interests of the Company and the shareholders of the Company.

The chairman will ensure that all directors are properly briefed on issues arising at Board meeting. The chairman acknowledges the importance of promoting a culture of openness and debate by facilitating the effective contribution of non-executive directors in particular and ensuring constructive relations between executive and non-executive directors. All directors are encouraged to share their views and raise question, if any, at each Board meeting.

One (1) meeting was held by the chairman of the Board with the independent non-executive directors without the presence of other directors in 2024 in compliance with code provision C.2.7 of the CG Code. This provides an additional platform for direct communication of the independent non-executive directors with the chairman of the Board without the presence of the executive directors.

Corporate Governance Report (Cont'd)

C.3 Management functions

According to code provision C.3 of the CG Code, a listed company should have a formal schedule of matters specifically reserved for board approval. The board should give clear directions to management on the matters that must be approved by it before decisions are made on the Company's behalf.

In general, the Board oversees the Company's strategic development and determines the objectives, strategies and policies of the Group.

The Board also monitors and controls operating and financial performance and sets appropriate policies for risk management in pursuit of the Group's strategic objectives. The Board delegates implementation of strategies, aspects of its management, administration functions and day-to-day operation of the Group to the management. These arrangements will be reviewed periodically to ensure that they remain appropriate to the Company's needs. The Board has adopted a memorandum on the respective functions of the Board and management and amended the same on 27th March, 2013 after a regular review. The memorandum aims at providing clear directions as to the management's powers, in particular, where management should report back and obtain prior Board approval before making decisions or entering into any commitments on the Company's behalf. Directors understand the delegation arrangements in place. The Company has formal letters of appointment for directors setting out the key terms and conditions of their appointment.

Under the memorandum, the Board is entrusted with the following reserved powers:

1. *Business strategy*

- approval of strategic objectives, annual plans and performance targets for the Group;
- approval of proposals for expansion or closures other than those which have been specifically approved in the strategic objectives and/or annual plans of the Group;
- approval of budgets; and
- approval of performance indicators.

2. *Appointment*

- appointment of any person as director to fill a casual vacancy or as an additional director;
- appointment of the chairman and chief executive officer;
- appointment of senior executives;
- fixing of auditor's remuneration;
- selection, appointment and dismissal of company secretary; and
- formation of board committees and approval of the membership and terms of reference of the board committees.

Corporate Governance Report (Cont'd)

3. Board and senior management

- delegation of authority to the chairman, chief executive officer, management and board committee(s);
- approval of remuneration and incentive policies;
- approval of group benefit policies;
- approval of remuneration of directors and senior management; and
- assessment of the performance of the Company and the Board.

4. Relations with the shareholders

- arrangements for the annual general meeting and any other shareholders' meetings;
- matters relating to disclosure as required by the applicable laws and regulations; and
- formation of shareholders' communication policy.

5. Financial matters

- approval of annual accounts and directors' reports;
- approval of accounting policies;
- approval of any substantial change in the policies of the Company for statements of financial position management including but without limitation capital adequacy, credit, liquidity, debt maturity profile, interest rate and exchange rate risks and asset concentration both geographically and by sector;
- approval of internal audit plan;
- approval of internal control policy and procedures;
- acceptance of auditor's reports including management letters; and
- declaration of interim dividends and making recommendations on final dividends.

6. Capital expenditures

- approval of the capital expenditures budget;
- approval of capital commitment, whether or not the same has been provided for in the capital expenditures budget and/or annual budget; and
- approval of priorities.

Corporate Governance Report (Cont'd)

7. Any transaction that constitutes notifiable transaction or connected transaction for the Company under the Listing Rules (as amended from time to time).
8. To assess the likely impact of unexpected and significant events and other events which can affect the price and market activity of the shares of the Company and to decide whether the relevant information would be price-sensitive and needs to be disclosed.
9. ***Risk management***
 - risk assessment and insurance; and
 - risk management policies.
10. ***Internal controls and reporting system***
 - approval and establishment of any effective procedures for monitoring and control of operations including internal procedures for audit and compliance.
11. Use of the company seal(s).
12. Donations and sponsorships (if any) above approved limits.

C.4 Board committees

The Board has established four committees, namely, nomination, audit, remuneration and subsidiary senior management appointment committees for overseeing particular aspects of the Company's affairs.

All of these committees were formed with specific written terms of reference which deal clearly with their authority and duties to enable them to perform their functions properly. The list of the chairman and members of each Board committee is set out in section B.1 to this report.

Board committees are required to report back to the Board on their decisions or recommendations, unless there are legal or regulatory restrictions on their ability to do so (such as a restriction on disclosure due to regulatory requirements).

C.5 Conduct of board proceedings and supply of and access to information

The Board meets regularly, normally four times each year at approximately three-month intervals and additional meetings would be arranged if and when necessary. The dates of regular Board meetings for each year are normally made available to all directors at the beginning of the year to provide early notice to all directors so that they could grasp every opportunity to attend. Special Board meetings will be held when necessary.

Corporate Governance Report (Cont'd)

Matters on transactions where a substantial shareholder or a director is considered having a material conflict of interest would not be dealt with by way of written resolutions and a separate Board meeting shall be held where independent non-executive directors who, and whose close associates, have no material interests should be present. Directors having a conflict of interest or material interests in a transaction will, before the meeting of the Board, declare his/her interest(s) therein in accordance with the bye-laws of the Company, and shall abstain from voting on the resolution(s) and shall not be counted in the quorum present at such Board meeting. Such declaration of interests will be duly noted in the minutes of the relevant Board meeting.

Board meetings involve the active participation, either in person or through other electronic means of communication, by all of the directors attending. The company secretary assists the chairman in preparing the meeting agenda and, during which, the directors are consulted for matters to be included in the agenda for all regular meetings of the Board. Each director may also request the inclusion of items in the meeting agenda.

Minutes of the Board meetings and meetings of Board committees are recorded in sufficient detail the matters considered and decisions reached, including any concerns raised by directors and dissenting views expressed. Draft minutes are circulated within a reasonable time after the meeting to all directors for their review and comments before being approved by the directors attending the relevant meetings. All the minutes of the Board meetings are properly kept by the company secretary and are available for inspection by the directors during normal office hours.

Participation of individual directors at Board meetings in 2024 was as follows:

Number of meetings	10	
	Attendance by director	Attendance rate
<i>Executive directors:</i>		
Mr. Zhang Yue <i>(Note 1)</i>	8/8	100%
Mr. Wu Xiao An <i>(Note 2)</i>	7/7	100%
Mr. Shen Tie Dong <i>(Note 3)</i>	1/1	100%
Mr. Zhang Wei	10/10	100%
Mr. Xu Daqing <i>(Note 4)</i>	10/10	100%
<i>Independent non-executive directors:</i>		
Mr. Song Jian	10/10	100%
Mr. Jiang Bo	10/10	100%
Mr. Dong Yang	10/10	100%
Dr. Lam Kit Lan, Cynthia	10/10	100%
Average attendance rate		100%

Notes:

- Mr. Zhang Yue was appointed as a director of the Company with effect from 11th April, 2024. Subsequent to his appointment, the Company has held eight board meetings in 2024.
- Mr. Wu Xiao An tendered his resignation as a director of the Company with effect from 11th September, 2024. Prior to his resignation, the Company has held seven board meetings in 2024.
- Mr. Shen Tie Dong tendered his resignation as a director of the Company with effect from 20th March, 2024. Prior to his resignation, the Company has held one board meeting in 2024.
- Mr. Xu Daqing tendered his resignation as a director of the Company with effect from 20th March, 2025.

Corporate Governance Report (Cont'd)

During 2024, apart from the ten (10) meetings of the Board, consent/approval from the Board had also been obtained via circulation of written resolutions on a number of issues.

Participation of individual directors at general meeting in 2024 was as follows:

Number of meeting	Attendance by director	Attendance rate
<i>Executive directors:</i>		
Mr. Zhang Yue <i>(Note 1)</i>	1/1	100%
Mr. Wu Xiao An <i>(Note 2)</i>	1/1	100%
Mr. Shen Tie Dong <i>(Note 3)</i>	n/a	n/a
Mr. Zhang Wei	1/1	100%
Mr. Xu Daqing <i>(Note 4)</i>	1/1	100%
<i>Independent non-executive directors:</i>		
Mr. Song Jian	1/1	100%
Mr. Jiang Bo	1/1	100%
Mr. Dong Yang	1/1	100%
Dr. Lam Kit Lan, Cynthia	1/1	100%
Average attendance rate		100%

Notes:

1. Mr. Zhang Yue was appointed as a director of the Company with effect from 11th April, 2024. Subsequent to his appointment, the Company has held one general meeting in 2024.
2. Mr. Wu Xiao An tendered his resignation as a director of the Company with effect from 11th September, 2024. Prior to his resignation, the Company has held one general meeting in 2024.
3. Mr. Shen Tie Dong tendered his resignation as a director of the Company with effect from 20th March, 2024. Prior to his resignation, the Company has not held any general meeting in 2024.
4. Mr. Xu Daqing tendered his resignation as a director of the Company with effect from 20th March, 2025.

With respect to regular Board meetings, and so far as practicable in all other cases, an agenda and accompanying board papers are sent in full to all directors in a timely manner as permitted under the circumstances. Notices are given to all the directors for attending regular Board meetings fourteen (14) days before the meetings. For other Board meetings, reasonable notices are generally given. It has been the practice of the Board and accepted by all members of the Board that relevant information of Board/ Board committee meetings will be sent to all directors three (3) days in advance of the relevant meetings or any reasonable time before such meetings where it is not practicable to send out the information three (3) days in advance.

Members of the management have been reminded that they have an obligation to supply the Board and the Board committees with adequate information on a timely basis to enable each of them to make informed decisions. Where any director requires more information than is volunteered by management, that director can make further enquiries where necessary. The Board and each director have separate and independent access to the Group's senior management.

The directors are able to obtain outside professional advice, at the Company's expense and to seek information from employees, and the Company will provide sufficient resources to the directors for performance of their duties.

Corporate Governance Report (Cont'd)

All directors are entitled to have access to board papers, minutes and related materials which are in a form and quality sufficient to enable the Board to make informed decisions on matters placed before it. Queries raised by directors will receive a prompt and full response, if possible.

C.6 Company secretary

Ms. Lam Yee Wah Eva, the company secretary appointed by the Board and an employee of the Company, in the opinion of the Board, possesses the necessary qualification and experience and is capable of performance of the functions of the company secretary. The Company will provide funds for Ms. Lam to take not less than 15 hours of appropriate professional training in each financial year as required under Rule 3.29 of the Listing Rules. During 2024, Ms. Lam has attended training programs and seminars arranged by The Hong Kong Chartered Governance Institute and other external professionals and has satisfied the 15 hours of professional training requirement of the Listing Rules.

The company secretary should report to the chairman of the Board. All directors should have access to the advice and services of the company secretary to ensure that board procedures, and all applicable law, rules and regulations, are followed.

C.7 Diversity

The Company adopted a board diversity policy on 13th August, 2013. The Company recognises and embraces the benefits of diversity in Board members and a truly diverse Board will include and make good use of differences in the skills, regional and industry experience, background, race, gender and other qualities of directors. Selection of candidates will be based on a range of diversity perspectives, including but not limited to gender, educational background, professional experience, skills, knowledge and length of service. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board.

Commencing from 2022, the Company has appointed a female member to the Board. Currently, out of the current seven (7) directors, one director is of a different gender. The nomination committee will continue to review the gender diversity of the Board to complement the Company's corporate strategy as well as the implementation and effectiveness of the board diversity policy on an annual basis and to ensure that it is in compliance with the relevant regulatory requirements and good corporate governance practices. The Board will endeavour to at least maintain female representation on the Board and the nomination committee will take opportunities to increase the proportion of female representation on the Board if candidates with suitable qualifications and experience can be identified according to the business need of the Company.

From the workforce perspective, due to the nature of the automotive industry which makes achieving gender diversity across the workforce more challenging, the ratio of male to female employees in the Group is about 76:24. The Company is committed to diversify at all levels and aims to maintain an appropriate balance of diversity perspectives that are relevant to the Company's growth and is also committed to ensuring that recruitment and selection practices at all levels are appropriately structured so that a diverse range of candidates are considered. Employees are provided with equal promotion opportunities under a fair, open and impartial competition mechanism, which takes into consideration the actual job requirements as well as each individual's overall strengths and performance, regardless of their gender, ethnicity, race or nationality. Among the senior management, the chief financial officer of the Company is Ms. Huang Yu. The Group will continue to review the Group's diversity in terms of gender based on its business and operational needs and future development.

C.8 Subsidiary senior management appointment committee

On 29th July, 2022, the Company established a subsidiary senior management appointment committee with specific written terms of reference, which shall comprise of not less than three members, at least one of whom shall be an independent non-executive director. The existing members of the committee include Mr. Zhang Yue and Mr. Zhang Wei, both executive directors, and Mr. Jiang Bo, an independent non-executive director. Mr. Jiang Bo is the chairman of the subsidiary senior management appointment committee. The duties of the committee include appointing, transferring and re-appointing the subsidiary senior management, and dealing with matters related to the subsidiary senior management succession planning.

Corporate Governance Report (Cont'd)

The subsidiary senior management appointment committee has not held any physical meeting in 2024. Consent/approval from the subsidiary senior management appointment committee has been obtained via circulation of written resolutions on a number of issues during the year.

C.9 Huachen undertaking

As announced by the Company on 3rd October, 2022, Huachen, the then indirect controlling shareholder of the Company, has given an irrevocable and unconditional undertaking to the Company (the “**Huachen Undertaking**”).

Subsequently, the Company announced on 4th November, 2024 that Huachen has notified the Company that, despite its recent restructuring (including but not limited to changes to its controlling shareholder, actual controller, board of directors and management), Huachen is committed to honour the principles set out in the Huachen Undertaking. In order to clarify the details of the Huachen Undertaking given the lapse of time and its practical implementation, on 29th October, 2024, Huachen has refreshed and updated (and the Company has accepted) the Huachen Undertaking in favour of the Company through an amended and restated irrevocable and unconditional undertaking (the “**Restated Huachen Undertaking**”) whereby it will, except as permitted by the Stock Exchange, among others, (i) procure the director nominated by it to participate in the management, operations, finance and other matters of the Company (together with its subsidiaries and joint ventures) only through his/her capacity as director and other positions (being chairman of the Board, chief executive officer, member of the Board committees and authorised representative) held with the Company and as director and other director-derived positions held with subsidiaries or joint ventures of the Company as required, (ii) not allow or nominate, directly or indirectly, whether through Huachen’s subsidiaries, joint ventures or by other methods, more than one employee of Huachen and its subsidiaries to remain or hold any office in the Company (together with its subsidiaries and joint ventures), and (iii) save as permitted above, ensure that any of the employees or agents of Huachen and its subsidiaries do not directly or indirectly influence, participate in and direct the Company (together with its subsidiaries and joint ventures) in any management, operational, financial or other matters. In case of any inconsistency between the Huachen Undertaking and the Restated Huachen Undertaking, the Restated Huachen Undertaking shall prevail.

In connection with the Restated Huachen Undertaking, on 29th October, 2024, Shenyang Automobile has also given (and the Company has accepted) a confirmation to the Company whereby it confirmed that, except as permitted by the Stock Exchange, Shenyang Automobile will, as the sole holding company of Huachen, procure Huachen to comply with the irrevocable undertakings stipulated in the Restated Huachen Undertaking.

In connection with the Restated Huachen Undertaking, the Company has confirmed to the Stock Exchange that,

- (a) directors who are independent of Huachen constitute a majority of the board of directors of the associated company of the Company on which the Huachen nominated director is on its board (the “**Associated Co**”);
- (b) it will ensure that directors who are independent of Huachen will form the majority of the board of directors of the Associated Co during the term of the Restated Huachen Undertaking, unless otherwise agreed by the Stock Exchange; and
- (c) it will ensure that, for other subsidiaries, associated companies and joint ventures of the Company where the director nominated by Huachen may be appointed as a director, other directors of such entity who are independent of Huachen will form the majority of the board of directors of such entity during the term of the Restated Huachen Undertaking, unless otherwise agreed by the Stock Exchange.

Corporate Governance Report (Cont'd)

D. AUDIT, INTERNAL CONTROL AND RISK MANAGEMENT

D.1 Financial reporting

The directors are responsible for overseeing all financial aspects of the Company and for keeping proper accounting records and preparing financial statements for each financial period, that give a true and fair view of the state of affairs of the Group and of the results and cash flow for that period. In preparing the financial statements for the year ended 31st December, 2024, the directors have:

- approved the adoption of all applicable Hong Kong Financial Reporting Standards which are issued by the Hong Kong Institute of Certified Public Accountants;
- noted any changes in accounting policies and practices;
- selected and applied consistently appropriate accounting policies;
- made judgments and estimates that are prudent and reasonable; and
- prepared the accounts on a going concern basis.

The Board is accountable to its shareholders for a clear and balanced assessment of the Company's financial position and prospects. In this regard, the directors' responsibility to present a balanced, clear and understandable assessment extends to annual and interim reports and other financial disclosures required under the Listing Rules, reports to regulators, and information required to be disclosed pursuant to statutory requirements. Management of the Company has also provided explanation and information to the Board to enable the Board to make an informed assessment of the financial and other matters put before the Board for approval.

During 2024, directors of the Company were provided with monthly updates pursuant to code provision D.1.2 of the CG Code.

All directors acknowledge their responsibility for preparing the financial statements for the year ended 31st December, 2024. Currently, the Company's external auditor is Grant Thornton Hong Kong Limited (the "**Auditor**").

For the year ended 31st December, 2024, the audit and non-audit service fees paid or payable to the Auditor by the Company amounted to approximately HK\$2,200,000 (approximately RMB2,068,000) (2023: HK\$2,200,000, or approximately RMB1,995,000) and HK\$417,000 (approximately RMB392,000) (2023: HK\$470,000, or approximately RMB426,000), respectively. The non-audit services mainly included conducting agreed-upon procedures on the 2024 interim consolidated financial statements. Further, as stated in note 7 to the financial statements on page 139 of this report, the auditors' remuneration paid or payable by the Group for the year ended 31st December, 2024 amounted to approximately RMB3,879,000 (2023: approximately RMB3,008,000) in aggregate. The said auditors' remuneration was incurred for the audit works performed for the Company and its subsidiaries.

The statement of the Auditor about its reporting responsibilities on the financial statements of the Group is set out in the Independent Auditor's Report on pages 94 to 95 of this report.

Corporate Governance Report (Cont'd)

D.2 Risk management and internal controls

Internal control review and internal audit function

The Board is entrusted with the responsibility of evaluating and determining the nature and extent of the risks exposure, including, amongst others, material risks relating to ESG aspects which can have significant impacts on a company's financial performance, reputation, and ability to operate, for the Company, and ensuring that the Company has established and maintained appropriate and effective risk management and internal control systems for the Group's various business and operational functions. The Board is also responsible for overseeing such systems on an ongoing basis and ensuring an annual review of its effectiveness, with focus on material controls, including financial, operational and compliance control, is conducted so that the interests of the shareholders are well protected. It is important to note that risk management and internal control systems are designed to manage rather than eliminate the risks of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Board provides ongoing oversight of the effectiveness of the management's design, implementation and monitoring of the risk management and internal control systems and authorises the audit committee to monitor the effectiveness of such systems and to assess the adequacy of the scope and quality of the work of the management and internal audit.

Relevant weaknesses in risk management and internal controls identified in the prior year were mostly rectified by 12th March, 2024. The Group's ability to address changes in the nature and severity of significant risks, including ESG risks, as well as its ability to cope with changes in business and the external environment, has been strengthened.

In March 2025, the audit committee conducted an annual review of the effectiveness of the Group's risk management and internal control systems for the year ended 31st December, 2024 (the "**IC Reporting Period**") and considered the adequacy of the Group's existing resources, staff qualifications and experience, as well as training and budgets in relation to accounting, internal audit and financial reporting functions, as well as those relating to ESG performance and reporting, and concluded that such systems were effective and adequate during the IC Reporting Period.

During the IC Reporting Period, the management of the Company assisted the Board in carrying out risk and control policies and procedures to identify and assess the risks we faced, and participated in the design, implementation and monitoring of appropriate internal control measures to reduce and control such risks, and reported the results of the risk assessment and internal control monitoring to the audit committee at least once a year.

Based on the assessment and review by the audit committee and the Board, no material control failures and weaknesses were identified during the IC Reporting Period, and the Group's procedures for financial reporting and compliance with the Listing Rules were considered to remain effective.

Corporate Governance Report (Cont'd)

The Group's risk management and internal control systems focus on identifying and analysing the risks faced by the Group, reviewing the Group's strategic, financial, marketing, operational and compliance profiles, establishing appropriate risk appetite and risk management, controlling risks in a timely and reliable manner, and controlling risks within the established risk appetite range. The Group reviews its key risks in five areas: source of risk, management strategy, responsible departments, solutions and progress. For any key risk, the Group identifies the causes of risk, formulates a specific risk management strategy for each cause, and identifies the responsible departments for implementing the strategy. After identifying the responsible departments, the Group reviews the scope of work of the responsible departments, adopts solutions to control and mitigate risks, and tracks the implementation progress of rectification measures to ensure effective risk control. The Board and the audit committee review the work of the responsible departments and monitor the progress of rectifying internal control deficiencies to ensure the effectiveness of risk management and internal control systems, as well as the rectification of related deficiencies. Since October 2022, an internal control and compliance officer has been designated to monitor the overall compliance function of the Group, and steps have been taken to coordinate with the Group's chief financial officer and financial controllers of the subsidiaries on internal communications and trainings, as well as compliance requirements of ad hoc matters.

The key feature of the risk management and internal control systems is universal participation. The Group encourages employees to actively participate in establishing the Group's risk management and internal controls. All employees can raise potential risks faced by the Group to the audit committee through whistleblowing channel and make recommendations to minimise information asymmetry, which is also beneficial for the Group in selecting suitable talents. The Board is ultimately responsible for the Company's operating activities, overseeing the effective implementation of written policies and guidelines, and evaluating the effectiveness of the management. The senior management should implement risk policies, establish organisational structure of all related departments, and allocate sufficient and appropriate resources to ensure timely and appropriate corrective measures are taken when violations are detected. The senior management shall supervise the daily risk management of the respective companies with the support of each department, in order to effectively identify and manage different risks, formulate and implement risk-based management plans, implement procedures for identifying and managing risks, and communicate policies and guidelines to employees through appropriate training and education from time to time.

In order to realise the independence and objectivity of the internal control audit, the Company has engaged Moore Advisory Services Limited (the "**Internal Control Consultant**") as the independent internal control consultant and to perform the internal audit function of the Group for the IC Reporting Period. The Internal Control Consultant carried out a review of the internal control systems of the Group and made recommendations of remedial measures (the "**Initial Internal Control Review**"). The Initial Internal Control Review mainly covered the cycles of treasury management, tax management, guarantee management, and Appendix C1 to the Listing Rules. According to the results of the Initial Internal Control Review, no significant internal control defects were identified during the IC Reporting Period, and only a few were found that did not affect the Group's operations and were of low risks. The Internal Control Consultant conducted a follow-up review of its findings to examine the rectification status of the relevant companies (the "**Follow-up Internal Control Review**"). As of 20th January, 2025, the internal control findings have been largely rectified, and no significant abnormalities have been found.

Corporate Governance Report (Cont'd)

Handling and dissemination of inside information

The Company places great importance to the procedures for the processing and releasing of inside information. It is the responsibility of the Company to disclose to the public as soon as reasonably practicable any inside information (as defined in the Listing Rules) that has come to its knowledge to avoid a false market in its securities.

The Company adheres to the guidelines and relevant information on disclosure of inside information issued and updated by the Securities and Futures Commission from time to time. The Board has adopted a set of policies on disclosure control and procedures in order to ensure compliance with the requirements regarding the continuous disclosure obligation under the Listing Rules and the SFO.

The Company has adopted a bottom-up approach to communicate information about its business and corporate developments. Employees from different departments are obliged to notify their department heads of any potential transactions or corporate developments that may require actions by the Company to fulfil its disclosure obligations. The department heads are responsible for providing the Board with adequate, reliable, and timely information via the Working Team (as described below) to enable the directors to make an informed decision on whether the transaction or developments are likely to constitute inside information and whether it should be announced immediately.

The chairman of the Board and the chief executive officer, serving as the overall supervisors, shall be responsible for overseeing the implementation and operation of the disclosure control and procedures. A working team (the “**Working Team**”) was established to collate the information submitted by the department heads to the Board, review any potential inside information that may need to be disclosed and make recommendations to the Board for its final decision and action. The Working Team also offers help in managing the drafting and review process of announcements, overseeing the trading halt of the shares of the Company (if appropriate), and coordinating the continuous education of the personnel involved in the disclosure process (if appropriate). External legal advisors will be involved in the process of assessing the potential inside information, the preparation of announcements and any other compliance documentation, if and when necessary.

In cases where a decision by the Board is pending or in cases of incomplete negotiations or proposals, the Company shall implement measures to maintain the confidentiality of such information.

Whistleblowing policy

In compliance with code provision D.2.6 of the CG Code, the Board adopted a whistleblowing policy on 30th December, 2022 which aims to enable the Group’s employees and those who deal with the Group to raise concerns (the “**Whistleblowers**”), in confidence and anonymity. Procedures are formulated to enable the Whistleblowers to report suspected improprieties in any matters related to the Group directly to the audit committee. The whistleblowing policy is available on the website of the Company.

Anti-corruption policy

In compliance with code provision D.2.7 of the CG Code, the Board adopted an anti-corruption policy (the “**Anti-Corruption Policy**”) on 30th December, 2022 which sets out the basic standard of conduct which applies to all directors, officers and employees of the Company and its wholly-owned subsidiaries (collectively known as “**Those Employees**”). Slight amendments were made to the Anti-Corruption Policy on 25th October, 2023. It also provides guidance to Those Employees on acceptance of advantage when dealing with the Company’s business. The Company also encourages and expects our business partners, including suppliers, contractors, and clients, to abide by the principles of the Anti-Corruption Policy. The Company will review the anti-corruption mechanism regularly to improve its effectiveness and align with the applicable laws and regulations. The Anti-Corruption Policy is available on the website of the Company.

Corporate Governance Report (Cont'd)

Conflict of interest policy

Hong Kong Exchanges and Clearing Limited requires listed issuers to set out clearly the procedures and practices in writing regarding conflict management. Accordingly, the Company adopted a conflict of interest policy (the “**Conflict of Interest Policy**”) on 25th October, 2023. The Conflict of Interest Policy sets out the basic standard of conduct which applies to all directors, officers and employees of the Company and its wholly-owned subsidiaries. It also provides guidance to all employees on handling conflict of interest when dealing with the Group’s business. The Conflict of Interest Policy is available on the website of the Company.

D.3 Audit committee

The audit committee was established on 20th December, 1999 with reference to “A Guide for the Formation of an Audit Committee” issued by the Hong Kong Institute of Certified Public Accountants. Recently, on 17th December, 2024, a revised terms of reference of the audit committee was adopted for incorporation of certain housekeeping amendments after a regular review by the Board. The terms of reference of the audit committee have included the duties set out in code provisions D.3.3(a) to (n) and D.3.7 of the CG Code. The existing members of the audit committee comprise Mr. Song Jian, Mr. Jiang Bo and Mr. Dong Yang, all of whom are independent non-executive directors. Mr. Jiang Bo is the chairman of the audit committee.

The audit committee does not have a former partner of the Group’s existing audit firm as its member. The Company has adopted on 28th March, 2012 a policy for hiring of employees and former employees of its external auditor to ensure judgment or independence for the audit of the Group will not be impaired.

During 2024, the audit committee met three (3) times and discharged its responsibilities. Attendance of individual members at audit committee meetings in 2024 was as follows:

Number of meetings	3
Mr. Song Jian	3/3 (100%)
Mr. Jiang Bo	3/3 (100%)
Mr. Dong Yang	3/3 (100%)
Average attendance rate	100%

The principal duties of the audit committee included reviewing the Company’s financial controls, internal control and risk management system, annual reports, accounts and semi-annual reports. The audit committee is also authorised to obtain outside professional advice and to seek information from employees, and the Company will provide sufficient resources to the audit committee for performance of its duties.

The following is a summary of the work performed by the audit committee during 2024:

- reviewing the Auditor’s management letter and management’s response;
- noting the recently issued accounting standards, the adoption of new accounting standards and the change in material accounting policies;
- reviewing the audited financial statements and final results announcement for the year ended 31st December, 2023;
- reviewing the interim report and the interim results announcement for the six months ended 30th June, 2024;
- meeting with the Auditor to go through any significant audit issues or key findings noted during the audit of the Group’s 2023 final results;

Corporate Governance Report (Cont'd)

- meeting with the Auditor to go through any significant key findings on the internal control and financial reporting matters based on the agreed-upon procedures performed for the Group's 2024 unaudited interim results;
- reviewing the continuing connected transactions for 2023;
- making recommendations to the Board for seeking shareholders' approval on the re-appointment of external auditor and the fixing of auditor's remuneration;
- reviewing and adopting a revised terms of reference of the audit committee;
- reviewing the hiring policies for employees and former employees of the external auditor; and
- reviewing the pricing policies adopted by the Group.

The audit committee has also conducted an annual review of the effectiveness of the Group's risk management and internal control systems for the financial year ended 31st December, 2024, details of which are set out in section D.2 above.

All issues raised by the audit committee have been addressed by the management. The work and findings of the audit committee have been reported to the Board.

Full minutes of the audit committee meetings are kept by the company secretary. Draft and final versions of the minutes of the audit committee meetings are sent to all members of the audit committee for comments and records, and all decisions and recommendations of the audit committee are reported to the Board.

The terms of reference of the audit committee are available on the website of the Company and the website of the Stock Exchange. This report has been reviewed by the audit committee.

E. REMUNERATION

E.1 The level and make-up of remuneration and disclosure

The Company has adopted the "Policy and Guidelines of the Remuneration Committee" (as amended and restated with effect from 27th March, 2013) which sets out the guidelines in determining the remuneration level and package of the Company. The remuneration committee shall take into accounts a number of objectives and factors set out in the policy in considering and conducting reviews of remuneration of individual directors and senior management and shall monitor and assess the remuneration packages with reference to the Company's performance and profitability, as well as remuneration benchmarks in the industry and the prevailing market conditions. No director should be involved in deciding that director's own remuneration.

E.2 Remuneration committee

The remuneration committee was established on 17th June, 2005 with specific written terms of reference (as amended with effect from 28th March, 2012, 27th March, 2013 and 30th December, 2022, respectively for incorporation of certain amendments after a regular review by the Board and amendments to the CG Code made by the Stock Exchange). The existing members of the remuneration committee include Mr. Song Jian, Mr. Jiang Bo and Mr. Dong Yang, all of whom are independent non-executive directors. Mr. Zhang Yue, an executive director, is also a member of the remuneration committee. Mr. Jiang Bo is the chairman of the remuneration committee. The terms of reference of the remuneration committee are adopted with reference to the CG Code, including the specific duties set out in code provisions E.1.2(a) to (i) of the CG Code.

Corporate Governance Report (Cont'd)

During 2024, the remuneration committee met once (1) and discharged its responsibilities. Attendance of individual members at remuneration committee meeting in 2024 was as follows:

Number of meeting	1
Mr. Song Jian	1/1 (100%)
Mr. Jiang Bo	1/1 (100%)
Mr. Dong Yang	1/1 (100%)
Mr. Zhang Yue <i>(Note 1)</i>	1/1 (100%)
Mr. Wu Xiao An <i>(Note 2)</i>	n/a
Mr. Shen Tie Dong <i>(Note 3)</i>	n/a
Average attendance rate	100%

Notes:

1. Mr. Zhang Yue was appointed as a director of the Company and a member of the remuneration committee with effect from 11th April, 2024. Subsequent to his appointment, the Company has held one remuneration committee meeting in 2024.
2. Mr. Wu Xiao An tendered his resignation as a director of the Company and a member of the remuneration committee with effect from 11th September, 2024. Prior to his resignation, the Company has not held any remuneration committee meeting in 2024.
3. Mr. Shen Tie Dong tendered his resignation as a director of the Company and a member of the remuneration committee with effect from 20th March, 2024. Before his resignation, the Company has not held any remuneration committee meeting in 2024.

The remuneration committee is responsible for making recommendations to the Board regarding the Group's policy and structure for all remuneration of directors and senior management and approving the remuneration package of the individual executive directors and senior management. The remuneration committee should consult the chairman and/or chief executive about their remuneration proposals for other executive directors. The remuneration committee is authorised to seek any information it requires from any employee of the Group and has the power to request the executive directors and other persons to attend its meetings. The remuneration committee is also authorised to obtain outside professional advice and to secure the attendance of other persons with relevant experience and expertise if it considers as necessary, and the Company will provide sufficient resources to the remuneration committee for performance of its duties.

The work performed by the remuneration committee during 2024 included:

- reviewing the terms of reference of the remuneration committee;
- reviewing the “Policy and Guidelines of The Remuneration Committee”; and
- reviewing the remuneration package of the individual directors and the senior management of the Company.

During the process of consideration, no individual director will be involved in decisions relating to his/her own remuneration.

In 2024, the remuneration committee has not reviewed and/or approved any matters relating to share schemes under Chapter 17 of the Listing Rules.

Full minutes of the remuneration committee meetings are kept by the company secretary. Draft and final versions of the minutes of the remuneration committee meetings are sent to all members of the remuneration committee for comments and records, and all decisions and recommendations of the remuneration committee are reported to the Board.

Corporate Governance Report (Cont'd)

The terms of reference of the remuneration committee are available on the website of the Company and the website of the Stock Exchange.

The Company has disclosed the directors' remuneration policy, details of any remuneration payable to members of senior management by band and other remuneration related matters in its annual reports.

F. SHAREHOLDERS ENGAGEMENT

F.1 Effective communication

The Company communicates information to the shareholders through different channels, including, among others, its periodical financial announcements and reports, annual general meetings and other general meetings (if any), all the corporate communications and other publications on the Company's website. The Board is responsible for maintaining an on-going dialogue with shareholders and in particular, using annual general meetings or other general meetings to communicate with them and encourage their participation.

Dividend Policy

Code provision F.1.1 stipulates that the Company should have a policy on payment of dividends and should disclose it in the annual report.

On 17th December, 2024, the Board approved and adopted a revised dividend policy (the "**Revised Dividend Policy**"). According to the Revised Dividend Policy, in deciding whether to propose/declare dividends and in determining the dividend amount, subject to the cash dividends that BBA has paid out in the relevant financial year, the Board shall take into account, inter alia, the following factors:

- the Group's overall results of operation and financial performance;
- the Group's expected working capital requirements, capital expenditure requirements and future development plans;
- the Group's financial position, retained earnings and distributable reserves;
- the financial covenants to which the Group is subject and any restrictions on the payment of dividends that may be imposed on the Group;
- the Company's business strategies;
- the general economic and other external factors that may have an impact on the future business and financial performance of the Group; and
- any other factors that the Board may consider relevant and appropriate.

In the event the Company decides to propose/declare dividends, and subject to the factors set out above, the Company targets to distribute no less than 50% of its after-tax profits for the relevant financial year.

Any recommendation, declaration and payment of dividends are also subject to the compliance with any applicable laws and regulations, including but not limited to the laws of Bermuda and the Company's bye-laws.

The Board will review the Revised Dividend Policy from time to time. The Company's dividend distribution record in the past may not be used as a reference or basis to determine the level of dividends that may be declared or paid in future. This Revised Dividend Policy only sets out the expectation of the Board and there is no assurance that dividends will be paid in any particular manner or amount for any given period.

Corporate Governance Report (Cont'd)

F.2 Shareholders' meetings

The Company attaches great importance to communications with shareholders. Information on the Group's activities, business, strategies and developments is provided to the shareholders through different channels, including, among others, the Company's annual reports and interim reports, all the corporate communications and other publications on the Company's website and annual general meetings and other general meetings of the Company. Shareholders of the Company are encouraged to attend the general meetings of the Company which offer a valuable forum for dialogue and interaction with management. Shareholders were provided with sufficient notice of meeting. The Company has arranged to address questions from shareholders at the shareholders' meetings.

In line with the practice of the Company, in respect of each issue to be considered at the annual general meetings and special general meetings, including the re-election of directors, a separate resolution will be proposed by the chairman of the meeting.

In accordance with code provision F.2.2 of the CG Code, Mr. Wu Xiao An, the chairman of the Board at the material time, Mr. Jiang Bo, the chairman of the audit committee and remuneration committee, and Mr. Song Jian, the chairman of nomination committee, attended the 2024 AGM in person or by way of telephone conference. All other directors also attended the 2024 AGM by way of telephone conference.

Pursuant to code provision F.2.2 of the CG Code, the Company invited representatives of the Auditor to attend the 2024 AGM to answer shareholders' questions about the conduct of the audit, the preparation and content of the auditor's report, the accounting policies and auditor independence. In addition, the Company has also invited its legal advisers as to Hong Kong laws to attend the 2024 AGM to provide advice to the Company in addressing questions from shareholders or other legal advice where necessary.

At the 2024 AGM, the chairman has provided an explanation of the procedures for conducting a poll at the commencement of the meeting. Poll results were posted on the website of the Stock Exchange (as well as on the website of the Company) on the day of the holding of the shareholders' meeting.

G. SHAREHOLDERS' RIGHT

G.1 Shareholders' right to convene special general meeting

Pursuant to bye-law 62 of the Company's bye-laws and section 74 of The Companies Act 1981 of Bermuda (as amended), shareholder(s), holding not less than one-tenth of the issued and paid-up share capital of the Company carrying voting right at general meetings of the Company, have the right to make written requisition (the "**Requisition**") to the Board to convene a special general meeting.

G.2 Procedures for shareholders to convene and put forward proposals at special general meeting

The Requisition to convene and put forward proposals at special general meeting must be in writing and signed by all requisitionist(s) (being the shareholder(s) making the Requisition) and must be deposited at the registered office of the Company at Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM10, Bermuda, with a copy sent to the Company's head office address at Unit 3303, 33rd Floor, The Henderson, 2 Murray Road, Central, Hong Kong.

G.3 Shareholders' enquiries

Shareholders may at any time make queries to the Board or a request for the Company's information to the extent such information is publicly available.

The Company has an investor relationship personnel to attend to enquiries from the shareholders. Contact details of the investor relationship personnel are set out in the shareholders' communication policy.

Corporate Governance Report (Cont'd)

H. INVESTOR RELATIONS

H.1 Significant changes in the Company's bye-laws

There was no amendment made to the bye-laws of the Company during the year 2024.

H.2 Shareholders' communication policy

The Board gives high priority to maintaining balanced, clear, and transparent communications with its shareholders and other investors to facilitate their understanding of the Company's performance and prospects, as well as the market environment in which it operates.

To promote effective communication with its shareholders, the Company adopts a shareholders' communication policy on 28th March, 2012 with the objectives to ensure that the Company provides timely, clear and reliable information to the shareholders to allow them to make informed decisions and assessment of the performance and prospect of the Company, and views of the shareholders and stakeholders are communicated to the Company in assistance of the Company's development of appropriate strategies and measures in line with the interests of the shareholders. The policy will be revised from time to time. The policy is available on the website of the Company.

The Board will keep abreast of investor relations related matters and the progress of shareholder communication in a timely manner. The Board will also regularly review the shareholders' communication policy to ensure its effectiveness. During the year, the Board has conducted a regular review on the implementation and effectiveness of the policy. Throughout the year, the Company has an ongoing dialogue with its shareholders and other investors through various communication channels set out in the shareholders' communication policy. The Company maintains communication with shareholders and institutional investors through timely publication of announcements, annual reports, interim reports, circulars and correspondence. Shareholders' meetings were also held at which the Board members, chairmen or members of respective committees, and external auditor of the Company and such other person as the Board deems appropriate have attended the general meetings to respond to questions addressed to the Company. Further, meetings with analysts and investors (either presence in person or via telephone conference) were arranged from time to time. As such, the Board concluded that the shareholders' communication policy was effective during the year.

Environmental, Social and Governance Report

INTRODUCTION

This report (the “**Report**”) summarises the efforts and results of the Group in environmental and social aspects. For a comprehensive understanding of the Group’s ESG performance, please read the Report in conjunction with the section headed “Corporate Governance Report” on pages 35 to 60 of this report.

STATEMENT FROM THE BOARD

Empowering Change: Our Achievements in 2024

The Group is actively working to address ESG matters by embracing sustainability in its operations.

In 2024, we have increased our usage of sustainable energy at our Ningbo operation. The usage of renewable energy in total electricity consumption of the Ningbo operation has recorded a significant increase comparing with 2023. The usage of renewable energy has led to the avoidance of 227.4 tons of carbon dioxide emissions in 2024.

We also focus on developing ESG skillset and knowledge for our staff. In 2024, we have arranged a comprehensive training section for our staff across various operations, emphasising the vital importance of ESG matters. This dynamic session not only educated our team on ESG principles but also inspired a culture of sustainability within our organisation. By equipping employees with the ESG knowledge, we are fostering a workforce committed in driving a positive change. This training section empowered our staff to create a more sustainable future for both our organisation and communities we serve, reflecting our belief that a well-informed team is essential for achieving our ESG goals. In addition, we have provided a significant increase in the number of training hours on anti-corruption to our staff, which shows the Group’s ongoing commitment to upholding ethical governance and enhancing compliance awareness across its operations.

In June 2024, the Group made the decision to move its head office to “The Henderson” which reflects our commitment to environmental sustainability and our care for the well being of our employees. The Henderson has obtained LEED v4 Commercial Interiors and WELL v2 for New & Existing Interiors Certification, aiming to reduce environmental impact, improve indoor air quality and promote the well-being of occupant. By moving to this new location, the Group is showing its dedication to sustainable practices and encouraging a more eco-conscious future with a better energy, water and waste management practice for our Hong Kong operation.

We believe every step we took helps building trust with our stakeholders and inspires others to consider similar approaches.

Governance Structure and Overall Approach

The Board holds overall responsibility for the Group’s sustainable business development. Supported by our dedicated ESG working group, we are committed to driving this development through a proactive ESG strategy that addresses climate-related risks and opportunities. By regularly discussing and approving our Group’s goals, the Board integrates ESG-related social responsibilities and corporate governance into our business growth initiatives, ensuring we lead the way in sustainable practices. Recognising the urgency of severe global warming, we are aware that public awareness of energy saving and environmental protection is increasing, and society expects enterprises to prioritise energy conservation and emission reduction. Our Group is dedicated to protecting natural resources and operating environment to fulfil our corporate responsibilities.

We understand that effective ESG practices not only enhance corporate awareness and responsibility but also deepen our understanding of supply chain needs, improve our reputation, enhance fundraising and risk management capabilities, attract investors, retain talent, foster innovation, gain social recognition, reduce costs, and ultimately increase profitability. Through robust ESG management, we can better identify challenges and seek solutions to improve our business operations.

The Group is committed to fully comply with relevant ESG regulations. We focus on enhancing our governance systems across critical areas, including environmental protection, employee safety and health, corporate governance, and social responsibility. In parallel, we are strengthening our ESG management across multiple dimensions, including organisation, human resources, funding, raw materials, facilities, management, and training. This comprehensive approach ensures that we uphold our responsibilities and drive sustainable practices throughout our operations.

Environmental, Social and Governance Report (Cont'd)

The Board evaluates, prioritises, and manages material ESG-related issues based on our materiality analysis. We conduct annual materiality assessment involving different stakeholders and perform evaluations and formulate strategic sustainable development plans to strive towards our corporate sustainability goals. The Board reviews the results and takes necessary actions to address material issues. We believe our effort empowers us to continuously enhance our strategies and drives meaningful improvements for a sustainable future for our business and the communities we serve.

Despite the environmental challenges faced by our industry, we have been focusing our business operations to support the development of NEVs. BBAFC, our subsidiary in China has continued its strategic long-term partnerships with Tesla and Li Auto. In 2024, BBAFC further expanded its partnership by establishing a new long-term collaboration with Xiaomi. Our subsidiaries, Ningbo Yumin and Mianyang Ruian are also focusing on producing NEV-related products. We also continued to engage in the research and development and manufacture of camshafts for vehicle engines related to hybrid vehicles. We believe that supporting the development of NEVs is promoting a culture of low-carbon transformation. Enhanced NEV-related products will also encourage the end users to purchase more environmentally friendly vehicles such as NEVs.

Reporting Principles

The Report is prepared according to the “comply or explain” provisions and the four reporting principles as required by the “Environmental, Social and Governance Reporting Guide” which was set out in Appendix C2 to the Listing Rules (the “**ESG Reporting Guide**”):

1. **Materiality:** Based on our continuous communication with stakeholders, the Group has formulated models to analyse environmental and social aspects. Based on our internal materiality analysis, ESG topics that may influence our stakeholders are disclosed.
2. **Quantitative:** Numerical ESG data are presented and our ESG performance can be compared against our peers, industry standards and our previous year’s performance, where applicable. Details of the calculation basis are disclosed in relevant sections of the Report.
3. **Balance:** All information disclosed in the Report shall be unbiased. There will not be any misleading presentation format, selection and omission that may inappropriately influence the decision or judgment of stakeholders.
4. **Consistency:** To ensure comparability, all calculations and assumptions of ESG key performance indicators (“**KPIs**”) are consistent with the previous year, where applicable. Any changes in our methodologies are disclosed in the Report to inform stakeholders.

Environmental, Social and Governance Report (Cont'd)

Reporting Boundary

The directors of the Company have reviewed financial impacts and discussed which entities or operations to be included in the ESG report on an annual basis. The scope of the Report focuses on the Group's principal activities for the period from 1st January, 2024 to 31st December, 2024 (the "ESG Reporting Period"). In 2024, the reporting boundary has been adjusted based on the materiality of the entities and operations and the changes are summarised as below:

- JSA (formerly known as RBJAC) resumed operation and production in accordance with its restructuring plan. Consequently, the ESG performance of JSA has been included in the Report covering the period from 1st June, 2024 to 31st December, 2024.
- Shanghai Hidea has minimal operation in 2024, therefore, the ESG performance of Shanghai Hidea is considered immaterial to the Group and no longer included in the Report.

The relevant in scope subsidiaries in 2024 are listed below:

- BBAFC;
- Dongxing Automotive;
- Mianyang Ruian;
- Ningbo Yumin;
- JSA; and
- Xing Yuan Dong.

The ESG performances in 2024 are expected to vary due to the business development and change in reporting boundary.

The KPIs required to be disclosed under the ESG Reporting Guide are included in the "Environmental Sustainability" and "Social Sustainability" sections of the Report. In addition to the reporting principles of the ESG Reporting Guide, the Report also discloses the relevant laws and regulations that have been complied with.

Environmental, Social and Governance Report (Cont'd)

STAKEHOLDERS ENGAGEMENT

The Group attaches great importance to communication with its major stakeholders, and formulates and implements short-term and long-term sustainability strategies with reference to their opinions. Based on its business scope and nature, the Group identifies stakeholders closely related to the Group's development, and analyses the concerns of stakeholders. The Group adopts diversified communication channels to communicate and interact with different major stakeholders so as to understand their requirements and expectations, reviews and refines these communication channels from time to time.

To achieve its strategic sustainable development goals, the Group analyses, evaluates, prioritises and manages material ESG-related issues through, among other things, the following processes:

Stakeholders	Communication Activities
Government and Regulators	<ul style="list-style-type: none"> • Policy documents and guidelines • Meetings • Regular reports and information • Regulatory inspection and supervisions • Reports
Shareholders	<ul style="list-style-type: none"> • Shareholder meetings • Regular business reports • Compliance information disclosures • Website
Directors	<ul style="list-style-type: none"> • Regular Board meetings • Written resolutions of the Board
Employees	<ul style="list-style-type: none"> • Performance management • Regular meetings with employees • Employee satisfaction surveys • Training • Interviews
Customers	<ul style="list-style-type: none"> • Marketing activities • Customer service hotlines and e-mails • Customer surveys • Official online communication platforms such as WeChat applet, APP
Suppliers	<ul style="list-style-type: none"> • Supplier meetings • Contract negotiations • Tendering and bidding activities

Environmental, Social and Governance Report (Cont'd)

MATERIALITY ANALYSIS

In accordance with the ESG Reporting Guide issued by the Stock Exchange, the Group has formulated models to analyse environmental and social aspects. Through the aforementioned engagement activities and the subsequent internal analysis, the Company has identified and confirmed the material environmental and social issues applicable to the Group with reference to the main concerns of stakeholders, evaluated and weighted these environmental and social issues, and prioritised the relevant risks.

The Group adopted a three-steps process to identify, prioritise and validate the materiality analysis, as follows:

1. **Identification:** During the ESG Reporting Period, the Group identified 28 topics by reviewing the previous stakeholder engagement and analysing the megatrend or international ESG standards.
2. **Prioritisation:** Online surveys were conducted. External and internal stakeholders were engaged to understand the comprehensive materiality issues to the Group. ESG topics were ranked and prioritised based on the strategic importance to the business and stakeholders.
3. **Validation:** Feedback was discussed and validated by the Group to ensure that the results align with the Group's value.

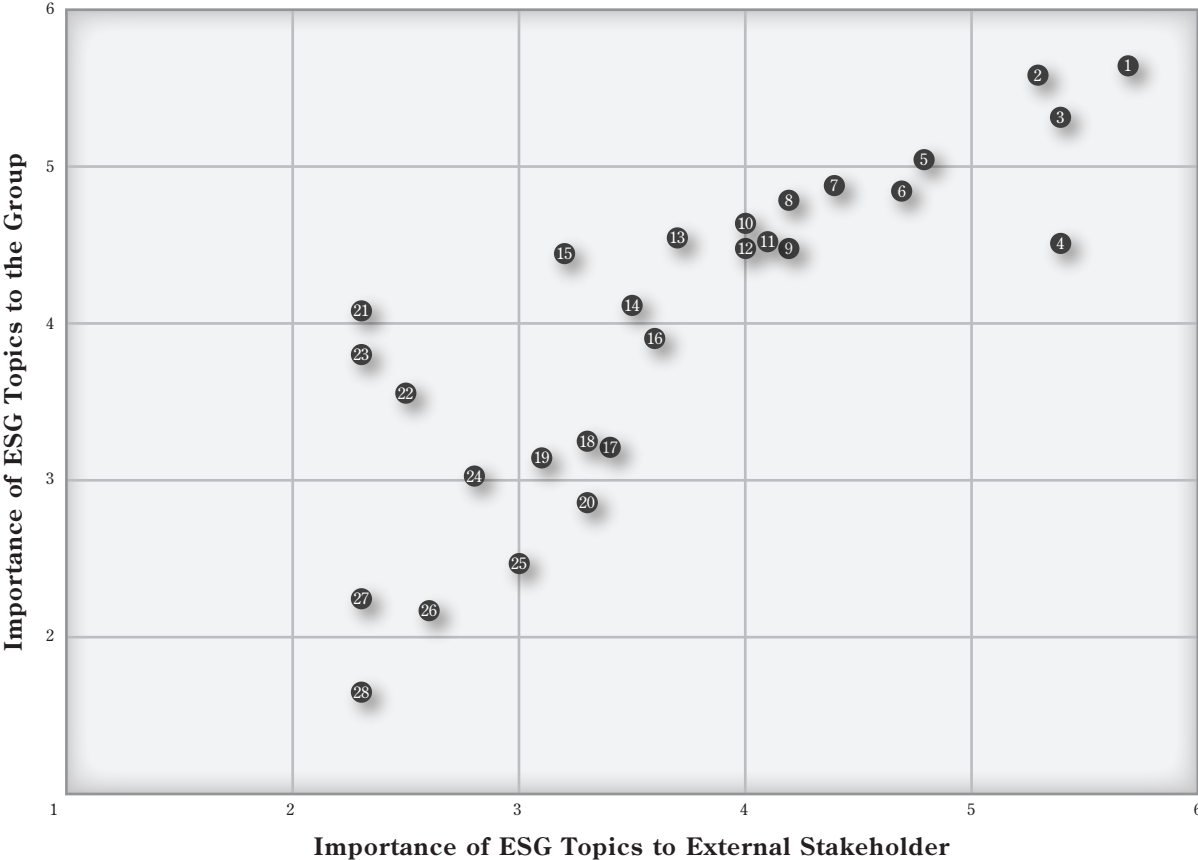
The table below illustrates the significant ESG issues identified by the Group:

Item	ESG Topic	Item	ESG Topic
1	Customer information and privacy	15	Employee development and training
2	Observing and protecting intellectual property rights	16	Marketing communications (e.g. advertisement)
3	Cultivation of local employment	17	Water use
4	Climate change	18	Use of materials (e.g. paper, packaging, raw materials)
5	Customer satisfaction	19	Environmental risks (e.g. pollution) and social risks (e.g. monopoly) of the suppliers
6	Anti-corruption training provided to directors and staff	20	Air emissions
7	Number of concluded legal cases related to corruption, such as bribery, extortion, fraud and money laundering	21	Occupational health and safety
8	Anti-corruption policies and whistle-blowing procedure	22	Greenhouse gas emissions
9	Product health and safety	23	Energy use (e.g. electricity, gas, fuel)
10	Employee remuneration, benefits and rights (e.g. working hours, rest periods, working conditions)	24	Preventing child and forced labour
11	Environmentally preferable products and services	25	Hazardous waste production
12	Product and service labelling	26	Community support (e.g. donation, volunteering)
13	Diversity and equal opportunity of employees	27	Mitigation measures to protect environment and natural resources
14	Selection and monitoring of suppliers	28	Non-hazardous waste production

Environmental, Social and Governance Report (Cont'd)

The assessment results are summarised in the following graph:

Materiality Assessment Matrix



Based on the aforementioned analysis, the Group has identified “customer information and privacy”, “observing and protecting intellectual property rights”, “cultivation of local employment “, “climate change” and “customer satisfaction” as the top five areas of concern during the ESG Reporting Period. Discussion on these topics is contained in the Report.

Environmental, Social and Governance Report (Cont'd)

ENVIRONMENTAL SUSTAINABILITY

During the ESG Reporting Period, the Group has complied with applicable national and local laws, regulations, standards, and relevant requirements, including the Environmental Protection Law of the People's Republic of China, established its environmental protection management system and followed the general objective to "protect the environment, prevent pollution, comply with laws and regulations, and persist with improvements" (保護環境、防治污染、遵紀守法、持續改進). This Report discloses the Group's policies and KPIs on emissions, use of resources, environment and natural resources, and climate change for the ESG Reporting Period.

In alignment with China's "30•60" dual-carbon goal, the Group has established quantitative emissions reduction targets for 2030, using 2024 as the baseline year. These emissions goals aim to achieve carbon peak before 2030, in line with the resumption of JSA's operations. While the Group anticipates a potential short-term increase in environmental performance, it remains steadfast in its commitment to reduce emissions and meet its goals with the greatest effort.

Through a materiality analysis, the Group has identified ESG priorities that are relevant to both internal and external stakeholders. These ESG goals are aligned with the Group's overall strategy and reinforce its mission and vision. The Group's goals are structured according to the SMART principle – specific, measurable, attainable, relevant, and time-bound – ensuring a clear and actionable framework. The progress will be under closely monitoring by the ESG working group and report to the Board regularly.

Item	Indicator	Baseline year	Target
Air emission	Intensity of air emissions	2024	Reduce 20% in 2030
GHG emission	Intensity of Scope 1 & Scope 2 GHG emissions	2024	Reduce 10% in 2030
Hazardous waste	Intensity of hazardous waste	2024	Reduce 20% in 2030
Wastewater pollutant	Intensity of wastewater pollutant	2024	Reduce 15% in 2030
Energy	Total renewable energy consumption	2024	Increase 10% in 2030

A1. Emissions

The Group is in strict compliance with all relevant laws and regulations on air and greenhouse gas ("GHG") emissions, including but not limited to, the "Environmental Protection Law of the People's Republic of China" (《中華人民共和國環境保護法》), "Atmospheric Pollution Prevention and Control Law of the People's Republic of China" (《中華人民共和國大氣污染防治法》), "Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste" (《中華人民共和國固體廢物污染環境防治法》) and "Water Pollution Prevention Law of the People's Republic of China" (《中華人民共和國水污染防治法》).

During the ESG Reporting Period, the Group was not aware of any non-compliance with laws and regulations related to emissions and the environment. Our two main operating subsidiaries, Ningbo Yumin and Mianyang Ruian, which engaged in the production of automotive components, have conducted environmental impact assessments and the results are positive, indicating no violations of laws and regulations.

Our climate is changing rapidly. In the past decade, there has been a surge in natural disasters and extreme weather events which were caused by climate change. The Group's primary environmental objective in short-term is to sustain the current level of emissions including air and water pollutants, solid waste (hazardous and non-hazardous) and GHG emission and prevent significant increases. In order to effectively implement the goal of carbon neutrality, the Group will minimise air emissions and GHG emissions in the production process through a series of measures such as technological innovation and energy conservation management. Nonetheless, the Group will actively monitor its performance in ESG aspects for analysis and established quantitative targets.

The Group has expressed its concerns on monitoring the emissions. Based on operation complexity, notices or guidelines are used to communicate with employees for emission monitoring purposes, which include "Measures for Wastewater, Air Emission and Noise Management" (《廢水、廢氣、噪聲管理辦法》), "Measures to Water, Electricity and Office Supplies Conservation" (《關於加強節約用水用電和辦公室用品的措施》), "Measures for the Management of Solid Waste" (《固體廢物管理辦法》), etc.

Environmental, Social and Governance Report (Cont'd)

Air Emissions

During the ESG Reporting Period, production activities and usage of motor vehicles are the primary activities that generate air pollutants. Welding of parts, cooling and lubrication processes are the main activities that generate emissions during production. The composition of emissions is complex. Emissions produced during welding activities will cause damage to the natural environment and indirectly harm our health. Furthermore, emissions from cooling and lubrication processes will aggravate environmental pollution.

The Group has adopted the following air emission reduction measures to reduce the adverse impact of emissions on the environment:

- continue to explore and research other ways to reduce test drive pollutant levels;
- deliver outstanding customer service to enhance vehicle efficiency, such as conducting periodic vehicle inspections and maintenance;
- issue guidance on prolonging the service life of employees' vehicles and reducing fuel consumption;
- use environmentally friendly materials;
- dispose of exhaust gases that contain high concentrations of harmful chemicals by combustion; and
- dispose of exhaust gases with high dust concentration using a combination of processes such as adsorption, filtration or ion oxidation, according to the characteristics after simple filtration of particulate matter and discharge them at high altitude.

Our vehicles are also used for business travels by employees. The Group strives to utilise other communication channels to reduce the frequency of business trips, such as arranging online conferences and video calls. Through leveraging on technology, it also enhances operational efficiency. If meeting in person is required for business purposes, the Group encourages the use of public transportation for long distances, and cycling or walking for short distances.

JSA resumed operations in the second half of the ESG Reporting Period, the air emissions generated by JSA from 1st June, 2024 to 31st December, 2024 have been included in the Report. Due to the resumption of operations at JSA, the emissions are expected to rise further in the coming year with the full operation capacity of JSA.

The Group will continue to monitor business activities that generate air pollutants, and we will continue to introduce new control measures as considered necessary to ensure compliance with relevant regulations and to effectively supervise our business operations to minimise the air pollutants generated from our business activities.

During the ESG Reporting Period, the Group had adhered to the relevant air emission laws and regulations. The air emission data of motor vehicles emissions and production emissions of the Group are as follows:

Air Emissions¹	Unit	2024	2023²	Percentage Change
Total air emissions²	Tonnes	0.63	0.94	-32.98%
– Nitrogen Oxides (NOx) ⁴	Tonnes	0.47	0.11	+327.27%
– Sulphur Oxides (SOx)	Tonnes	0.002	0.75	-99.73%
– Particulate Matter (PM) ⁴	Tonnes	0.15	0.08	+87.50%
Intensity of air emissions⁵	Tonnes/RMB million operating income	0.0006	0.0008	-25.00%

Environmental, Social and Governance Report (Cont'd)

Notes:

1. Air emissions are calculated based on the emissions factors adopted from “How to prepare an ESG Report- Appendix 2: Reporting Guidance on Environmental KPIs” published by the Stock Exchange.
2. Air emission in 2023 is restated for enhancement purpose.
3. The change of air emissions mainly relates to the production process and is affected by the request of specific orders.
4. During the ESG Reporting Period, the Group used diesel-fuelled forklift trucks in the production process, which generated air emissions in daily operations. However, it was not possible to collect data on the kilometres travelled by the forklifts. Hence, the NOx and PM generated from the usage of forklift trucks were not included in the calculation of air emissions due to the limitation.
5. Intensity was calculated by dividing the Group’s operating incomes in 2024, amounting to RMB1,095.95 million (2023: RMB1,121.45 million).

GHG Emissions

One of the critical aspects of climate change is global warming. It disrupts the balance of nature and ultimately affects the livelihoods of our employees, clients and communities. In the past decade, global warming has been accelerated by human activities such as the burning of fossil fuels and deforestation.

The Group’s GHG emissions are grouped into direct GHG emissions (Scope 1), energy indirect GHG emissions (Scope 2) and other indirect GHG emissions (Scope 3), which include natural gas and fuel consumption, purchased electricity and other business activities that lead to other GHG emissions such as air travels and paper waste.

Due to the resumption of operations at JSA and production needs of operations, both total GHG emissions and intensity of GHG emissions increased during the ESG Reporting Period. Concerning the resumption of operations and business development, the GHG emissions and intensity of GHG emissions are expected to be fluctuated in the coming year.

The increase in Scope 1 GHG emissions is mainly due to the increasing needs of use of vehicles for business development purpose while the largest proportion of GHG emissions comes from Scope 2 which were the indirect emissions from the consumption of energy. The Group endeavours to reduce GHG emissions by reducing energy consumption levels and replace with renewable alternatives. As the Scope 2 GHG emissions and energy consumption are closely interrelated, the Group has been focused on energy efficiency and usage at our operation sites. For Scope 3 GHG emissions, such increase is contributed to our enhancement on ESG data collection process. More data from subsidiaries has been collected for monitoring purpose and hence there is an increase in the Scope 3 GHG emissions.

In 2024, we continued our agreement with a local new energy technology company for the power generation by distributed photovoltaic power generator in Ningbo Yumin, which facilitates the production of renewable energy and thus reducing the use of electricity from non-renewable source. The usage of renewable energy has lead to the avoidance of 227.4 tons of carbon dioxide emissions in 2024.

During the ESG Reporting Period, the GHG emissions are summarised as follows:

GHG Emissions¹	Unit	2024	2023	Percentage Change
Total emissions	Tonnes CO_{2e}	19,861.35	15,867.43	+25.17%
– Scope 1 (Direct GHG Emissions)	Tonnes CO _{2e}	331.00	262.89	+25.91%
– Scope 2 (Indirect GHG Emissions)	Tonnes CO _{2e}	19,226.17	15,467.91	+24.30%
– Scope 3 ² (Other Indirect GHG Emissions)	Tonnes CO _{2e}	304.18	136.63	+122.63%
Intensity of GHG emissions³	Tonnes CO_{2e}/RMB million operating income	18.12	14.15	+28.06%

Environmental, Social and Governance Report (Cont'd)

Notes:

1. GHG emissions are calculated based on “How to prepare an ESG Report- Appendix 2: Reporting Guidance on Environmental KPIs” published by the Stock Exchange.
2. In 2024, the Group enhanced its data collection methodology, and this enhancement is reflected in an increasing number of Scope 3 emission.
3. Intensity was calculated by dividing the Group’s operating incomes in 2024, amounting to RMB1,095.95 million (2023: RMB1,121.45 million).

Hazardous Waste

Hazardous waste of the Group is mainly generated from the production of automotive products. This includes Nonwoven Fabric Waste (900-041-49), Electrical Equipment (HW16), Printing Consumables (HW12), Cleaning Chemicals (HW34), Batteries Waste (HW29), Iron Scrap Waste (HW21), and Oil Products Waste (HW08).

These wastes are collected and sorted separately in accordance with the “National Catalogue of Hazardous Wastes (Version 2021)” (《國家危險廢物名錄(2021年版)》). The Group has implemented the “Measures for the Management of Solid Waste” (《固體廢物管理辦法》) to effectively handle these wastes. Wastes are collected and delivered to the specified storage point at the workplace. The safety management department of the Group will then provide information of the wastes to the Environmental Protection Bureau in mainland China. Direct disposal of hazardous waste into the environment is strictly prohibited. All hazardous wastes are collected, recycled, transferred and disposed of by contracted companies which are licensed to handle hazardous waste.

In November 2024, the Ministry of Ecology and Environment (生態環境部) had published the “National Catalogue of Hazardous Wastes (Version 2025)” (《國家危險廢物名錄(2025年版)》), which was effective on 1st January, 2025. In response to this update, we are committed to review and revise our existing policies to reflect the changes and comply with the enhance of the new regulations.

During the ESG Reporting Period, over 75% of the hazardous waste was attributed to JSA. This significant portion of waste are mainly consisted of chemical substances that exceeded their expiration date prior to the resumption of JSA operations, likely due to prolonged storage periods before the resumption of operations and the figures should be an one-off disposal. As part of the Group’s commitment to responsible waste management, these materials were properly disposed of in accordance with regulatory requirements.

The Group is actively working to manage and minimise hazardous waste generation by implementing more stringent inventory management and disposal procedures.

Details of hazardous waste generated by the Group during the ESG Reporting Period are summarised as follows:

Hazardous Waste¹	Unit	2024	2023	Percentage Change
Total hazardous waste	Tonnes	4,571.52	1,156.45	+295.31%
– JSA ²		3,464.08	–	N/A
– In scope entities, exclude JSA		1,107.44	1,156.45	-4.24%
Intensity of hazardous waste³	Unit/RMB million operating income	4.17	1.03	+304.85%

Notes:

1. Hazardous waste is calculated based on “How to prepare an ESG Report- Appendix 2: Reporting Guidance on Environmental KPIs” published by the Stock Exchange.
2. One-off chemical substances disposal for items that exceeded their expiration date prior to the resumption of JSA operations.
3. Intensity was calculated by dividing the Group’s operating incomes in 2024, amounting to RMB1,095.95 million (2023: RMB1,121.45 million).

Environmental, Social and Governance Report (Cont'd)

Non-hazardous Waste

Non-hazardous waste of the Group includes commercial and production waste in daily operations which includes plastic, paper and domestic garbage.

During the ESG Reporting Period, the Group has enhanced the waste data collection process in certain subsidiaries and more categories of waste data related to non-hazardous waste are included in the waste management process. With the enhanced data collection process, our total non-hazardous waste of the Group amount to 70.68 tonnes in 2024. (2023: 37.76 tonnes), the improvement of data collection process shows our commitment on enhancing the monitoring and management process.

The Group implements waste classification rules and reduces unnecessary waste from the source by utilising old office equipment and furniture. Meanwhile, the Group pays attention to corporate social responsibility, undertakes the mission of green environmental protection, and adheres to the path of sustainable development. For redundant office furniture, the Group gives priority to donating to institutions capable of recycling.

The Group will continue to strictly comply with the requirements of the “Environmental Protection Law of the People’s Republic of China” (《中華人民共和國環境保護法》), as well as technical specification for pollutant discharge permit application and issuance – automobile manufacturing industry, apply for pollutant discharge permit and entrust qualified third parties to conduct monthly, quarterly and annual environmental monitoring. The Group will also continue to compile and complete emergency response plans for environmental emergency events, and file such plans with local ecological environment authorities, so as to discharge pollutants lawfully.

Wastewater Pollutants

Two types of wastewater, namely production wastewater and domestic sewage, are generated from the Group’s operation. The Group complies with the wastewater discharge standards required by the “Water Pollution Prevention and Control Law of the People’s Republic of China” (《中華人民共和國水污染防治法》) and the “Integrated Wastewater Discharge Standard (GB8978-1996)” (《污水綜合排放標準(GB8978-1996)》).

The Group has set up sewage treatment stations in manufacturing workshops to treat wastewater generated from the cooling and lubrication process. Before such wastewater is discharged into the sewer system of the manufacturers, the normal amount of pollutants in the wastewater should be lower than the limits stipulated in the “Integrated Wastewater Discharge Standard (GB8978-1996)” (《污水綜合排放標準(GB8978-1996)》). All production and domestic sewage generated by the Group is treated by the sewage treatment station to meet the required standards before being discharged into the municipal sewer system. The normal amount of major pollutants, such as chemical oxygen demand (COD) and ammonia nitrogen (NH₃-N), in the wastewater should be below the limits stipulated in the “Integrated Wastewater Discharge Standard (GB8978-1996)” (《污水綜合排放標準(GB8978-1996)》) in order to meet the requirements of the relevant environmental protection standards.

The amount of chemical oxygen demand (COD) and ammonia nitrogen (NH₃-N) of the wastewater are summarised as follows:

Wastewater pollutants ¹	Unit	2024	2023	Percentage Change
Pollutants	Tonnes	12.30	15.98	(23.03%)
– Chemical oxygen demand (COD)	Tonnes	12.10	15.58	(22.34%)
– Ammonia nitrogen (NH ₃ -N)	Tonnes	0.20	0.40	(50.00%)
Intensity of wastewater pollutants²	Unit/RMB million operating income	0.01	0.01	–

Notes:

1. Wastewater pollutants are calculated based on “How to prepare an ESG Report- Appendix 2: Reporting Guidance on Environmental KPIs” published by the Stock Exchange. In 2023, wastewater pollutant data included subsidiaries such as Mianyang Ruian and Ningbo Yumin, which utilise water in their production processes. During the ESG Reporting Period, data from JSA was also incorporated. The decrease in wastewater pollutants is primarily attributed to the reduction in water usage.
2. Intensity was calculated by dividing the Group’s operating incomes in 2024, amounting to RMB1,095.95 million (2023: RMB1,121.45 million).

Environmental, Social and Governance Report (Cont'd)

A2. Use of Resources

The Group strictly controls the use of resources and has launched a series of internal monitoring systems relating to the procurement and appropriate use of resources. During the ESG Reporting Period, the main resources consumed by the Group were electricity, water, natural gas, and packaging materials. The Group has issued notices to employees for resources management, such as “Management Guidance of Resources” (《能源資源管理辦法》).

The Group focuses on digital marketing where possible. To enhance employees’ awareness of environmental protection, the Group places emphasis on methods to minimise wastage of certain key resources. The Group also sets out the conditions and guidelines for using high-power consuming equipment such as air conditioners, computers, and lights, as well as encourages staff to recycle and reuse packaging materials. There is no issue in sourcing water during the ESG Reporting Period.

The Group’s primary environmental objective for the forthcoming reporting periods is to sustain the current level of usage of resources including but not limited to energy, water and package material usage and prevent significant increases. Usage of resources is inter-related with the emissions performance of the Group. Nonetheless, the Group will actively monitor its performance in ESG aspects for analysis and may consider establishing achievable quantitative targets in the future.

Energy

The following table presents the use of energy during the ESG Reporting Period:

Use of Resources	Unit	2024	2023	Percentage Change
Renewable energy				
– Green electricity purchased ¹	MWh	398.73	146.23	+172.67%
Non renewable energy				
– Petrol	MWh	805.46	757.08	+6.39%
– Diesel	MWh	525.62	518.11	+1.45%
– Natural gas	MWh	3,007.65	2,778.81	+8.24%
– Towngas	MWh	406.60	535.54	-24.08%
– Electricity purchase	MWh	33,712.39	25,353.08	+32.97%
Direct energy consumption^{2,4}	MWh	4,745.32	4,589.54	+3.39%
Indirect energy consumption^{3,4}	MWh	34,111.12	25,499.31	+33.77%
Total energy consumption⁴	MWh	38,856.44	30,088.85	+29.14%
Intensity of energy consumption⁵	MWh/RMB million operating income	35.45	26.83	+32.13%

Notes:

1. In the ESG Reporting Period, the agreement between Ningbo Yumin and the local new energy technology company is still effective. The distributed photovoltaic power generator system installed at the rooftop of the factory area, and Ningbo Yumin owned the prior rights to use the green electricity generated for business operation.
2. Direct energy consumption includes usage of petrol, diesel, natural gas and towngas.
3. Indirect energy consumption includes usage of electricity purchased.
4. The energy consumption data is calculated with reference to the “Energy Statistics Manual” by the Energy Statistics Division (ESD) of the International Energy Agency (IEA).
5. Intensity was calculated by dividing the Group’s operating incomes in 2024, amounting to RMB1,095.95 million (2023: RMB1,121.45 million).

Environmental, Social and Governance Report (Cont'd)

Since 2023, Ningbo Yumin had achieved national recognition as a 3-star Green Factory in Beilun District. In collaboration with a local new-energy technology company, a distributed photovoltaic power generator was installed on the rooftop of the factory area. 2023 was the first year of operation of the power generator, and Ningbo Yumin has the prior rights to use the green electricity generated for business operation. In addition to its performance in areas such as air emissions, waste management, as well as the ISO 14001 and ISO 45001 certifications, Ningbo Yumin was also recognised as a 3-stars Green Factory.

The Group's energy consumption mainly derives from daily production of factories and office operation. The Group aims to maintain and further reduce the energy consumption level and tries to encourage employees to reduce energy consumption, and provides energy-conservation and emission reduction training to ensure that all staff comply with and implement energy-saving measures. The increasing trend in total energy consumption associated with the resumption of operations at JSA had an impact on the intensity of energy usage. In conjunction, the Group actively explores the adoption of more environmentally friendly technologies in business operations. The Group's measures to save electricity include but not limited to:

- display environmental protection signs such as “please turn off all the lights after work” in prominent positions in offices;
- require staff to turn off electrical appliances before leaving;
- promote the use of energy-saving lighting systems such as LEDs;
- keep the air conditioning system operating at 26 degrees celsius;
- turn on air conditioners only on half the floor during overtime work;
- check the electrical usage status regularly to prevent unnecessary wastage; and
- introduce new technology and new equipment to save energy for production activities.

Water

The Group's water consumption arises from daily production of factories and office operations. The majority of our water usage comes from water supplies, and as mentioned the Group did not face any issue in sourcing water. The Group aims to maintain the water consumption level and prevent any unreasonable increase in water usage in the future. The Group regularly reminds its employees of the importance of saving water and requests them to conserve water where possible. The Group's measures to save water include but not limited to:

- place “saving water” posters in prominent places;
- implement “movement sensor” taps in restrooms;
- remind staff to turn off water taps after use; and
- strengthen the maintenance of water equipment and repair/replace the damaged water equipment immediately.

Details of water consumption of the Group during the ESG Reporting Period are as follows:

Water Consumption¹	Unit	2024	2023	Percentage Change
Total water consumption	m³	151,676.00	157,779.50	-3.87%
Intensity of water consumption²	Unit/RMB million operating income	138.40	140.69	-1.63%

Notes:

1. Water consumption is calculated based on “How to prepare an ESG Report- Appendix 2: Reporting Guidance on Environmental KPIs” published by the Stock Exchange.
2. Intensity was calculated by dividing the Group's operating incomes in 2024, amounting to RMB1,095.95 million (2023: RMB1,121.45 million).

Environmental, Social and Governance Report (Cont'd)

Packaging Material

The sustainable management of packaging materials is critical to enhance the efficiency of resource usage. The Group's packaging material consumption mainly comes from sales of parts and components. The Group aims to enhance the efficiency of the use of packaging materials by continued to promote the reduction, lightness and substitution of packaging, and explore the application of low-carbon and recyclable green packaging through technological innovation and process optimization to minimise the impact on the environment.

The following table presents the use of packaging material during the ESG Reporting Period:

Packaging Material	Unit	2024	2023	Percentage Change
Total Packaging Material Consumption	Tonnes	1,913.18	1,928.82	-0.81%
Plastic	Tonnes	78.91	169.08	-53.33%
Paper	Tonnes	1,819.01	1,737.78	+4.67%
Others ¹	Tonnes	15.26	21.96	-30.51%

Note:

1. Others included metal, crate, wrapping tape, wastepaper box, wrapping film, waste wood and wooden board.

The Group has formulated work standards, such as integrating packaging material reduction and recycling into product development, material procurement, process management and other links. The Group has also worked with upstream and downstream companies to minimise the potential adverse environmental impact of packaging materials in product production and transportation. However, the use of the types of packaging materials is based on the contract by the needs of the customer. Customers order products with specific packaging material based on their needs and operation process, thus resulting variations in the types of the main packaging material across the reporting periods.

A3. Environment and Natural Resources

The principal activities of the Group are the manufacture and sale of automobiles, automotive components and the provision of auto financing services in the PRC. The significant impacts of the manufacturing activities on the environment are the GHG emissions and hazardous waste that can cause climate change and pollute the environment. Furthermore, water is a natural resource with a high utilisation rate in the production activities of the Group. Excessive water usage can lead to water shortages and damage the ecosystem.

During the ESG Reporting Period, the Group strictly complied with the "Water Law of the People's Republic of China" (《中華人民共和國水法》), "Energy Conservation Law of the People's Republic of China" (《中華人民共和國節約能源法》) and other laws, regulations and relevant systems of the place where it operated, actively identified and managed the risks of natural resources used, as well as planned and utilised natural resources in a rational manner.

The Group has taken steps to reduce its impact on the environment and conserve natural resources. The Group's emission reduction and resource conservation measures are mentioned in sections "A1. Emissions" and "A2. Use of Resources". All employees of the Group are required to follow the instructions in daily production.

Environmental, Social and Governance Report (Cont'd)

A4. Climate Change

As climate change induces extreme weather conditions such as torrential rain, blizzard, extreme cold, heat wave and thick smog, the Group attaches great importance to the impact of climate change on the environment. The Group also has to balance the interests of all stakeholders with appropriate measures.

The Chinese government announced China's "30•60" dual-carbon goal in 2020 and continued to promote the "dual-carbon" actions, whereby a green, low-carbon transformation has become the new guidepost for the development of the automotive industry.

The Group will continue to regularly review the impact of its daily operations on climate change and is committed to adopting environmentally friendly operating measures to reduce GHG emissions and the pressure on global climate change. With an aim to enhance the Group's sustainability performance, the Group will continue to pay close attention to the global and the PRC environmental protection policies and regulatory trends, and invest in appropriate environmental protection constructions when required.

Environmental risks have consistently ranked among the top risks in the Global Risks Report published by the World Economic Forum since 2019. In the Global Risks Report 2024, five out of ten risks projected for the next decade are related to the environment and they even occupied the top four positions. This clearly indicates that the environmental risks has already impacted or will potentially impact the businesses to a certain extent. Referring to the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD), there are two types of risks: transition risks and physical risks. Transition risks refer to risks related to the transition to a lower-carbon economy while physical risks are those associated with the physical impacts of climate change. These risks may disrupt the daily operation of a business, the supply of facilities or raw materials, resulting in an increase in costs. Additional costs may also be required to improve energy efficiency to comply with stricter regulations in the coming future.

Environmental, Social and Governance Report (Cont'd)

Below are the risks analysed and our responses to the identified risks:

Type of risks	Climate-related risks	Timeframe ¹	Potential impacts and responses of the Group
Transition Risks	Policy and Legal	Short-term	<p>Climate change and global warming have become prominent issues, they are now key considerations in policymaking. The government regulations and requirements are expected to become increasingly stringent in the foreseeable future.</p> <p>The management integrated GHG emission reduction targets and plans into the strategic planning of the Group and regularly reviewed and supervised the climate change-related work of the management and the related departments and managed their progress and performance. Moreover, the Group will keep abreast of and comply with relevant regulatory laws and regulations and introduce new processes, new technology and new equipment to save energy and reduce consumption in an efficient manner. In its production activities, the Group will take environmental protection factors into consideration in the process of product development, design and production management.</p>
	Technology	Long-term	<p>Technological improvements or innovations that support the transition to a lower-carbon, energy-efficient economic system can have a significant impact on organisations.</p> <p>BBAFC has implemented various customer interaction channels with the support of green electronic technology in various aspects to reduce the use of paper and protect the environment. BBAFC has used the OA system since its establishment, which basically realises the online office process. Nowadays, with the development of cloud technology, most of the content has been transferred to cloud storage, which not only ensures data security, but also makes it easier for employees to complete daily operations in a standardised manner. The OA system also helps to improve the operational efficiency of the approval process and is conducive to the management's corporate planning. As the OA system effectively shortened the process time and procedures, the resources and energy used decreased when compared to operations before the establishment of the OA system. We believe the OA system can help us to enter the energy-efficient economic system, which can also help for the transition to a lower-carbon economy.</p> <p>The agreement between Ningbo Yumin and the local new energy technology company is still effective. The distributed photovoltaic power generator system was installed, and the renewable energy generated can be used for production since 2023.</p>
Market		Long-term	<p>Consumers' preferences may shift to new energy vehicles rather than traditional fuel vehicles. The Group's focus on the value chain of the new energy vehicles may be conducive to the change in the market preferences.</p> <p>Certain subsidiaries have set up dedicated customer service mailboxes, which not only serve as a bridge between corporates and customers, but also enables us to response- to customers' inquiries promptly in an environmentally friendly manner and builds up better relationships with customers.</p>

Environmental, Social and Governance Report (Cont'd)

Type of risks	Climate-related risks	Timeframe ¹	Potential impacts and responses of the Group
	Reputation	Long-term	<p>Climate change has been identified as a potential source of reputational risk tied to changing customer or community perceptions of an organisation's contribution to or detraction from the transition to a lower-carbon economy.</p> <p>To mitigate the reputation risk, the Group has been actively finding solutions to transit our operation in a lower carbon way.</p> <p>BBAFC has always been at the forefront of the industry in terms of digitalisation development. BBAFC had completed the construction of a mobile terminal entry system which allowed electronic application and electronic signing in early 2020s. With the continuous improvement of the system, an increasing number of customers choose to complete the contract signing through the mobile terminal. Currently, the system is storing about 41,087 electronic contracts and 320,275 other types of electronic documents, which is equivalent to avoiding the generation of 7.87 tonnes of carbon dioxide emission.</p> <p>In 2023, Ningbo Yumin achieved national recognition as a 3-star Green Factory in Beilun District. In collaboration with a new-energy technology company, a distributed photovoltaic power generator was installed on the rooftop of the factory area. 2023 was the first year of the operation of the power generator. Ningbo Yumin still has the prior rights to use the electricity generated for the operation of the business. In addition to its performance in areas such as air emissions, waste management, as well as the ISO 14001 and ISO 45001 certifications, Ningbo Yumin was successfully recognised as a 3-star Green Factory.</p>
Physical Risks	Acute	Medium-term	<p>The potential of increased severity of extreme weather events may reduce the revenue and increase the cost from decreased production capacity. The extreme heat may led to a blackout for operations.</p> <p>Policies and guidelines are set up for the employees to follow when facing extreme weather events.</p>
	Chronic	Long-term	<p>The change in the precipitation patterns and extreme variability in weather patterns may bring the risk of write-offs and early retirement of existing assets, such as property and assets damages in high-risk locations. The cost of capital may also increase due to facility damage.</p> <p>The management had been closely monitoring potential changes in climate patterns and taking necessary actions.</p>

Note:

1. Short-term: within a year; Medium-term: 1 to 3 years; Long-term: 3 to 7 years

Environmental, Social and Governance Report (Cont'd)

SOCIAL SUSTAINABILITY

EMPLOYMENT AND LABOUR PRACTICES

B1. Employment

Employees are the strong foundation and assets of the Group, and they are the driving force for the Group's sustainable growth. In this regard, the Group is committed to providing its staff with an open, safe and respectful working environment under the Group's motto.

Recruitment

The Group strictly complies with the "Labour Law of the People's Republic of China" (《中華人民共和國勞動法》), the "Labour Contract Law of the People's Republic of China" (《中華人民共和國勞動合同法》) in its recruitment activities based on the principles of complying with the relevant requirements of national labour policies, laws and regulations as well as meeting the needs and strategic operational objectives of the Group in different developmental stages. The Group prioritises the hiring and development of individuals from the local community where the companies operate. This approach recognises the importance of supporting the local economy, fostering community relationships, and promoting sustainable growth. The Group has consistently adhered to a people-oriented concept in its recruitment, and has formulated and implemented the recruitment and selection policy, which specifies the Group's recruitment processes to improve the quality and efficiency of its recruitment activities.

Diversity and Equal Opportunity

Cultural diversity plays an important role in the growth and development of an enterprise. The Group has been hiring employees of different genders, ages, ethnicities, races, nationalities and regions, religious beliefs, political ideologies, and academic backgrounds.

The Group values employees' development and encourages internal transfer. The Group shares job vacancies with internal employees as the priority.

The Group supports people with disabilities by employing them and placing them in suitable positions, fully stimulating their potential and making the best use of their talents and abilities. The Group currently employs a total of 2 employees with disabilities in Dongxing Automotive.

In order to effectively identify outstanding employees and promote talents, the Group has developed a complete performance system that is committed to promoting continuous, fair, and effective performance management, advocating a value-oriented high-performance management culture, and encouraging employees to improve their performance and develop their potential, and to make a positive contribution to the Group.

Compensation and Benefits

The Group provides employees with equal opportunities for, amongst other things, their development, promotion, benefits, evaluation, and training. Employees will not be discriminated against or lose opportunities due to factors such as gender, ethnicity, race, nationality and region, family background, religious belief, political ideology, and disability.

The Group sets minimum, maximum, and average salary ranges for personnel at all levels so as to meet the diverse job needs of relevant positions and the overall market level. Generally, the median value of the salary range reflects the market rate for the positions in the industry. Market survey is conducted periodically to ensure the Group's remuneration package maintains market competitiveness. The results of the market survey will be used as a guideline when setting and reviewing the salary range in the Group.

Environmental, Social and Governance Report (Cont'd)

According to the Labour Law of the People's Republic of China, the Group makes full contribution to the "Five Insurances and One Fund" (五險一金) (including pension insurance, medical insurance, unemployment insurance, work-related injury insurance, maternity insurance and housing provident fund) for all employees on time and according to local standards. The Group provides national statutory holidays in strict accordance with the relevant regulations. Employees' work and rest schedules are arranged according to the prescribed working hours, workload and statutory holidays. Eligible employees are also entitled to paid holidays.

The working hours and holidays of the subsidiaries are in line with the relevant requirements of national labour policies, laws and regulations. Subsidiaries have formulated employee manuals, and strictly abide by the working hours and holidays stipulated by the law of the companies' location. In general, employees work eight hours a day, five days a week from Monday to Friday, and enjoy statutory holidays. The Group provides annual leave, sick leave, marriage leave, parental leave, maternity leave, and other leave entitlements to its employees.

In addition to what is required by laws, subsidiaries have additionally established supplemental benefits policies to protect the rights of employees. The companies entrust insurance companies to provide additional commercial insurance to employees, including accident insurance, critical illness insurance, hospital allowance, supplementary medical insurance and supplementary medical insurance for employees' spouses and children.

Dismissal

Subsidiaries have established a termination of employment policy that clearly stipulates the dismissal policy in accordance with relevant policies where the employment contract is concerned.

Employees are dismissed under reasonably and legally controlled processes, according to the provisions of the laws and employee handbooks. Any unfair or unreasonable dismissal is strictly prohibited.

Total Workforce

During the ESG Reporting Period, there was a reasonable increase of the workforce by 37.09% compared with 2023. In 2024, we have 1,604 full time staff and 2 part time staff.

Environmental, Social and Governance Report (Cont'd)

The distribution of our workforce by gender, age group and geographical region are as follows:

Category	Number of Employees ¹ (Percentage)		Change in percentage point
	2024	2023	
Gender			
– Male	1,215 (75.65%)	836 (71.94%)	+3.71 pp
– Female	391 (24.35%)	326 (28.06%)	-3.71 pp
Age Group			
– 30 or below	178 (11.08%)	196 (16.87%)	-5.79 pp
– Between 31-50	1,230 (76.59%)	870 (74.87%)	+1.72 pp
– 51 or above	198 (12.33%)	96 (8.26%)	+4.07 pp
Geographical Region²			
– Northeastern China	504 (31.38%)	102 (8.78%)	+22.60 pp
– Northern China	133 (8.28%)	12 (1.03%)	+7.25 pp
– Eastern China	466 (29.02%)	559 (48.11%)	19.09 pp
– Southern China	7 (0.44%)	11 (0.95%)	-0.51 pp
– Central China	5 (0.31%)	4 (0.34%)	- 0.03 pp
– Northwestern China	3 (0.19%)	3 (0.26%)	- 0.07 pp
– Southwestern China	488 (30.38%)	471 (40.53%)	10.15 pp

Notes:

1. The number of employees is calculated as at the end of the year.
2. The geographic region refers to the following segregation: Northeastern China (Heilongjiang Province, Jilin Province, Liaoning Province), Northern China (Beijing, Tianjin, Hebei Province, Shanxi Province, and Inner Mongolia Autonomous Region), Eastern China (Shanghai, Jiangsu Province, Zhejiang Province, Anhui Province, Fujian Province, Jiangxi Province, and Shandong Province), Southern China (Guangdong Province, Guangxi Zhuang Autonomous Region, and Hainan Province), Central China (Henan Province, Hubei Province, and Hunan Province), Northwestern China (Shaanxi Province, Gansu Province, Qinghai Province, Ningxia Hui Autonomous Region, and Xinjiang Uyghur Autonomous Region), and Southwestern China (Sichuan Province, Guizhou Province, Yunnan Province, Chongqing, and Tibet Autonomous Region).

Environmental, Social and Governance Report (Cont'd)

Employee Turnover Rate

During the ESG Reporting Period, the Group's overall employee turnover rate was approximately 16.76% (2023: 13.16%). The employee turnover rate by gender, age group and geographical region is presented in the table below:

Category	Employee turnover rate (percentage)		Change of Percentage point (pp)
	2024	2023	
Gender			
– Male	189 (18.43%)	129 (15.43%)	+3.00 pp
– Female	43 (11.99%)	32 (9.82%)	+2.17 pp
Age Group			
– 30 or below	34 (18.18%)	57 (29.08%)	-10.90 pp
– Between 31-50	184 (17.52%)	86 (9.77%)	+7.75 pp
– 51 or above	14 (9.52%)	18 (18.75%)	-9.23 pp
Geographical Region			
– Northeastern China	35 (11.55%)	4 (3.92%)	+7.63 pp
– Northern China	2 (2.76%)	2 (16.67%)	-13.91 pp
– Eastern China	136 (26.54%)	82 (14.67%)	+11.87 pp
– Southern China	1 (11.11%)	1 (9.09%)	+2.02 pp
– Central China	N/A	N/A	N/A
– Northwestern China	N/A	N/A	N/A
– Southwestern China	58 (12.10%)	72 (15.29%)	-3.19 pp

Environmental, Social and Governance Report (Cont'd)

B2. Health and Safety

The Group is committed to providing a safe and healthy working environment for all employees, and strictly implements the PRC laws and regulations on occupational health and safety. The Group regularly organizes physical examinations for all staff and encourages them to participate in cultural/sports activities to further improve their physical fitness.

By formulating company regulations and organizing training, the Group tries to enhance employees' ability to prevent and respond to fires, and reduce and prevent employees' occupational safety accident risks. During the ESG Reporting Period, subsidiaries participated in fire drills arranged by the property management office of the office premises, regularly cleaned the air-conditioning systems and other office equipment, and implemented comprehensive hygiene management in the workplace. Office premises are equipped with first aid kits in case of emergency. The Group is committed to creating a clean, tidy, smoke-free, non-toxic, healthy and safe working environment for its employees.

During the ESG Reporting Period, the Group did not violate any relevant laws and regulations regarding occupational health and safety. There were no work-related fatalities in the past three years, and a total of 250 lost working days were recorded due to work injury for an employee of BBAFC in 2024 (2023 & 2022: none). The Group remains committed to maintaining fair and transparent labour relations while strictly adhering to relevant laws and regulations to safeguard employees' rights and well-being. Moving forward, the Group will continue to enhance labour relations management and strengthen occupational health and safety mechanisms to support sustainable development for both the Company and its employees.

B3. Development and Training

The Group endeavours to support the growth of employees' capability that will help them and enhance their competitiveness.

In order to improve the overall quality and professional expertise of all employees, the Group provides training to employees according to the annual plan, focusing on training employees, helping them to develop and plan their careers in an all-round way, and enhancing employees' core competencies, professional knowledge and skills. Online or offline training on professional skills, quality enhancements, business and product knowledge, occupational ethics and safety, ESG issues, anti-corruption, rules and regulations, management skills, leadership and teamwork cooperation are also provided. The Group also provides specialized training activities for employees at different levels such as frontline, mid-level and senior staff.

BBAFC has even developed its own online training platform which allows its employees to browse training and financial product knowledge materials, reducing the need to travel for sales and training teams.

During the ESG Reporting Period, the Group has arranged a total of 38,671 hours (2023: 37,461 hours) of training to all staff, which represented an average of 24.08 hours (2023: 32.24 hours) of training per employee.

Percentage of Employees Trained

During the ESG Reporting Period, 76.09% (2023: 91.22%) of the total workforce were provided with training.

Environmental, Social and Governance Report (Cont'd)

The distribution of the trained employees by gender and employee category are as follows:

Category	Percentage of Employees Trained (Percentage)		Change in percentage point
	2024	2023	
Gender			
– Male	76.43%	73.58%	+2.85 pp
– Female	23.57%	26.42%	-2.85 pp
Employee category			
– Senior management	2.95%	2.08%	+0.87 pp
– Middle management	11.05%	8.30%	+2.75 pp
– Frontline and other employees	86.00%	89.62%	-3.62 pp

Average Training Hours Completed per Employee

The average training hours completed by the employees of the Group by gender and employment category are as follows:

Category	Average Training Hours		Percentage change
	2024	2023	
Average training hours per employee	24.08	32.24	-25.31%
Gender			
– Male	26.38	36.02	-26.76%
– Female	16.92	22.53	-24.90%
Employee category			
– Senior management	25.68	20.46	+25.51%
– Middle management	8.24	8.72	-5.50%
– General employees	25.63	34.89	-26.54%

During the ESG Reporting Period, the Group experienced an increase in total workforce alongside a rise in total training hours. While the average training hours per employee and the percentage of employees trained declined, this was primarily due to the rapid expansion of the workforce following the resumption of operations at JSA. As the Group onboarded a significant number of new employees, training resources were strategically allocated to ensure business continuity while progressively integrating them into training programs. Moving forward, the Group remains committed to enhancing training accessibility and optimising learning initiatives to support the professional growth of all employees.

B4. Labour Standards

The Group is committed to protecting human rights, and strictly complies with the applicable provisions of national labour policies, laws and regulations in the PRC including the Labor Law of the People's Republic of China and Labor Contract Law of the People's Republic of China. The Group prohibits the recruitment of child labour. During the recruitment process, candidates are required to provide their proof of identity to prevent child labour. If the identity proof provided by the candidate does not comply with national labour policies, the process of recruitment will be terminated. All employees work freely and equally in the Group without forced labour.

The Group clearly stipulates working hours, rest and vacation time, labour protection and job duties in the employment contract of the employees. The Group does not have mandatory overtime to establish a respectful, honest, and fair working environment for its employees.

During the ESG Reporting Period, the Group did not violate any laws and regulations related to the prevention of child and forced labour.

Environmental, Social and Governance Report (Cont'd)

OPERATING PRACTICES

B5. Supply Chain Management

While the Group strongly supports sustainability development, the Group also expects its suppliers to fulfill the same social responsibilities. Thus, the general terms and conditions of supplier contracts require suppliers to fulfill their social responsibilities and clearly enforce them to comply. Furthermore, suppliers must ensure that their own suppliers adhere to the same laws to facilitate compliance throughout the supply chain. Suppliers must agree to and abide by these compulsory requirements before they are engaged.

Suppliers of the Group mainly provide raw materials, production auxiliary materials for vehicles, information technology solutions, daily office supplies, transportation, renovation services, business process outsourcing, and information technology consultation services, etc. The Group has established procurement management guidelines, such as “Supplier Management Control Program” (《供應商管理控制程序》) to ensure the fairness of the procurement system and procedures, and to ensure that consumer rights and customer data are protected, and customer complaints are properly managed. During the ESG Reporting Period, the Group strengthened supplier access management, and enhanced environmental and social responsibility impact assessment during the supplier access audit and evaluation procedures. We requested all key suppliers to provide the qualification certificate, product performance record, documentary for environment protection, credit status etc. to the related department for conducting supplier qualification review. Further, we conducted onsite inspections of suppliers to verify the information they provided and ensure that their product development, production, quality control and delivery capacity meet the requirements. The report was checked by the department heads and approved by the general managers. Qualified suppliers will then be added to the “Qualified Supplier Directory” (《合格供應商目錄》) kept by the related departments. By strictly controlling the access threshold of suppliers, the Group has created a responsible supply chain.

Suppliers are subject to regular performance assessments covering the dimensions of technical capabilities, quality, cost, and delivery. Moreover, the Group identifies and detects supply chain risks to minimise ESG risk exposure to ensure that any supplier failing to meet requirements consistently will be eliminated. The Group pays close attention to the quality, safety, environmental considerations, and other elements of suppliers.

The Group has also adopted measures to prevent employees from receiving personal benefits from suppliers, such as requiring suppliers and relevant employees to declare their interests and preventing them from accepting benefits.

During the ESG Reporting Period, the Group had 168 key suppliers (2023: 211 suppliers) and all of them were based in the PRC. The key suppliers of JSA will be included once mass production resumes, which is expected in the next reporting period.

B6. Product Responsibility

The parts, automotive components, financial products and services that are provided by the Group are designed to support a wide range of individual and institutional retail customers, from a diverse landscape of local and import manufacturers.

As an organization, the Group is committed to ensuring the protection of the environment for future generations. The Group achieves this by managing its use of resources, improving efficiency and reducing emissions. All these helps limit its carbon footprint and maximize energy savings.

Financial products and services

Our current business strategy on financial products and services continues to focus on the NEV segment, which supported around 99.8% of the new business concluded in 2024 (2023: 99%).

BBAFC’s innovative products are designed with end-user customer needs in mind. BBAFC adheres to the highest levels of customer service to ensure a seamless customer journey, whilst utilizing digitalization and environmentally friendly business practices to support the diverse needs of its customers and cooperation partners. BBAFC tracks the satisfaction levels after each customer’s interaction with the company and the results are measured and evaluated, so that the company may learn, adjust, and improve.

Environmental, Social and Governance Report (Cont'd)

BBAFC has developed its online training platform for internal and external use, which allows end-user customers, cooperation partners, and employees to browse training and financial product knowledge materials. Digital training reduces the need to travel for sales and training teams, which in turn reduces carbon footprint and contributes to the environment. The platform offers comprehensive product-related information, online examinations, individual progress information, and records continuous learning and development achievements.

The innovative use of technology also extends to the personalized marketing campaigns that have gone largely digital and paperless. With the support of strong corporate online exposure, BBAFC tries to maximize the use of online and digital platforms, and minimize the use of traditional marketing materials.

Parts and automotive components

In relation to the parts and automotive components production, the Group had issued guidelines to employees on governing the standard procedures such as the “Standard Operation Book” (《作業標準書》). The Group had also set up policies such as “Monitoring and Measurement Procedures for Products and Manufacturing Processes” (《產品和製造過程的監視和測量程序》) and “Non-Conforming Product Management Procedures” (《不合格品管理程序》) to ensure the product quality fulfills the set quality standard. The quality assurance department closely monitors all the quality and performance verification for production.

During the ESG Reporting Period, there is less than 0.01% recall of products sold or shipped for in scope entities (2023: 0.61%). The Group had promptly arranged product recalls and resolved the issues for customers to eliminate safety risks.

Complaints handling

Customer satisfaction represent in the level of contentment and fulfilment that customers experience. Achieving high customer satisfaction is crucial for the Group as it leads to customer loyalty. During the ESG Reporting Period, a total of 62 customer complaints (2023: 29) were received. Through the complaint handling process and taking appropriate follow-up actions, the complaint resolution rate reached 100%.

Customer satisfaction is not just a goal but a fundamental aspect of successful businesses. By prioritising quality, efficient customer service, feedback, transparent communication, post-purchase support, and continuous improvement, the Group aims to satisfy customers and build long-lasting relationships based on trust and loyalty.

Protecting intellectual property rights and customer rights

The Group emphasises the importance of the protection of intellectual property rights. According to the “Patent Law of the People’s Republic of China” (《中華人民共和國專利法》), “China’s Trademark Law” (《中國商標法》) and “Enterprise Intellectual Property Management” (《企業知識產權管理規範》), the Group fully reviewed the existing intellectual property rules and enterprise standards and improved its intellectual property management system. All software and information provided by the Group are legally authorised and it only procures licensed products.

The Group recognizes the importance of intellectual property rights, as they are vital to its business operations and reputation. To ensure the preservation of these rights, the Group maintains a vigilant approach towards its trademark and domain name continuously monitoring and renewing them as necessary. Within the workplace, the Group actively fosters a culture of respect for intellectual property. One way this is demonstrated is through the implementation of a policy that requires staff to seek proper authorization for software installations. This proactive measure helps to prevent any inadvertent infringement and emphasizes the Group’s commitment to upholding intellectual property rights.

The Group has also formulated guidelines in relation to consumer rights protection guidelines, customer complaint management policy and retail customer complaint management task manual to continuously improve the complaint management process, and safeguard consumer rights by closely listening to customers.

Environmental, Social and Governance Report (Cont'd)

Protecting customer data

In today's digital age, companies are collecting unprecedented personal information from customers, from their names and addresses to their browsing habits and purchase history. Customer information and privacy is identified as the top area of concern during the ESG Reporting Period. The Group is committed to the protection of customer privacy and data security. The Group has specific rules on how customer data is managed, and employees are regularly reminded of the relevant governance rules. These rules outline best practices for data handling, storage, and access control. For example, customer data may be encrypted during transmission and stored in secure databases with restricted access rights.

In addition, the Group conducts regular information security trainings on the importance of data privacy and security, and on the best practices for protecting customers data for employees who handle customer data to strengthen their security awareness. Employees in different departments have different access rights to the data to ensure the customer data are well protected and only accessible by designated personnel.

Furthermore, the Group places a strong emphasis on employee awareness and education regarding customer data privacy. Employees are regularly reminded of the governance rules and received training on data protection practices. This ensures that all staff members understand the importance of handling customer information with care and adhering to the established protocols. Some of the adopted measures are as follow:

- encrypt sensitive information: Sensitive information such as credit card numbers, social security numbers, and personal addresses is encrypted to prevent unauthorized access;
- use of secure servers: Customer data is stored on secure servers that are regularly backed up and protected by firewalls and other security measures;
- implementation of access controls: Companies have implemented access controls to ensure that only authorized personnel have access to customer data;
- regular update of security software: Security software is regularly updated to ensure that it's up-to-date and can protect against the latest threats; and
- regular security audits: Regular security audits can help identify potential vulnerabilities in a company's data security practices and prevent data breaches.

During the ESG Reporting Period, the Group has made every effort to ensure that there is no violation of laws and regulations regarding product responsibility, data privacy, intellectual property rights or customer rights.

Environmental, Social and Governance Report (Cont'd)

B7. Anti-corruption

The Group and its employees strictly abide by the applicable laws relating to corruption, bribery and money laundering in the relevant jurisdictions in which the Group operates, including but not limited to the “Anti-Money Laundering Law of the People’s Republic of China” (《中華人民共和國反洗錢法》) and the “Anti-Unfair Competition Law” (《中華人民共和國反不正當競爭法》). The Group has zero tolerance for any form of corruption. If the Group becomes aware of any violations, it will take serious and necessary actions promptly to end the violations. The Group will also hand over the employees who violated the law to judicial authorities and will not tolerate such behaviour.

In addition, the Group has established an anti-corruption policy (《反貪污政策》) which has been posted on the Group’s website as a guideline for all directors, senior management, middle management and frontline employees, to assist with their management. The Group will periodically review this policy to bring it up to date with the changing environment. Further, the Group will continue to raise employees’ awareness of anti-commercial bribery and anti-corruption, emphasising that the Group will not offer or accept any form of bribery or kickback, and will not tolerate any corrupt behaviour in order to establish a good reputation and a positive working environment.

To create a healthy corporate culture, the Group has organised anti-corruption trainings for its directors and staff from time to time. During the ESG Reporting Period, directors of the Company and staff were invited to participate in an online anti-corruption seminar organized by an external professional firm to better their understanding on anti-corruption laws, good practices in preventing corruption and strengthen ethical culture. Further, four subsidiaries of the Group, namely Ningbo Yumin, Xing Yuan Dong, BBAFC and JSA, had organized anti-corruption and anti-bribery training to their directors and staff, with a total training time of 746.5 hours (2023: 464.5 hours). This represents a notable improvement from the last ESG reporting period. The expanded training coverage underscores the Group’s ongoing commitment to upholding ethical governance and enhancing compliance awareness across its operations. The Group has notified its staff to follow the established anti-corruption guidelines and policies and encouraged its directors and staff to update their knowledge of anti-corruption from time to time. In addition, training materials were given to the relevant staff from time to time for the purpose of consolidating their knowledge regarding anti-corruption.

In order to improve employees’ understanding and awareness of responsibility, the Group has formulated an internal accountability system and posted the whistleblowing policy on the Group’s website to determine and investigate the responsibilities of employees who violate national laws and regulations, financial regulations and company internal rules. The system clearly stipulates the scope, reporting procedures and investigation procedures.

According to the whistleblowing policy, the reporter who making appropriate reports is assured of protection against unfair dismissal, unwarranted disciplinary action or victimization. Furthermore, the Group would reserve the right to take appropriate action against anyone who initiates or threatens to initiate retaliation against the reporters.

At the same time, the Group will continuously monitor the compliance risks in its daily operation, and check whether the regulatory indicators meet the regulatory requirements, whether there are serious violations, commercial bribery or unfair competition, and whether any criminal cases have occurred. Employees who discover any serious violations are obliged to immediately report it to the audit committee of the Board through a designated email which is stated in the whistleblowing policy of the Group. The audit committee of the Board would review the concerns and complaints, and make the appropriate investigation arrangement.

To the best of our knowledge, the Group was not involved in any corruption, bribery, extortion, fraud and money laundering, nor were there any concluded corruption proceedings against the Group and its employees in 2024.

Environmental, Social and Governance Report (Cont'd)

B8. Community Investment

The Group believes that the fulfilment of corporate social responsibility means conducting business in a responsible manner, taking into consideration the interests of both internal and external stakeholders and its impacts on the economy, society, and environment. An enterprise should create a harmonious atmosphere within the corporation and across the society and establish a corporate image with internal cohesiveness and external influences with a strong sense of political and social responsibility.

As a member of the community, the Group actively fulfils its social responsibilities and is committed to contributing to the construction of a sustainable society. During the ESG Reporting Period, the Group has contributed 135 hours (2023: 368 hours) on community activities. Five of our employees actively participated in the Shenyang Automotive Party Member Volunteer Public Welfare Exam Assistance Activity held in June 2024. As part of this initiative, they dedicated their time and effort to providing support services to high school exam venues across various districts in Shenyang City. Their contributions played a vital role in ensuring smooth operations and creating a supportive environment for students taking their exams during this critical period.

Independent Auditor's Report



**TO THE MEMBERS OF
BRILLIANCE CHINA AUTOMOTIVE HOLDINGS LIMITED**
(Incorporated in Bermuda with limited liability)

OPINION

We have audited the consolidated financial statements of Brilliance China Automotive Holdings Limited (the “**Company**”) and its subsidiaries (the “**Group**”) set out on pages 96 to 184, which comprise the consolidated statement of financial position as at 31st December, 2024, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31st December, 2024, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with Hong Kong Financial Reporting Standards (“**HKFRSs**”) issued by the Hong Kong Institute of Certified Public Accountants (“**HKICPA**”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing (“**HKSAs**”) issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the HKICPA’s Code of Ethics for Professional Accountants (the “**Code**”), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independent Auditor's Report (Cont'd)

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 on the Group's consolidated financial position thereon, and we do not provide a separate opinion on these matters.

Key audit matter

How the matter was addressed in our audit

Interest in a major associate

The Group's 25% interest in BMW Brilliance Automotive Limited ("BBA") (note 15), is accounted for under the equity method. The Group's share of BBA's net assets was approximately RMB11,532,690,000 as at 31st December, 2024. The amounts noted below are those in the BBA financial statements (i.e. on a 100% basis).

In the context of our audit of the consolidated financial statements, the key audit matters relating to the Group's share of the net assets of BBA are summarised below:

- Sufficiency of warranty provision – BBA's warranty provision is mainly related to product guarantees for vehicles sold. As at 31st December, 2024, the warranty provision balance of BBA was approximately RMB6,530,807,000.
- Sufficiency of inventories provision – BBA's inventories provision is mainly related to impaired finished goods and corresponding raw material and partially completed products for the vehicles with lower net realisable value. As at 31st December, 2024, the inventories provision balance of BBA was approximately RMB2,143,144,000.

BBA is a major associate of the Group and is audited by an auditor other than Grant Thornton (the "Component Auditor"). We have met with the Component Auditor and discussed their identified audit risks and audit approach and have reviewed their work papers and discussed with them the results of their work. Together with their reporting package provided to us in accordance with our audit instructions, we have determined that the audit work performed and evidence obtained were sufficient for our purpose. We have met with the Group's management and have discussed with them and evaluated the impact on the consolidated financial statements of the key audit matters relating to BBA.

The audit procedures performed on the sufficiency of warranty provision included the following:

- obtaining an understanding of the process for determining the assumptions and parameters employed in the estimation of warranty provision;
- evaluating the appropriateness as well as effectiveness of controls for determining the assumptions and parameters;
- performing reasonableness test on several parameters and re-calculation on different type of provision; and
- performing vouching test on the actual claims of warranty provision, on a sample basis, incurred in order to draw conclusions on the reasonableness of the assumptions.

Independent Auditor's Report (Cont'd)

KEY AUDIT MATTERS (Cont'd)

Key audit matter	How the matter was addressed in our audit
-------------------------	--------------------------------------------------

Interest in a major associate (Cont'd)

The audit procedures performed on the sufficiency of inventories provision included the following:

- obtaining an understanding of the process for determining the assumptions and parameters employed by the management in the estimation of inventories provision;
- evaluating the appropriateness as well as effectiveness of controls for determining the assumptions and parameters;
- verifying net realisable value of the inventories and assessing reasonableness on provisions made on those inventories devalued to their net realisable value; and
- recalculating the inventories provision in order to draw conclusions on the reasonableness and appropriateness of the assumptions.

We found that, in the context of our audit of the consolidated financial statements, BBA's management judgements and estimates associated with the key audit matters noted in respect of the Group's share of the profit and net assets of BBA were supported by the available evidence.

Independent Auditor's Report (Cont'd)

KEY AUDIT MATTERS (Cont'd)

Key audit matter	How the matter was addressed in our audit
<p>Expected credit loss (“ECL”) allowances assessment on accounts receivable from third parties and affiliated companies, loan receivables, other receivables, and amounts due from affiliated companies (collectively referred to as “Receivables”)</p> <p>As at 31st December, 2024, the Group had, net of corresponding ECL allowances, (i) accounts receivable from third parties and affiliated companies of approximately RMB403,551,000; (ii) loan receivables of approximately RMB2,544,610,000; (iii) other receivables of approximately RMB279,136,000; and (iv) amounts due from affiliated companies of approximately RMB63,970,000.</p> <p>Management applied a simplified approach in calculating ECL allowance on accounts receivable from third parties and affiliated companies and recognised loss allowances based on lifetime ECL at each reporting date.</p> <p>And the Group measured the ECL allowances for other financial assets measured at amortised cost (including loan receivables, other receivables and amount due from affiliated companies) which is equal to 12-month ECL, unless when there has been a significant increase in credit risk since initial recognition and the Group recognised lifetime ECL.</p> <p>The Group used judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward-looking estimates at the end of each reporting period.</p> <p>As a result, the impairment assessment involved significant management's judgement and use of estimates in the evaluation of ECL.</p>	<p>Our audit procedures in relation to the impairment assessment on Receivables included the following:</p> <ul style="list-style-type: none">• obtaining an understanding of the basis of management's judgements about the recoverability of Receivables and evaluating the full provision of uncollectible amounts made by management for those individual balances with reference to correspondence between the Group and the debtors, the recovery plan and corroborated the inputs with our understanding of the matter and externally available information;• assessing the reasonableness of estimates used to determine the ECL allowance by considering cash collection performance against historical trends, default rates and forward-looking factors included in the assessment and considering any indicators for change in credit risk;• testing the arithmetical accuracy of the calculations and the data integrity of information used by management to develop the provision matrix, including account receivables' ageing analysis as at 31st December, 2024, on a sample basis, by comparing individual items in the analysis with the relevant invoices and other supporting documents;• Involving the valuation specialist to assess the ECL allowance and comparing to the management's estimation; and• evaluating the disclosures regarding the ECL allowance assessment of Receivables in notes 3, 17, 21, 23 and 33 to the consolidated financial statements. <p>We found that the management's judgements and estimations applied in ECL allowance assessment of the Receivables to be reasonable based on the available evidence.</p>

Independent Auditor's Report (Cont'd)

OTHER INFORMATION

The directors are responsible for other information. The other information comprises all information included in the 2024 annual report of the Company, but does not include 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 HKFRSs issued by the HKICPA and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

The directors are assisted by the Audit Committee are responsible for overseeing the Group's financial reporting process.

Independent Auditor's Report (Cont'd)

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 misstatements, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We report our opinion solely to you, as a body, in accordance with section 90 of the Bermuda Companies Act 1981 and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

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

As part of an audit in accordance with HKSA's, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

Independent Auditor's Report (Cont'd)

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS (Cont'd)

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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.

Grant Thornton Hong Kong Limited

Certified Public Accountants

11th Floor, Lee Garden Two

28 Yun Ping Road

Causeway Bay

Hong Kong

21st March, 2025

Chiu Wing Ning

Practising Certificate No.: P04920

Consolidated Statement of Profit or Loss

For the year ended 31st December, 2024

(Expressed in thousands of RMB except for earnings per share amounts)

	Note	2024 RMB'000	2023 RMB'000
Revenue	5	1,095,949	1,121,454
Cost of sales		(902,069)	(832,975)
Gross profit		193,880	288,479
Other income		23,578	39,821
Interest income		417,838	670,174
Selling expenses		(53,602)	(45,252)
General and administrative expenses		(528,637)	(432,269)
Net reversal (recognition) of expected credit loss (“ECL”) allowance on loans and receivables		109,159	(53,227)
Finance costs	6	(3,684)	(1,744)
Share of results of associates		4,361,370	7,796,829
Profit before income tax expense	7	4,519,902	8,262,811
Income tax expense	8	(1,474,278)	(526,360)
Profit for the year		3,045,624	7,736,451
Attributable to:			
Equity holders of the Company		3,101,075	7,734,993
Non-controlling interests		(55,451)	1,458
		3,045,624	7,736,451
Earnings per share	9		
– Basic		RMB0.61465	RMB1.53312
– Diluted		RMB0.61465	RMB1.53312

Consolidated Statement of Comprehensive Income

For the year ended 31st December, 2024

	2024 RMB'000	2023 RMB'000
Profit for the year	3,045,624	7,736,451
Other comprehensive (expense) income that will be subsequently reclassified to consolidated statement of profit or loss, net of tax		
Share of other comprehensive (expense) income of associates	(947,404)	563,920
Fair value gain (loss) on notes receivable at fair value through other comprehensive income ("FVOCI")	39	(206)
	(947,365)	563,714
Other comprehensive income (expense) that will not be subsequently reclassified to consolidated statement of profit or loss, net of tax		
Change in fair value of equity investments	68	(4,015)
Total comprehensive income for the year	2,098,327	8,296,150
Attributable to:		
Equity holders of the Company	2,153,778	8,294,692
Non-controlling interests	(55,451)	1,458
	2,098,327	8,296,150

Consolidated Statement of Changes in Equity

For the year ended 31st December, 2024

	Attributable to the owners of the Company							Total equity attributable to the equity holders of the Company RMB'000	Non-controlling interests RMB'000	Total equity RMB'000
	Issued capital RMB'000	Hedging reserve RMB'000	Share premium RMB'000	Investment fair value reserve RMB'000	FVOCI reserve RMB'000	Cumulative translation adjustments reserve RMB'000	Capital reserve RMB'000			
As at 1st January, 2024	397,176	377,034	2,476,082	(9,724)	(507)	39,179	120,000	47,718,864	773,031	51,891,135
Transactions with equity holders of the Company										
Reconsolidating a subsidiary	-	-	-	-	-	-	-	-	319,323	319,323
Dividends (note 10)	-	-	-	-	-	-	-	(27,210,904)	-	(27,210,904)
	-	-	-	-	-	-	-	(27,210,904)	319,323	(26,891,581)
Profit for the year	-	-	-	-	-	-	-	3,101,075	(55,451)	3,045,624
Other comprehensive expense										
Share of other comprehensive expense of an associate	-	(947,393)	-	-	(11)	-	-	-	-	(947,404)
Change in fair value of financial assets	-	-	-	68	39	-	-	-	-	107
Total other comprehensive expense	-	(947,393)	-	68	28	-	-	-	-	(947,297)
Total comprehensive income	-	(947,393)	-	68	28	-	-	3,101,075	(55,451)	2,098,327
As at 31st December, 2024	397,176	(570,359)	2,476,082	(9,656)	(479)	39,179	120,000	23,609,035	1,036,903	27,097,881

Consolidated Statement of Changes in Equity (Cont'd)

For the year ended 31st December, 2024

	Attributable to the owners of the Company							Total equity attributable to the equity holders of the Company RMB'000	Non-controlling interests RMB'000	Total equity RMB'000
	Issued capital RMB'000	Hedging reserve RMB'000	Share premium RMB'000	Investment fair value reserve RMB'000	FVOCI reserve RMB'000	Cumulative translation adjustments reserve RMB'000	Retained earnings RMB'000			
As at 1st January, 2023	387,176	(186,879)	2,476,082	(5,709)	(308)	39,179	48,605,713	120,000	771,573	52,216,827
Transactions with equity holders of the Company										
Dividends (note 10)	-	-	-	-	-	-	(8,621,842)	-	-	(8,621,842)
Profit for the year	-	-	-	-	-	-	7,734,983	-	1,458	7,736,451
Other comprehensive income										
Share of other comprehensive income of associates	-	563,913	-	-	7	-	-	-	-	563,920
Change in fair value of financial assets	-	-	-	(4,015)	(206)	-	-	-	-	(4,221)
Total other comprehensive income	-	563,913	-	(4,015)	(199)	-	-	-	-	559,689
Total comprehensive income	-	563,913	-	(4,015)	(199)	-	7,734,983	-	1,458	8,296,150
As at 31st December, 2023	387,176	377,064	2,476,082	(9,724)	(507)	39,179	47,718,864	120,000	773,031	51,891,135

Consolidated Statement of Financial Position

As at 31st December, 2024

	Note	2024 RMB'000	2023 RMB'000
Non-current assets			
Intangible assets	12	131,425	32,084
Property, plant and equipment	13	1,297,242	401,627
Land lease prepayments	14	71,792	73,911
Interests in associates	15	12,450,008	16,690,022
Equity investments	16	1,839	5,909
Long-term loan receivables	17	1,602,089	2,237,756
Prepayment for investment	18	–	282,557
Other non-current assets		131,707	128,074
Total non-current assets		15,686,102	19,851,940
Current assets			
Cash and cash equivalents		10,539,550	30,845,795
Statutory deposit reserves at central bank		42,500	57,500
Pledged and restricted short-term bank deposits	19	582,115	2,500,975
Inventories	20	260,658	127,438
Accounts receivable	21	403,551	344,050
Notes receivable	22	82,498	99,918
Short-term loan receivables	17	942,521	1,192,100
Other current assets	23	566,220	134,904
Total current assets		13,419,613	35,302,680
Current liabilities			
Accounts payable	24	260,379	297,280
Notes payable		279,853	219,330
Other current liabilities	25	408,187	264,670
Short-term bank borrowings	27	330,000	924,500
Income tax payable		3,031	2,940
Provision for loss	28	554,199	1,469,944
Total current liabilities		1,835,649	3,178,664
Net current assets		11,583,964	32,124,016
Total assets less current liabilities		27,270,066	51,975,956

Consolidated Statement of Financial Position (Cont'd)

As at 31st December, 2024

	Note	2024 RMB'000	2023 RMB'000
Non-current liabilities			
Other non-current liabilities	25	172,185	84,821
NET ASSETS		27,097,881	51,891,135
Capital and reserves			
Share capital	31(a)	397,176	397,176
Reserves	32	25,663,802	50,720,928
Total equity attributable to equity holders of the Company		26,060,978	51,118,104
Non-controlling interests		1,036,903	773,031
TOTAL EQUITY		27,097,881	51,891,135

Zhang Yue
Director

Jiang Bo
Director

Consolidated Statement of Cash Flows

For the year ended 31st December, 2024

	Note	2024 RMB'000	2023 RMB'000
Operating activities			
Cash generated from (used in) operations	34(a)	639,967	(1,410,446)
Interest and financing service income received		620,013	945,651
Corporate income tax paid		(1,474,187)	(533,757)
Net cash used in operating activities		(214,207)	(998,552)
Investing activities			
Acquisition of property, plant and equipment and additions of intangible assets		(142,537)	(25,794)
Decrease in pledged bank deposits and restricted short-term deposits		1,918,860	960,947
Dividends received from associates		7,653,980	11,419,667
Net cash paid at time of resumption of control in JSA	35	(1,003,338)	-
Compensation received from government		217,203	-
Dividends received from equity investments		-	76
Payment for investment in JSA		-	(282,557)
Proceeds from disposal of property, plant and equipment		73	860
Capital returned from an equity investment		1,564	-
Increase in other non-current assets		(1,627)	(40,237)
Net cash generated from investing activities		8,644,178	12,032,962
Financing activities			
Payment of lease liabilities	34(b)	(19,582)	(22,209)
Government grants received	34(b)	3,588	2,093
Proceeds from bank borrowings	34(b)	790,000	1,692,000
Repayments of bank borrowings	34(b)	(1,384,500)	(1,125,000)
Dividends paid		(27,210,904)	(8,750,137)
Settlement of provision for loss		(915,745)	(447,118)
Finance charges paid for lease liabilities		(3,684)	(1,471)
Interest paid		-	(49)
Net cash used in financing activities		(28,740,827)	(8,651,891)
(Decrease) Increase in cash and cash equivalents		(20,310,856)	2,382,519
Cash and cash equivalents, as at 1st January,		30,845,795	28,463,276
Retranslation of cash and cash equivalents		4,611	-
Cash and cash equivalents, as at 31st December,		10,539,550	30,845,795

Notes to the Consolidated Financial Statements

For the year ended 31st December, 2024

1. CORPORATE INFORMATION

Brilliance China Automotive Holdings Limited (the “**Company**”) was incorporated in Bermuda on 9th June, 1992 with limited liability. The Company’s shares are traded on the main board of The Stock Exchange of Hong Kong Limited (the “**SEHK**”). The address of the registered office of the Company is at Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM 10, Bermuda. The principal place of business of the subsidiaries are in the People’s Republic of China (the “**PRC**”).

During the year, Shenyang Automobile Co., Ltd. (“**Shenyang Automobile**”) acquired 100% equity interest of Huachen Automotive Group Holdings Company Limited (“**Huachen**”) of which a wholly-owned subsidiary, Shenyang Sanshi Automotive Industry Development Co. Ltd. has acquired on 26th June, 2024 all 29.99% of the issued share capital of the Company from Huachen’s another wholly-owned subsidiary, Liaoning Xinrui Automotive Industry Development Co., Ltd. Accordingly, Shenyang Automobile also indirectly holds 29.99% of the shares in the Company and is considered as the single largest shareholder of the Company.

The Company is an investment holding company. The principal activities of the Company and its subsidiaries (collectively referred to as the “**Group**”) are the manufacture and sale of BMW vehicles and components in the PRC through its major associate, BMW Brilliance Automotive Ltd. (“**BBA**”), the manufacture and sale of non-BMW vehicles and automotive components through its subsidiaries, Jinbei (Shenyang) Automotive Co., Ltd. (“**JSA**”) (formerly known as Renault Brilliance Jinbei Automotive Company Limited (“**RBJAC**”), Ningbo Yumin Machinery Industrial Co., Ltd (“**Ningbo Yumin**”) and Mianyang Brilliance Ruian Automotive Components Co., Ltd. (“**Mianyang Ruian**”), and the provision of auto financing service through its subsidiary, Brilliance-BEA Auto Finance Co., Ltd. (“**BBAFC**”).

2. MATERIAL ACCOUNTING POLICIES

2.1. Statement of compliance

These annual consolidated financial statements have been prepared in accordance with Hong Kong Financial Reporting Standards (“**HKFRSs**”), collective terms of which includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (“**HKASs**”) and Interpretations issued by the Hong Kong Institute of Certified Public Accountants (the “**HKICPA**”), and the accounting principles generally accepted in Hong Kong. These consolidated financial statements also comply with the applicable disclosure requirements of the Hong Kong Companies Ordinance and include the applicable disclosure requirements of the Rules Governing the Listing of Securities on the SEHK (the “**Listing Rules**”).

These consolidated financial statements have been prepared on the basis consistent with the accounting policies adopted in the 2023 financial statements, except for the adoption for the first time the following amended HKFRSs (collectively “**Amended HKFRSs**”) issued by the HKICPA, which are relevant to and effective for the annual consolidated financial statements for the annual period beginning on or after 1st January, 2024.

Amendments to HKAS 1	Non-current Liabilities with Covenants (the “ 2022 Amendments ”)
Amendments to HKAS 1	Classification of Liabilities as Current or Non-current and related amendments to Hong Kong Interpretation
Amendments to HKAS 7 and HKFRS 7	Supplier Finance Arrangement
Amendments to HKFRS 16	Lease Liability in a Sale and Leaseback

The impact of the adoption of the Amended HKFRSs are discussed below in note 2.2. Other than as noted below, the adoption of the Amended HKFRSs has no material impact on the Group’s consolidated financial statements.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.2. Adoption of Amended HKFRSs

(i) ***2022 Amendments and Amendments to HKAS 1 “Non-current Liabilities with Covenants” (the “2022 Amendments”)***

The 2020 Amendments provide clarification and additional guidance on the assessment of right to defer settlement for at least twelve months from reporting date for classification of liabilities as current or non-current, which:

- clarify that if a liability has terms that could, at the option of the counterparty, result in its settlement by the transfer of the entity’s own equity instruments, these terms do not affect its classification as current or non-current only if the entity recognises the option separately as an equity instrument applying HKAS 32 “Financial Instruments: Presentation”.
- specify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period. Specifically, the amendments clarify that the classification should not be affected by management intentions or expectations to settle the liability within 12 months.

For rights to defer settlement for at least twelve months from reporting date which are conditional on the compliance with covenants, the requirements introduced by the 2020 Amendments have been modified by the 2022 Amendments. The 2022 Amendments specify that only covenants with which an entity is required to comply with on or before the end of the reporting period affect the entity’s right to defer settlement of a liability for at least twelve months after the reporting date. Covenants which are required to comply with only after the reporting period do not affect whether that right exists at the end of the reporting period.

In addition, the 2022 Amendments specify the disclosure requirements about information that enables users of financial statements to understand the risk that the liabilities could become repayable within twelve months after the reporting period, if an entity classifies liabilities arising from loan arrangements as non-current when the entity’s right to defer settlement of those liabilities is subject to the entity complying with covenants within twelve months after the reporting period.

The 2022 Amendments also defer the effective date of applying the 2020 Amendments to annual reporting periods beginning on or after 1st January, 2024. The 2022 Amendments, together with the 2020 Amendments, are effective for annual reporting periods beginning on or after 1st January, 2024, with early application permitted. If an entity applies the 2020 Amendments for an earlier period after the issue of the 2022 Amendments, the entity should also apply the 2022 Amendments for that period.

Based on the Group’s outstanding liabilities as at 31st December, 2024, the application of the Amendments does not result in the reclassification of the Group’s liabilities.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.2. Adoption of Amended HKFRSs

(ii) Amendments to HKAS 7 and HKFRS 7 “Supplier Finance Arrangement”

Amendments to HKAS 7 and HKFRS 7 clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity’s liabilities, cash flows and exposure to liquidity risk. Earlier application of the amendments is permitted. The amendments provide certain transition reliefs regarding comparative information, quantitative information as at the beginning of the annual reporting period and interim disclosures.

The application of the amendments does not have any significant impact on the Group’s financial statements.

(iii) Amendments to HKFRS 16 “Lease Liability in a Sale and Leaseback”

Amendments to HKFRS 16 specify the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The application of the amendments does not have any significant impact on the Group’s financial statements.

2.3. Basis of measurement

The measurement basis used in the preparation of the consolidated financial statements is historical cost, except for financial instruments classified as finance assets which are measured at FVOCI and fair value through profit or loss (“FVTPL”) as explained in note 2.9 below.

2.4. Basis of consolidation

(i) Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when the Group is exposed, 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. When assessing whether the Group has power over the entity, only substantive rights relating to the entity (held by the Group and others) are considered. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date that control ceases.

In consolidated financial statements, the results of subsidiaries acquired or disposed of during the year are included in the consolidated statement of profit or loss from the effective date of acquisition and up to the effective date of disposal, as appropriate.

Intra-group transactions, balances and unrealised gains and losses on transactions between group companies are eliminated in preparing the consolidated financial statements. Where unrealised losses on intra-group asset sales are reversed on consolidation, the underlying asset is also tested for impairment from the Group’s perspective. Amounts reported in the financial statements of subsidiaries are adjusted where necessary to ensure consistency with the accounting policies adopted by the Group.

Changes in the Group’s interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions, whereby adjustments are made to the amounts of controlling interests within consolidated equity to reflect the change in relative interests, but no adjustments are made to goodwill and no gain or loss is recognised.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.4. Basis of consolidation (Cont'd)

(i) *Subsidiaries* (Cont'd)

When the Group loses control of a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill) and liabilities of the subsidiary and any non-controlling interests. Where certain assets of the subsidiary are measured at revalued amounts or fair values and the related cumulative gains or losses have been recognised in other comprehensive income and accumulated in equity, the amounts previously recognised in other comprehensive income and accumulated in equity are accounted for as if the Group had directly disposed of the related assets (i.e. reclassified to profit or loss or transferred directly to retained earnings). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under HKFRS 9 “*Financial Instruments*” or, when applicable, the cost on initial recognition of an investment in an associate.

In the Company’s statement of financial position, subsidiaries are carried at cost less any impairment loss unless the subsidiary is held for sale or included in a disposal group. Cost is adjusted to reflect changes in consideration arising from contingent consideration amendments. Cost also includes direct attributable costs of investment.

The results of subsidiaries are accounted for by the Company on the basis of dividends received and receivable at the reporting date. All dividends whether received out of the investee’s pre or post-acquisition profits are recognised in the Company’s profit or loss.

(ii) *Non-controlling interests*

Non-controlling interests represent the equity on a subsidiary not attributable directly or indirectly to the Company, and in respect of which the Group has not agreed any additional terms with the holders of those interests which would result in the Group as a whole having a contractual obligation in respect of those interests that meets the definition of a financial liability. For each business combination, the Group can elect to measure any non-controlling interests either at fair value or at their proportionate share of the subsidiary’s net identifiable assets.

Non-controlling interests are presented in the consolidated statement of financial position within equity, separately from the equity attributable to the equity holders of the Company. Non-controlling interests in the results of the Group are presented in the consolidated statement of profit or loss and consolidated statement of comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between non-controlling interests and the equity holders of the Company.

(iii) *Associates*

An associate is an entity, not being a subsidiary, in which an equity interest is held for the long-term and the Group or Company has significant influence, but not control or joint control over its management. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control over those policies.

An investment in an associate is accounted for in the consolidated financial statements under the equity method and is initially recorded at cost and adjusted thereafter for the post acquisition change in the Group’s share of the associate’s net assets and any impairment losses related to the investment. The consolidated statement of profit or loss includes the Group’s share of the post-acquisition, post-tax results of the associates for the year, including any impairment loss on goodwill relating to the investment in associates recognised for the year. The Group’s other comprehensive income for the year includes its share of the associate’s other comprehensive income for the year.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.4. Basis of consolidation (Cont'd)

(iii) Associates (Cont'd)

When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with HKAS 36 *Impairment of Assets* as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised forms part of the carrying amount of the investment. Any reversal of that impairment loss is recognised in accordance with HKAS 36 to the extent that the recoverable amount of the investment subsequently increases.

Unrealised profits and losses resulting from transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associate. Where unrealised losses on asset sales between the Group and its associates are reversed on equity accounting, the underlying asset is also tested for impairment from the Group's perspective. Where the associate uses accounting policies other than those of the Group for like transactions and events in similar circumstances, adjustments are made, where necessary, to conform the associate's accounting policies to those of the Group when the associate's financial statements are used by the Group in applying the equity method.

When the Group's share of losses in an associate equals or exceeds its interest in the associate, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate. For this purpose, the Group's interest in the associate is the carrying amount of the investment under the equity method together with the Group's other long-term interests that in substance form part of the Group's net investment in the associate, after applying the ECL model to such other long-term interests where applicable.

After the application of the equity method, the Group determines whether it is necessary to recognise an additional impairment loss on the Group's investments in its associates. At each reporting date, the Group determines whether there is any objective evidence that the investment in an associate is impaired. If such indications are identified, the Group calculates the amount of impairment as being the difference between the recoverable amount (higher of value in use and fair value less costs of disposal) of the associate and its carrying amount. In determining the value in use of the investment, the Group estimates its share of the present value of the estimated future cash flows expected to be generated by the associate, including cash flows arising from the operations of the associate and the proceeds on ultimate disposal of the investment.

The Group discontinues the use of equity method from the date when it ceases to have significant influence over an associate. If the retained interest in that former associate is a financial asset, the retained interest is measured at fair value, which is regarded as its fair value on initial recognition as a financial asset in accordance with HKFRS 9. The difference between (i) the fair value of any retained interest and any proceeds from disposing of a part interest in the associate; and (ii) the carrying amount of the investment at the date the equity method was discontinued, is recognised in the profit or loss. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate on the same basis as would have been required if the associate had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by the investee would be reclassified to profit or loss on the disposal of the related assets or liabilities, the entity reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) when the equity method is discontinued.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.4. Basis of consolidation (Cont'd)

(iv) *Translation of foreign currencies*

Items included in the financial statements of each of the Group's entities, including the Company, subsidiaries and associates, are all measured using Renminbi ("RMB") which is the currency of the primary economic environment in which the entities operate (the "functional currency").

Transactions in currencies other than the functional currency are translated into the functional currency at exchange rates prevailing at the transaction dates. Monetary assets and liabilities expressed in other currencies at the reporting date are re-translated into the functional currency at rates of exchange prevailing at the reporting date. Exchange differences arising in these cases are dealt with in profit or loss.

Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated (i.e. only translated using the exchange rates at the transaction date).

Cumulative translation adjustments under shareholders' equity represent exchange differences arising from the Company's change in functional currency in previous years.

2.5. Intangibles assets

(i) *Research and development costs*

Research costs are charged to profit or loss as incurred. Costs incurred on development projects relating to the design and testing of new or improved products are capitalised as an intangible asset where the technical feasibility and intention of completing the product under development has been demonstrated and the resources are available to do so; costs are identifiable and can be reliably measured and there is an intention and ability to sell or use the asset for generating future economic benefits. Such development costs include the costs of materials, direct labour, and an appropriate proportion of overheads and borrowing costs, where applicable, and are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is provided on a straight-line basis over 5 to 10 years. Development costs that do not meet the above criteria are charged to profit or loss as incurred. Development costs previously recognised as an expense are not recognised as an asset in subsequent periods.

The costs of development of internally generated software, products or know-how that meet the above recognition criteria are recognised as intangible assets. They are subject to the same subsequent measurement method as acquired intangible assets.

(ii) *Acquired intangible assets*

Acquired intangible assets with finite useful lives are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is provided on a straight-line basis over the estimated useful lives of 5 to 10 years.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.6. Property, plant and equipment

Property, plant and equipment, including land and buildings (if any) but other than construction-in-progress, and cost of right-of-use assets as described in note 2.19 are stated at cost less accumulated depreciation and accumulated impairment losses. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

The gain or loss arising from the retirement or disposal of property, plant and equipment is determined as the difference between the estimated net sales proceeds and the carrying amount of the assets and is recognised as income or expense in the profit or loss. Depreciation is provided to write off the cost less accumulated impairment losses of property, plant and equipment, other than construction-in-progress, over their estimated useful lives as set out below from the date on which they are available for use and after taking into account their estimated residual values of 5-10%, using the straight-line method. Where parts of an item of property, plant and equipment have different useful lives, the cost of the item is allocated on a reasonable basis and depreciated separately:

Buildings	20-30 years
Machinery and equipment	10 years
Furniture, fixtures and office equipment	5 years
Motor vehicles	5 years
Tools and moulds	5-10 years

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 costs, such as repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

2.7. Construction-in-progress

Construction-in-progress represents factories, office buildings and intangible assets for which construction work has not been completed and machinery pending installation and which, upon completion, management intends to hold for production or own use. Construction-in-progress is carried at cost which includes development and construction expenditure incurred and interest and other direct costs attributable to the development less accumulated impairment losses. On completion, the construction-in-progress is transferred to corresponding classes of property, plant and equipment or intangible assets at cost less accumulated impairment losses. Construction-in-progress is not depreciated or amortised until such time as the assets are completed and ready for their intended use.

2.8. Leasehold land and buildings

When a lease includes both land and building elements, the Group assesses the classification of each element as a finance or an operating lease separately based on the assessment as to whether substantially all of the risks and rewards incidental to ownership of each element have been transferred to the Group. Specifically, the minimum lease payments (including any lump-sum upfront payments) are allocated between the land and the building elements in proportion to the relative fair values of the leasehold interests in the land element and building element of the lease at the inception of the lease.

To the extent the allocation of the lease payments can be made reliably, interest in leasehold land that is accounted for as an operating lease is presented as "land lease prepayments" (which meet the definition of right-of-use assets) in the consolidated statement of financial position and is depreciated over the term on a straight-line basis. When the lease payments cannot be allocated reliably between the land and building elements, the entire lease is generally classified as a finance lease and accounted for as property, plant and equipment, unless it is clear that both elements are operating leases, in which case the entire lease is classified as an operating lease.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.9. Financial instruments

(i) *Recognition and derecognition*

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the financial instruments.

Financial assets are derecognised when the contractual rights to the cash flows from the financial assets expire, or when the financial assets and substantially all of their risks and rewards are transferred. Financial liabilities are derecognised when they expire, or when they are extinguished, discharged, cancelled or expired.

(ii) *Classification and initial measurement of financial assets*

Except for those accounts receivable that do not contain a significant financing component and are measured at the transaction price in accordance with HKFRS 15, all financial assets are initially measured at fair values, and in case of financial assets not at FVTPL, plus transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in the consolidated statement of profit or loss and other comprehensive income.

Financial assets, other than those designated and effective as hedging instruments, are classified into the following categories:

- amortised cost;
- FVTPL; or
- FVOCI.

The classification is determined by both:

- the entity's business model for managing the financial assets; and
- the contractual cash flow characteristics of the financial assets.

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for expected credit loss ("ECL") allowance on loans and receivables which is presented as a separate item in profit or loss.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.9. Financial instruments (Cont'd)

(iii) *Subsequent measurement of financial assets*

Debt investments

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVTPL):

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

After initial recognition, these are measured at amortised cost using the effective interest method. Interest income from these financial assets is included in profit or loss. Discounting is omitted where the effect of discounting is immaterial. The Group's cash and cash equivalents, statutory deposit reserves at central bank, bank deposits, loan receivables, accounts receivable, other receivables and amounts due from affiliated companies fall into this category of financial instruments.

Financial assets at FVOCI – recycling

If the contractual cash flows of the investment comprise solely payments of principal and interest and the investment is held within a business model whose objective is achieved by both the collection of contractual cash flows and sale, the respective financial assets are classified as financial assets at FVOCI. Changes in fair value are recognised in other comprehensive income, except for the recognition in profit or loss of ECL, interest income (calculated using the effective interest method) and foreign exchange gains and losses. When the investment is derecognised, the amount accumulated in other comprehensive income is recycled from equity to profit or loss. The Group's notes receivable falls into this category of financial instruments.

Financial assets at FVTPL

Financial assets that are held within a different business model other than "hold to collect" or "hold to collect and sell" are categorised at FVTPL. Further, irrespective of business model, financial assets whose contractual cash flows are not solely payments of principal and interest are accounted for at FVTPL. All derivative financial instruments fall into this category, except for those designated and effective as hedging instruments, for which the hedge accounting requirements under HKFRS 9 apply.

Equity investments

An investment in equity securities is classified as FVTPL unless the equity investment is not held for trading purposes and on initial recognition of the investment, the Group elects to designate the investment at FVOCI (non-recycling) such that subsequent changes in fair value are recognised in other comprehensive income and accumulated in "investment fair value reserve" in equity. Such elections are made on an instrument-by-instrument basis, but will only be made if the investment meets the definition of equity from the issuer's perspective.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.9. Financial instruments (Cont'd)

(iii) Subsequent measurement of financial assets (Cont'd)

Debt investments (Cont'd)

Equity investments (Cont'd)

The equity instruments at FVOCI are not subject to impairment assessment. The cumulative gain or loss in investment revaluation reserve will not be reclassified to profit or loss upon disposal of the equity investments and will be transferred to retained earnings.

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

(iv) Classification and measurement of financial liabilities

The Group's financial liabilities include borrowings, lease liabilities, trade and other payables, and derivative financial instruments.

Financial liabilities (other than lease liabilities) are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Group designated a financial liability at FVTPL.

Subsequently, financial liabilities (other than lease liabilities) are measured at amortised cost using the effective interest method except for derivatives which are not designated as hedging instruments in hedge relationships and financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss.

All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included in finance costs or other income.

Accounting policies of lease liabilities are set out in note 2.19.

Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless as at the end of the reporting period, the Group has a right to defer settlement of the liability for at least twelve months after the end of the reporting period.

Trade and other payables

Trade and other payables are recognised initially at their fair value and subsequently measured at amortised cost, using the effective interest method.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.9. Financial instruments (Cont'd)

(iv) *Classification and measurement of financial liabilities* (Cont'd)

Derivative financial instruments

Derivative financial instruments are recognised at fair value at the end of each reporting period with gain or loss on remeasurement to fair value is recognised immediately in profit or loss, except where the derivatives qualify for hedged accounting under HKFRS 9.

2.10. Impairment of financial assets

HKFRS 9's impairment requirements use forward-looking information to recognise ECL – the “ECL Model”. Instruments within the scope include loans and other debt-type financial assets measured at amortised cost and FVOCI, accounts receivable recognised and measured under HKFRS 15 and loan commitments and some financial guarantee contracts (for the issuer) that are not measured at FVTPL.

The Group considers a broader range of information when assessing credit risk and measuring ECL, including past events, current conditions, and reasonable and supportable forecasts that affect the expected collectability of the future cash flows of the instrument.

In applying this forward-looking approach, a distinction is made between:

- financial instruments that have not deteriorated significantly in credit quality since initial recognition or that have low credit risk (“**Stage 1**”);
- financial instruments that have deteriorated significantly in credit quality since initial recognition and whose credit risk is not low (“**Stage 2**”); and
- financial assets that have objective evidence of impairment at the reporting date (“**Stage 3**”).

“12-month ECL” are recognised for the Stage 1 category while “lifetime ECL” are recognised for the Stage 2 and Stage 3 categories.

Measurement of the ECL is determined by a probability-weighted estimate of credit losses over the expected life of the financial instrument.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.10. Impairment of financial assets (Cont'd)

(i) *Accounts receivable*

For accounts receivable, the Group applies a simplified approach in calculating ECL and recognises a loss allowance based on lifetime ECL at each reporting date. These are the expected shortfalls in contractual cash flows, considering the potential for default at any point during the life of the financial assets. The Group determines the ECL by using a provision matrix, estimated based on the financial quality of the debtors and historical credit loss experience based on the past due of the accounts receivable and external indicators, adjusted for forward-looking factors specific to the debtors and the economic environment.

To measure the ECL, accounts receivable has been grouped based on the characteristics of credit.

(ii) *Loan receivables*

ECL allowances of loan receivables which are not credit-impaired, are considered based on 12-month ECL and estimated on collective basis taking into consideration of information such as past due status, customer age group, historical default record, collaterals (subject motor vehicles), ECL allowance rate recommended by regulators with available and forward-looking macroeconomic information and market of motor vehicle financing. The Group assesses the changes of credit risk since initial recognition of loan receivables at each balance sheet date. If the credit risk has increased significantly since initial recognition of the loan receivables, the Group recognises loss allowance at an amount equivalent to lifetime ECL; if the credit risk has not increased significantly since initial recognition of the loan receivables, the Group recognises loss allowance at an amount equivalent to 12-month ECL. The Group has rebutted the presumption that, the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, as it has reasonable and supportable information that is available without undue cost or effort, that demonstrates that the credit risk has not increased significantly since initial recognition even though the contractual payments are more than 30 days past due. The Group determined that the credit risk has increased significantly since initial recognition when contractual payments are more than 90 days past due. For stage determination, number of days past due is considered as an indicator which is recommended by regulators. Loan receivable which is more than 120 days past due is considered as credit-impaired. The Group considers a loan receivables as defaulted when the loan borrowers fail or are legally determined unable to repay principal and respective interest in accordance with loan agreements; and/or breach any terms of loan agreements including any changes in credit quality, ownership or legality of pledged assets and/or guarantees. The increase or reversal of credit loss provision for loan receivables is recognised as impairment loss or gain and included in profit or loss for the period. The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

The following criteria are applied to determine whether loans receivables should be written off:

- Account over 120 days of delinquency on the last day of the calendar month and has no repayment possibility and willingness according to collection records.
- Account less than 120 days of delinquency on the last day of the calendar month, but there is strong evidence to suggest that the account cannot be fully recovered, backed up by documentation (e.g. litigation result, confirmed fraud).
- Account less than 120 days of delinquency on the last day of the calendar month where the collateral has been liquidated, however the realized proceeds (resale, repayment by third party, third party settlement and insurance) do not fully cover the outstanding amount of the account. Delinquent debts of a small amount, where collections cost related to owed amount does not justify further collections activity.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.10. Impairment of financial assets (Cont'd)

(iii) Other receivables and other financial assets measured at amortised cost and debt investments at FVOCI

The Group measures the loss allowance for other receivables and amount due from affiliated companies which is equal to 12-month ECL, unless when there has been a significant increase in credit risk since initial recognition and the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increase in the likelihood or risk of default occurring since initial recognition.

In assessing whether the credit risk has increased significantly since initial recognition, the Group compares the risk of a default occurring on the financial assets at the reporting date with the risk of default occurring on the financial assets at the date of initial recognition. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

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

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

Despite the foregoing, the Group assumes that the credit risk on a debt instrument has not increased significantly since initial recognition if the debt instrument is determined to have low credit risk at the end of each reporting period. A debt instrument is determined to have low credit risk if it has a low risk of default, the borrower has strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

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

Detailed analysis of the ECL assessment of accounts receivable and other financial assets measured at amortised cost and debt investments at FVOCI are set out in note 4(a).

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.10. Impairment of financial assets (Cont'd)

(iv) *Financial guarantee contracts*

For a financial guarantee contract, the Group is required to make payments only in the event of a default by the debtor in accordance with the terms of the instrument that is guaranteed. Accordingly, the ECL is the present value of the expected payments to the holder for a credit loss that it incurs less any amounts that the Group expects to receive from the holder, the debtor or any other party.

2.11. Contract liabilities

A contract liability is recognised when the customer pays consideration before the Group recognises the related revenue. A contract liability would also be recognised if the Group has an unconditional right to receive consideration before the Group recognises the related revenue. In such cases, a corresponding receivable would also be recognised (see note 2.9).

2.12. Financial guarantees contracts

A financial guarantee contract is a contract that requires the issuer of the contract to make specified payments to reimburse the holder of the contract for a loss the holder incurs because a specified debtor fails to make payment when due in accordance with the terms of a debt instrument.

Where the Group issues a financial guarantee, the fair value of the guarantee is initially recognised as deferred income within other current liabilities. Where consideration is received or receivable for the issuance of the guarantee, the consideration is recognised in accordance with the Group's policies applicable to that category of asset. Where no such consideration is received or receivable, an immediate expense is recognised in profit or loss on initial recognition of any deferred income. The amount of the guarantee initially recognised as deferred income is amortised in profit or loss over the term of the guarantee as income from financial guarantees issued. In addition, provisions are recognised if and when it becomes probable that the holder of the guarantee will call upon the Group under the guarantee and the amount of that claim on the Group is expected to exceed the current carrying amount, i.e., the amount initially recognised less accumulated amortisation, where appropriate.

Subsequently, financial guarantees are measured at the higher of the amount determined in accordance with ECL under HKFRS 9 as set out in note 2.10 and the amount initially recognised less, where appropriate, the cumulative amount of income recognised over the guarantee period.

2.13. Impairment of non-financial assets

At each reporting date, the Group reviews internal and external sources of information to determine whether its intangible assets (other than goodwill), interests in subsidiaries and associates, property, plant and equipment (including right-of-use assets), land lease prepayments, and prepayment for investment have suffered impairment losses, or whether an impairment loss previously recognised no longer exists or may be reduced. If any such indication is found, the recoverable amount of the asset is estimated based on the higher of its fair value less costs of disposal, and value in use. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the smallest group of assets that generates cash flows independently (i.e. a cash-generating unit). The Group determines whether an asset is impaired at least on annual basis or where an indication of impairment arises. This requires an estimation of the value in use of the asset. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the asset and also to choose a suitable discount rate in order to calculate the present value of those cash flows.

If the recoverable amount of an asset or a cash-generating unit is estimated to be less than its carrying amount, the carrying amount of the asset or cash-generating unit is reduced to its recoverable amount. Impairment losses are recognised as an expense immediately.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.13. Impairment of non-financial assets (Cont'd)

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of time value of money and the risk specific to the assets.

An impairment loss is reversed if there has been a favourable change in the estimates used to determine the asset's recoverable amount and only to the extent that the asset's 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.

2.14. Inventories

Inventories comprise raw materials, work-in-progress and finished goods and are stated at the lower of cost and net realisable value. Costs comprise all costs of purchase, direct labour, and an appropriate proportion of all production overheads and other costs incurred in bringing the inventories to their present location and condition. Costs are calculated on the moving weighted-average basis. Net realisable value is determined on the basis of anticipated sales proceeds in the ordinary course of business less the estimated costs of completion and the estimated selling expenses.

2.15. Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition.

Deposits with banks or other financial institutions with a maturity of more than three months and within one year at acquisition are classified as short-term deposits.

Pledged short-term deposits are the same as short-term deposits except that these deposits are pledged to banks for banking facilities granted.

Statutory deposit reserves at central bank is not available for use by the Group as they are mandatory deposits at central banks.

2.16. Provisions and contingent liabilities

Provisions are recognised when the Group has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligations and a reliable estimate of the amount of the obligation can be made. Where the time value of money is material, provisions are stated at the present value of the expenditure expected to settle the obligation.

All provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

Where it is not probable that an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the obligation is disclosed as a contingent liability, unless the probability of outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future uncertain events not wholly within the control of the Group, are also disclosed as contingent liabilities unless the probability of outflow of economic benefits is remote.

Contingent liabilities assumed in a business combination which are present obligations at the date of acquisition are initially recognised at fair value, provided the fair value can be reliably measured. After the initial recognition at fair value, such contingent liabilities are recognised at the higher of the amount initially recognised, less accumulated amortisation where appropriate, and the amount that would be recognised in a comparable provision as described above. Contingent liabilities assumed in a business combination that cannot be reliably fair valued or were not present obligations at the date of acquisition are disclosed as per above.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.17. Share capital

Ordinary shares are classified as equity. The amount of share capital recognised is determined using the nominal value of shares that have been issued. Any transaction costs associated with the issuing of shares (net of any related income tax benefit) to the extent they are incremental costs directly attributable to the equity transaction are deducted from the share premium.

2.18. Government grants

Grants from government are recognised at their fair values. Conditional government grants are recognised in the consolidated statement of financial position initially as deferred government grants when there are reasonable assurance that the grants will be received and that the Group will comply with the conditions attached. Grants that compensate the Group for expenses incurred are recognised as revenue in profit or loss on a systematic basis in the same periods in which the expenses are incurred. Grants that compensate the Group for the costs of construction-in-progress, development of new or improved products, property, plant and equipment and land lease prepayments are included in non-current liabilities as deferred government grants and are credited to profit or loss on a straight-line basis over the expected lives of the related assets.

Any unconditional grant is recognised in profit or loss as revenue when the grant becomes receivable.

The deferred government grant recognised in the consolidated statement of financial position mainly represents the government grant received for the compensation of land lease prepayments without conditional clause.

2.19. Leases

The Group as a lessee

For any new contracts entered into, the Group considers whether a contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an identified asset (the underlying asset) for a period of time in exchange for consideration'. To apply this definition, the Group assesses whether the contract meets three key evaluations which are whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Group;
- the Group has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract; and
- the Group has the right to direct the use of the identified asset throughout the period of use. The Group assesses whether it has the right to direct 'how and for what purpose' the asset is used throughout the period of use.

For contracts that contain a lease component and one or more additional lease, the Group allocates the consideration in the contract to each lease on the basis of their relative stand-alone prices.

Measurement and recognition of leases as a lessee

At lease commencement date, the Group recognises a right-of-use asset and a lease liability on the consolidated statement of financial position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Group, an estimate of any costs to dismantle and remove the underlying asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any lease incentives received).

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.19. Leases (Cont'd)

The Group as a lessee (Cont'd)

The Group depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use assets or the end of the lease term unless the Group is reasonably certain to obtain ownership at the end of the lease term. The Group also assesses the right-of-use assets for impairment when such indicator exists.

At the commencement date, the Group measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable payments based on an index or rate, and amounts expected to be payable under a residual value guarantee. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payment of penalties for terminating a lease, if the lease term reflects the Group exercising the option to terminate.

Subsequent to initial measurement, the liability will be reduced for lease payments made and increased for interest cost on the lease liability. It is remeasured to reflect any reassessment or lease modification, or if there are changes in in-substance fixed payments. The variable lease payments that do not depend on an index or a rate are recognised as expense in the period during which the event or condition that triggers the payment occurs.

The Group remeasures lease liabilities whenever:

- there are changes in lease term or in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments change due to changes in market rental rates following a market rent review/expected payment under a guaranteed residual value, in which case the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.

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

When the lease is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

The Group has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these leases are recognised as an expense in profit or loss on a straight-line basis over the lease term. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise small items of machinery and equipment.

On the consolidated statement of financial position, right-of-use assets are included in property, plant and equipment, based on their nature, in the same line as if the assets of same nature are owned by the Group.

The prepaid lease payments for leasehold land are presented as "Prepaid lease payments" under non-current assets.

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

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.20. Employee benefits

(i) *Employee leave entitlements*

Employee entitlements to annual leave and long service leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave and long service leave as a result of services rendered by employees up to the reporting date.

Employee entitlements to sick leave and maternity leave are not recognised until the time of leave.

(ii) *Bonus plans*

Bonus plans are recognised when the Group has a present legal or constructive obligation as a result of services rendered by employees and a reliable estimate of the obligation can be made.

(iii) *Pension obligations*

The Group's contributions to defined contribution retirement plans administered by the government of the PRC are recognised as an expense in profit or loss. The assets of the schemes are held separately from those of the Group in independently administered funds. Further information is set out in note 30.

Contributions made to the Mandatory Provident Retirement Benefit Scheme for the Group's employees in Hong Kong are charged to profit or loss when incurred. There is no forfeited contribution when employees leave the MPF Scheme.

The amount of long service benefit that an employee will receive on cessation of employment in certain circumstances is defined by reference to the employee's length of service and corresponding salary. The legal obligations for any benefits remain with the Group.

The long service payment ("LSP") obligations recognised in the consolidated statement of financial position is the present value of the LSP obligation at the end of the reporting period.

Management estimates the LSP obligations annually. This is based on the discount rate, the salary growth rate, turnover rate and the expected investment return on offsettable MPF accrued benefits. Discount factors are determined close to the end of each annual reporting period.

In addition, the employees employed under the Hong Kong Employment Ordinance are also entitled to LSP if the eligibility criteria are met. The LSP are defined benefits plans.

2.21. Income tax expense

Income tax expense in profit or loss comprises current and deferred taxes. Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years. All changes to current tax assets or liabilities are recognised as a component of tax expenses in profit or loss.

Deferred taxation 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 financial statements. Tax rates enacted or substantively enacted by the reporting date are used to determine deferred taxation.

Changes in deferred tax assets or liabilities are recognised in profit or loss, or in other comprehensive income or directly in equity if they relate to items that are charged or credited to other comprehensive income or directly to equity.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.21. Income tax expense (Cont'd)

Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor accounting profit and does not give rise to equal taxable and deductible temporary differences.

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

Deferred taxation is provided on temporary differences arising from investments in subsidiaries and associates, except where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

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

Current tax assets and current tax liabilities are presented in net if, and only if,

- (a) the Group has the legally enforceable right to set off the recognised amounts; and
- (b) intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

The Group presents deferred tax assets and deferred tax liabilities in net if, and only if,

- (a) the entity has a legally enforceable right to set off current tax assets against current tax liabilities; and
- (b) the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on either:
 - (i) the same taxable entity; or
 - (ii) different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.22. Revenue recognition

Revenue arises mainly from the sales of non-BMW vehicles and automotive components, and interest income and service charge income from the provision of auto financing service.

To determine whether to recognise revenue, the Group follows a 5-step process:

1. Identifying the contract with a customer
2. Identifying the performance obligations
3. Determining the transaction price
4. Allocating the transaction price to the performance obligations
5. Recognising revenue when/as performance obligation(s) are satisfied

In all cases, the total transaction price for a contract is allocated amongst the various performance obligations based on their relative stand-alone selling prices. The transaction price for a contract excludes any amounts collected on behalf of third parties.

Revenue is recognised either at a point in time or over time, when (or as) the Group satisfies performance obligations by transferring the promised goods or services to its customers.

Further details of the Group's revenue and other income recognition policies are as follows:

Sale of non-BMW vehicles and automotive components

Revenue from the sale of non-BMW vehicles and automotive components is recognised when or as the Group transfers control of the assets to the customer. Invoices for goods or service transferred are due upon receipt by the customer.

Sales-related warranties associated with automobiles cannot be purchased separately and are served as an assurance that the products sold comply with agreed-upon specifications (i.e. assurance-type warranties). Accordingly, the Group accounts for warranties in accordance with HKAS 37 "Provisions, Contingent Liabilities and Contingent Assets".

Interest income

Interest income is recognised on a time proportion basis using the effective interest method. For financial assets measured at amortised cost or FVOCI (recycling) that are not credit-impaired, the effective interest rate is applied to the gross carrying amount of the asset. For credit-impaired financial assets, the effective interest rate is applied to the amortised cost (i.e. gross carrying amount net of ECL allowance) of the asset.

Finance service fee

Finance service fee for administrative service provided to customers in relation to the financing arrangement is recognised when the respective service is conducted.

Dividend income

Dividend income is recognised when the right to receive payment is established.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.23. Segment reporting

The Group identifies operating segments and prepares segment information based on the regular internal financial information reported to the directors and the chief operating decision makers for their decisions about resource allocation to the Group's business segments, which are determined by the Group's different brands of vehicles or different nature of business, and their respective performances.

The Group has identified the following reportable segments:

- (1) the manufacture and sale of non-BMW vehicles and automotive components;
- (2) the manufacture and sale of BMW vehicles and components; and
- (3) the provision of auto financing services.

The measurement policies the Group adopts for reporting segment results under HKFRS 8 are the same as those used in its consolidated financial statements prepared under HKFRSs, except that the following items are not included in arriving at the segment results of the operating segments:

- expenses related to share-based payments;
- share of results of associates;
- interest income;
- finance costs;
- corporate income and expenses which are not directly attributable to the business activities of any operating segment; and
- income tax expense.

In addition, the operating results of the operating segments include completed segment results of the manufacture and sale of BMW vehicles and components, which are currently reported on the basis of the Group's share of equity interests in BBA and included in the consolidated financial statements prepared under HKFRSs.

Segment assets include all assets other than interests in associates (note 15), equity investments (note 16) and prepayment for investment (note 18). In addition, corporate assets which are not directly attributable to the business activities of any operating segment are not allocated to a segment.

Segment liabilities include all liabilities other than corporate liabilities which are not directly attributable to the business activities of any operating segment and are not allocated to a segment.

In addition, segment assets and segment liabilities include assets and liabilities of the "manufacture and sale of BMW vehicles and components" segment, which are currently reported on the basis of the Group's share of equity interests in BBA included in the consolidated financial statements prepared under HKFRSs.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.24. Related parties

For the purpose of these consolidated financial statements, a party is considered to be related to the Group if:

The party is

- (a) a person or a close member of that person's family and if that person:
 - (i) has control or joint control over the Group;
 - (ii) has significant influence over the Group; or
 - (iii) is a member of the key management personnel of the Group or of a parent of the Group.

The party is

- (b) an entity and if any of the following conditions applies:
 - (i) the entity and the Group are members of the same group.
 - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture or a member of a group of which the other entity is a member).
 - (iii) the entity and the Group are joint ventures of the same third party.
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
 - (vi) the entity is controlled or jointly controlled by a person identified in (a).
 - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
 - (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or the parent of the Group.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.25. Future changes in HKFRSs

As at the date of authorisation of these consolidated financial statements, the HKICPA has issued certain new and amended HKFRSs which are relevant to the Group and not yet effective.

Amendments to HKAS 21	Lack of Exchangeability ¹
Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments ²
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature – Dependent Electricity ²
Annual Improvements to HKFRS Accounting Standards – Volume 11	Amendments to HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7 ²
HKFRS 18	Presentation and Disclosure in Financial Statements ³
HKFRS 19	Subsidiaries without Public Accountability: Disclosures ⁴
Amendments to HKFRS 10 and HKAS 28	Sale or Contribution of Assets between an Investor and its Associate or Joint Venture ⁵

¹ Effective for annual periods beginning on or after 1st January, 2025

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

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

⁴ Effective for reporting periods beginning on or after 1st January, 2027

⁵ No mandatory effective date determined yet but available for adoption

The directors of the Group anticipate that all of the pronouncements will be adopted in the Group's accounting policy for the first period beginning on or after the effective date of the pronouncement. Information on new and amended HKFRSs that are expected to impact the Group's accounting policies is provided below. Other new and amended HKFRSs are not have no material impact on the Group's consolidated financial statements.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

2. MATERIAL ACCOUNTING POLICIES (Cont'd)

2.25. Future changes in HKFRSs (Cont'd)

HKFRS 18 “Presentation and Disclosure in Financial Statements” and related amendments to Hong Kong Interpretation 5

HKFRS 18 replaces HKAS 1 “Presentation of Financial Statements”. It carries forward many of the existing requirements in HKAS 1, with limited changes, and some HKAS 1 requirements will be moved to HKAS 8 “Accounting Policies, Changes in Accounting Estimates and Errors” and HKFRS 7 “Financial Instruments: Disclosures”.

HKFRS 18 will not impact the recognition and measurement of financial statements items but the presentation of them. It introduces three major new requirements, including:

- reporting newly defined subtotals (namely “operating profits” and “profits before financing and income tax”), and classifying items into five newly defined categories (namely “operating”, “investing”, “financing”, “income tax” and “discontinued operation”), depending on the reporting entity’s main business activities, in the statement of profit or loss;
- disclosure of management-defined performance measures (“MPMs”) in a single note to the financial statements; and
- enhanced guidance of aggregation and disaggregation of information in the financial statements.

Besides, narrow-scope amendments have been made to HKAS 7 “Statement of Cash Flows”, which includes:

- using “operating profit or loss” as the starting point for indirect method for the presentation of operating cash flows purposes; and
- the option for classifying interest and dividend cash flows as operating activities is eliminated.

In addition, there are consequential amendments to several other standards.

HKFRS 18, and the amendments to the other HKFRSs, are effective for annual period beginning on or after 1 January 2027 and must be applied retrospectively with specific transition provisions. The directors of the Group are still in the process of assessing the impact of HKFRS 18, particularly with respect to the structure of the Group’s consolidated statement of profit or loss and other comprehensive income, the consolidated statement of cash flows and the additional disclosures required for MPMs. The Group is also assessing the impact of how information is grouped in the consolidated financial statements, including the items currently labelled as “other”.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

In the process of applying the accounting policies set out in note 2, management is required 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.

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

(a) Depreciation and amortisation

The net book values of the Group's property, plant and equipment including right-of-use assets (other than construction-in-progress) (note 13) and land lease prepayments (note 14) as at 31st December, 2024 were approximately RMB704,533,000 (2023: approximately RMB364,480,000) and RMB71,792,000 (2023: approximately RMB73,911,000), respectively. The Group depreciates its property, plant and equipment, other than construction-in-progress, on a straight-line basis after taking into account their estimated residual value, over 5 to 30 years for property, plant and equipment.

The Group's intangible assets (note 12) as at 31st December, 2024 were approximately RMB131,425,000 (2023: approximately RMB32,084,000). Intangible assets are amortised on a straight-line basis over their estimated useful lives of 5 to 10 years.

The depreciation and amortisation rates are determined based on the estimated useful lives and reflect the directors' estimates of the periods that the Group intends to derive future economic benefits from the use of the Group's property, plant and equipment and intangible assets with reference to the current condition and the level of technological advancement of these assets compared with the market. When there is a change in technological advancement in the market which reduces the expected useful lives of these assets, the depreciation and amortisation rates are adjusted which would have a negative impact on the Group's results.

(b) Impairment test of interests in associates

The Group determines whether interests in associates are required to be impaired based on an estimation of the value of the cash-generating units. The value in use calculation requires the Group to estimate the future cash flows expected to arise from the cash-generating units and a suitable discount rate in order to calculate the present value. Where the actual future cash flows are less than expected, a material impairment loss may arise. As at 31st December, 2024, carrying values of interests in associates (note 15) was approximately RMB12,450,008,000 (2023: approximately RMB16,690,022,000). A provision for impairment loss of approximately RMB42,207,000 was recognised for the interests in an unlisted associate (2023: approximately RMB42,207,000). Based on the assessment, no further impairment loss as at 31st December, 2024 is considered necessary by the directors. If the actual future cash flows of these associates are less than expected, the maximum potential impact to the consolidated financial statements would be the carrying amounts of interests in associates.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Cont'd)

(c) Provision for inventories

The Group's management reviews inventory aging analysis at each reporting date and makes allowance for obsolete and slow-moving items of inventories that are no longer suitable for use in production. The management estimates the net realisable value for such finished goods and work-in-progress based principally on the selling prices of the respective finished goods and prevailing market conditions. The management carries out an inventory review on a product-by-product basis at each reporting date and makes allowance for obsolete items.

Situation in the PRC automobile market could change from time to time and this can put pressure on the selling prices and the turnover of the Group's inventories. As at 31st December, 2024, the Group had inventories (note 20) of approximately RMB260,658,000 (2023: approximately RMB127,438,000) (net of provision for inventories of approximately RMB65,093,000 (2023: approximately RMB73,260,000)). Should there be an unexpected change in market condition, the provision may not be adequate and further impairment may be required.

(d) ECL on receivables

The Group makes allowances on items subject to ECL (including accounts receivable from third parties and affiliated companies, loan receivables, other receivables and amounts due from affiliated companies) based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward-looking estimates at the end of each reporting period. As at 31st December, 2024, the Group had accounts receivable from third parties and affiliated companies (notes 21 and 33(c)) totalling approximately RMB403,551,000, net of ECL allowance of approximately RMB67,513,000 (2023: approximately RMB344,050,000, net of ECL allowance of approximately RMB72,848,000), loan receivables (note 17) of approximately RMB2,544,610,000, net of ECL allowance of approximately RMB47,948,000 (2023: approximately RMB3,429,856,000, net of ECL allowance of approximately RM64,808,000), relocation compensation receivable of approximately RMB127,424,000 (2023: Nil), other receivables (note 23) totalling of approximately RMB279,136,000, net of ECL allowance of approximately RMB4,601,038,000 (2023: approximately RMB56,589,000, net of ECL allowance of approximately RMB4,620,825,000) and amounts due from affiliated companies (note 33(e)) of approximately RMB63,970,000, net of ECL allowance of approximately RMB1,384,202,000 (2023: approximately RMB49,527,000, net of ECL allowance of approximately RMB1,526,605,000).

When the actual future cash flows are different from expected, such difference will impact the carrying amount of financial assets mentioned above.

(e) Impairment test of assets

The Group determines whether an asset is impaired at least on an annual basis or where an indication of impairment exists. Where an indication of impairment exists, the recoverable amount of the asset is required to be determined. The recoverable amount is determined based on higher of value-in-use calculation or fair value less costs of disposal. Calculation of fair value less costs of disposal involves selection of valuation model, adoption of key assumptions, and input data, which are subject to management judgement. Based on assessment of directors of the Company, no further impairment for intangible assets and property, plant and equipment is required for the year.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

4. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS

The Group's major financial instruments include cash and cash equivalents, bank deposits, loan receivables, amounts due from affiliated companies, equity investments, accounts and notes receivable, other receivables, accounts and notes payable, other payables and interest-bearing borrowings, accrued expenses, and amounts due to affiliated companies. Details of the policies on mitigating the risks from these financial instruments are set out below. The Group's management manages and monitors these exposures to ensure appropriate measures are implemented in a timely and effective manner.

(a) Credit risk

The Group's credit risk primarily consists of accounts receivable, notes receivable, loan receivables, amounts due from affiliated companies, other receivables, cash and cash equivalents, and bank deposits from a variety of customers and debtors including state and local agencies, municipalities and private industries and their affiliated companies and bank balances and deposits.

In order to minimise credit risk, credit history and background of new customers and debtors are checked. Credit limits with credit terms of 30 to 90 days are set for customers. Customers considered to be high risk are traded on cash basis or upon receipt of bank guaranteed notes. Designated staff monitors accounts receivable and follow-up collection with customers.

The Group reviews regularly the recoverable amount of each individual receivable and adequate ECL allowance is made for any balance determined to be unrecoverable.

For loan receivables, the Group assesses the changes of credit risk since initial recognition of loan receivables at each balance sheet date. If the credit risk has increased significantly since initial recognition of the loan receivables, the Group recognises the provision for losses at an amount equivalent to lifetime ECL; if the credit risk has not increased significantly since initial recognition of the loan receivables, the Group recognises the provision for losses at an amount equivalent to 12-month ECL. The credit risk on loan receivables are limited because all loan receivables are secured by the motor vehicles of the borrowers for retail auto financing and the counterparties have no material historical default record.

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

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

4. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Cont'd)

(a) Credit risk (Cont'd)

The following table analyses the financial instruments and the related allowance for ECL, and is comprised of accounts receivable, loan receivables, amounts due from affiliated companies, dividend receivables from an affiliated company, other receivables and pledged and restricted short-term bank deposits, and assessed based on the provision matrix, 12-month or life-time ECL as at 31st December, 2024:

	2024		2023	
	Gross carrying amount RMB'000	ECL allowance RMB'000	Gross carrying amount RMB'000	ECL allowance RMB'000
Accounts receivable	448,698	46,509	383,866	42,240
Accounts receivable from affiliated companies	22,366	21,004	33,032	30,608
Loan receivables	2,592,558	47,948	3,494,664	64,808
Amounts due from affiliated companies	1,448,172	1,384,202	1,576,132	1,526,605
Relocation compensation receivable	127,424	–	–	–
Other receivables	4,880,174	4,601,038	4,677,414	4,620,825
Pledged and restricted short-term bank deposits	582,115	–	2,500,975	–
	10,101,507	6,100,701	12,666,083	6,285,086

The credit risk on liquid funds with banks is limited because these banks are authorised banks in the PRC and Hong Kong with high credit ratings.

The Group's maximum exposure of credit risk for the component of the consolidated statement of financial position as at 31st December, 2024 and 2023 is the carrying amount as disclosed in note 4(e).

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

4. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Cont'd)

(b) Liquidity risk

In managing liquidity risk, the Group monitors and maintains a level of cash and cash equivalents considered adequate by the management to finance the Group's operations, expected expansion and product developments. The Group relies on bank borrowings as a significant source of liquidity. The management monitors the utilisation of bank borrowings and ensures compliance with loan covenants.

As at 31st December, 2024 and 2023, the remaining contractual maturities of the Group's financial liabilities, based on undiscounted cash flows, are summarised below:

As at 31st December, 2024

	Within 1 year or repayable on demand RMB'000	Over 1 year but within 5 years RMB'000	Over 5 years RMB'000	Total RMB'000	Carrying amount RMB'000
Financial liabilities					
Accounts payable	260,379	-	-	260,379	260,379
Notes payable	279,853	-	-	279,853	279,853
Other payables and accrued expenses	347,036	-	-	347,036	347,036
Bank borrowings	331,336	-	-	331,336	330,000
Lease liabilities	21,213	38,750	84,724	144,687	122,440
Amounts due to affiliated companies	21,187	-	-	21,187	21,187
	1,261,004	38,750	84,724	1,384,478	1,360,895

At 31st December, 2023

	Within 1 year or repayable on demand RMB'000	Over 1 year but within 5 years RMB'000	Over 5 years RMB'000	Total RMB'000	Carrying amount RMB'000
Financial liabilities					
Accounts payable	297,280	-	-	297,280	297,280
Notes payable	219,330	-	-	219,330	219,330
Other payables and accrued expenses	170,061	-	-	170,061	170,061
Bank borrowings	944,983	-	-	944,983	924,500
Lease liabilities	16,684	10,421	-	27,105	26,094
Amounts due to affiliated companies	67,443	-	-	67,443	67,443
	1,715,781	10,421	-	1,726,202	1,704,708

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

4. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Cont'd)

(c) Currency risk

The Group's business mainly operates in the PRC with most of its transactions denominated and settled in Renminbi. Receivables and payables, and cash and cash equivalents denominated in foreign currencies for the Group's operations are not significant; and therefore exposure to foreign currency translation risk is considered not significant and no specific financial instrument is used to hedge against foreign exchange risk for the operation. However, due to the depreciation of Renminbi, the Group has increased cash and cash equivalents in Hong Kong Dollars to hedge the potential exchange loss for dividend distribution. The Group's holding in other foreign currencies such as U.S. Dollars is insignificant.

At 31st December, 2024, if the Renminbi had strengthened/weakened by 3% against the relevant foreign currencies with all other variables held constant, the post-tax profit for the year would have been approximately RMB22 million lower/higher (2023: approximately RMB5 million lower/higher), mainly as a result of foreign exchange losses/gains on translation of the Hong Kong Dollar denominated accounts receivable, cash and cash equivalents and short-term bank deposits.

(d) Interest rate risk

The Group's exposure to market risk for changes in interest rates relates primarily to the Group's interest-bearing bank loans, discounted bank guaranteed notes and bank deposits except for the lease liabilities charging fixed interest rate.

Funds not required by the Group in the short-term are kept as temporary demand or time deposits in commercial banks and the Group does not hold any market risk-sensitive instruments for speculative purposes.

Assuming the cash and cash equivalents, short-term deposits, pledged short-term bank deposits, short-term bank borrowings, long-term bank borrowings, notes payable and statutory deposit reserves at central bank for financing outstanding as at 31st December, 2024 were outstanding for the whole year, a 50 basis point increase or decrease would decrease or increase the profit after tax and equity of the Group by approximately RMB42,608,000 (2023: decrease or increase the profit after tax and equity of the Group by approximately RMB125,051,000). The 50 basis point increase or decrease represents management's assessment of a reasonably possible change in interest rates over the period until the next annual reporting date. The analysis was performed on the same basis for 2023.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

4. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Cont'd)

(e) Summary of financial instruments by category

The carrying amounts of the Group's financial assets and financial liabilities at 31st December, 2024 and 2023 are categorised as follows:

	2024 RMB'000	2023 RMB'000
Financial assets		
<i>Financial assets at amortised cost:</i>		
Cash and cash equivalents	10,539,550	30,845,795
Statutory deposit reserves at central bank	42,500	57,500
Pledged and restricted short-term bank deposits	582,115	2,500,975
Accounts receivable	403,551	344,050
Loan receivables	2,544,610	3,429,856
Relocation compensation receivable	127,424	–
Other receivables	279,136	56,589
Amounts due from affiliated companies	63,970	49,527
<i>Financial assets at FVOCI (non-recycling):</i>		
Listed equity securities	1,839	1,771
Unlisted equity securities	–	4,138
<i>Financial assets at FVOCI (recycling):</i>		
Notes receivable	82,498	99,918
	14,667,193	37,390,119
	2024 RMB'000	2023 RMB'000
Financial liabilities		
<i>Financial liabilities measured at amortised cost:</i>		
Accounts payable	260,379	297,280
Notes payable	279,853	219,330
Other payables and accrued expenses	347,036	170,061
Lease liabilities	122,440	26,094
Bank borrowings	330,000	924,500
Amounts due to affiliated companies	21,187	67,443
	1,360,895	1,704,708

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

4. FINANCIAL RISK MANAGEMENT AND FAIR VALUE MEASUREMENTS (Cont'd)

(f) Fair value measurements recognised in the consolidated statement of financial position

Financial assets and liabilities measured at fair value in the consolidated statement of financial position are grouped into three levels of a fair value hierarchy. The three levels are defined based on the observability and significance of inputs to the measurements, as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets and liabilities.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices), and not using significant unobservable inputs.
- Level 3: significant unobservable inputs for the asset or liability that are not based on observable market data (significant unobservable inputs)

The level in the fair value hierarchy within which the financial asset or liability is categorised in its entirety is based on the lowest level of input that is significant to the fair value measurement.

The Group's financial assets and liabilities measured, on a recurring basis, at fair value in the consolidated statement of financial position are grouped into the fair value hierarchy as follows:

	2024			2023		
	Level 1	Level 2	Level 3	Level 1	Level 2	Level 3
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Financial assets						
Financial assets at FVOCI						
(non-recycling)						
- Listed equity investment	1,839	-	-	1,771	-	-
- Unlisted equity investment						
(recycling)						
- Notes receivable	-	82,498	-	-	99,918	-
	1,839	82,498	-	1,771	99,918	4,138

The methods and valuation techniques used for the purpose of measuring fair values categorised in Levels 2 is unchanged compared to the previous reporting periods. Future cash flows are estimated based on discount rates which are referenced to rates currently available for instruments issued by commercial banks with similar terms, observable forward exchange rates, credit risk and risk free rate corresponding to the maturity of the structured deposits.

There have been no transfers between Levels 1, 2 and 3 or issue or settlement of financial instruments of Levels 1, 2 and 3 during the reporting years.

The carrying amounts of the Group's financial assets measured at fair values were not material to the consolidated financial position as at 31st December, 2024 and 2023.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

5. REVENUE AND SEGMENT INFORMATION

Revenue earned during the year represents:

	2024 RMB'000	2023 RMB'000
Sale of non-BMW vehicles and automotive components, net of discounts and return	893,092	842,240
Interest and service charge income from provision of auto financing service, net of other indirect taxes	202,857	279,214
	1,095,949	1,121,454

Sale of non-BMW vehicles and automotive components are recognised at a point of time.

During the year, the Group had one largest customer with aggregate revenue of approximately RMB106,063,000 or 10% of the Group's revenue (2023: one largest customer with aggregate revenue of approximately RMB156,535,000 or 14% of the Group's revenue). Other than the largest customer, no other customer had aggregate revenue reaching or exceeding 10% of the Group's revenue during the year (2023: same).

Although the Group's products are primarily sold in the PRC, the Group also has sale to the overseas markets and the sales by location of customers are as follows:

	2024 RMB'000	2023 RMB'000
PRC	751,784	714,091
Other Asian countries	7,466	6,524
Latin America and Caribbean Sea	46,099	44,988
Europe	81,434	72,548
Others	6,309	4,089
	893,092	842,240

All interest and service charge income from provision of auto financing service is derived in the PRC.

The directors identify the Group's operating segments as detailed in note 2.23. All segment assets are located in the PRC.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

5. REVENUE AND SEGMENT INFORMATION (Cont'd)

Operating segments – 2024

	Manufacture and sale of non-BMW vehicles and automotive components RMB'000	Manufacture and sale of BMW vehicles and components RMB'000	Provision of auto financing service RMB'000	Reconciliation to the Group's consolidated statement of profit or loss and intersegment elimination RMB'000	Total RMB'000
Segment sales	893,092	205,064,858	202,857	(205,064,858)	1,095,949
Segment results	(107,314)	17,450,301	(7,475)	(17,419,950)	(84,438)
Unallocated costs net of unallocated income					(171,184)
Interest income					417,838
Finance costs					(3,684)
Share of results of associates	(1,205)	4,362,575	-	-	4,361,370
Profit before income tax expense					4,519,902

Operating segments – 2023

	Manufacture and sale of non-BMW vehicles and automotive components RMB'000	Manufacture and sale of BMW vehicles and components RMB'000	Provision of auto financing service RMB'000	Reconciliation to the Group's consolidated statement of profit or loss and intersegment elimination RMB'000	Total RMB'000
Segment sales	842,240	253,484,512	279,214	(253,484,512)	1,121,454
Segment results	(13,924)	31,177,207	4,730	(31,144,542)	23,471
Unallocated costs net of unallocated income					(225,919)
Interest income					670,174
Finance costs					(1,744)
Share of results of associates	2,527	7,794,302	-	-	7,796,829
Profit before income tax expense					8,262,811

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

5. REVENUE AND SEGMENT INFORMATION (Cont'd)

Operating segments – 2024

	Manufacture and sale of non-BMW vehicles and automotive components RMB'000	Manufacture and sale of BMW vehicles and components RMB'000	Provision for auto financing service RMB'000	Reconciliation to the Group's consolidated statement of financial position and intersegment elimination RMB'000	Total RMB'000
Segment assets	13,634,934	127,448,121	2,885,501	(128,298,970)	15,669,586
Interests in associates	917,318	11,532,690	-	-	12,450,008
Equity investments					1,839
Unallocated assets					984,282
Total assets					29,105,715
Segment liabilities	1,588,906	81,317,360	1,205,790	(82,168,208)	1,943,848
Unallocated liabilities					63,986
Total liabilities					2,007,834
Other disclosures:					
Capital expenditures					
- Owned assets	139,572	18,827,637	2,965	(18,827,637)	142,537
- Right-of-use assets	117,093	186,845	-	(186,845)	117,093
- Investment in JSA	1,054,355	-	-	-	1,054,355
Depreciation of property, plant and equipment					
- Owned assets	136,613	5,924,411	984	(5,924,411)	137,597
- Right-of-use assets	21,419	393,336	3,488	(393,336)	24,907
Amortisation of land lease prepayments	2,119	84,196	-	(84,196)	2,119
Amortisation of intangible assets	15,781	255,921	8,103	(255,921)	23,884
Provision for inventories	5,693	3,249,173	-	(3,249,173)	5,693
Reversal of provision for inventories sold					
	6,489	2,299,923	-	(2,299,923)	6,489
Net reversal of ECL allowance	159,556	531	(50,397)	(531)	109,159
Impairment loss on property, plant and equipment					
	1,285	-	-	-	1,285
Income tax expense	278	5,735,846	-	(4,261,846)	1,474,278

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

5. REVENUE AND SEGMENT INFORMATION (Cont'd)

Operating segments – 2023

	Manufacture and sale of non-BMW vehicles and automotive components RMB'000	Manufacture and sale of BMW vehicles and components RMB'000	Provision for auto financing service RMB'000	Reconciliation to the Group's consolidated statement of financial position and intersegment elimination RMB'000	Total RMB'000
Segment assets	35,270,836	159,021,777	3,833,968	(160,173,716)	37,952,865
Interests in associates	918,534	15,771,488	–	–	16,690,022
Prepayment for investment					282,557
Equity investments					5,909
Unallocated assets					223,267
Total assets					55,154,620
Segment liabilities	2,287,997	95,935,823	2,116,121	(97,087,763)	3,252,178
Unallocated liabilities					11,307
Total liabilities					3,263,485
Other disclosures:					
Capital expenditures					
– Owned assets	19,351	13,444,559	6,443	(13,444,559)	25,794
– Right-of-use assets	1,910	278,798	11,778	(278,798)	13,688
– Investment in JSA	282,557	–	–	–	282,557
Depreciation of property, plant and equipment					
– Owned assets	50,107	6,199,158	786	(6,199,158)	50,893
– Right-of-use assets	17,197	397,815	4,230	(397,815)	21,427
Amortisation of land lease prepayments	2,118	83,033	–	(83,033)	2,118
Amortisation of intangible assets	2,376	228,663	7,797	(228,663)	10,173
Provision for inventories	21,037	2,979,620	–	(2,979,620)	21,037
Reversal of provision for inventories sold	1,341	1,648,580	–	(1,648,580)	1,341
Net provision of ECL allowance	3,586	–	49,641	–	53,227
Income tax expense	49,270	10,041,559	1,090	(9,565,559)	526,360

6. FINANCE COSTS

	2024 RMB'000	2023 RMB'000
Interest expense on:		
– Bank borrowings	–	145
– Discounted bank guaranteed notes/net loss arising on FVOCI	–	128
– Finance charges on lease liabilities	3,684	1,471
	3,684	1,744

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

7. PROFIT BEFORE INCOME TAX EXPENSE

Profit before income tax expense is stated after charging and crediting the following:

	Note	2024 RMB'000	2023 RMB'000
Charging:			
ECL allowance on:			
– Accounts receivable	21(a)	4,269	422
– Accounts receivable from affiliated companies	33(c)	–	3,616
– Loan receivables	17	56,262	49,641
– Amounts due from affiliated companies	33(e)	–	213
Loss on disposal of equity investments (b)	16	2,574	–
Staff costs (including directors' emoluments)	11(a)	258,311	238,119
Amortisation of intangible assets (a)	12	23,884	10,173
Amortisation of land lease prepayments	14	2,119	2,118
Impairment loss on owned property, plant and equipment	13	1,285	–
Loss on disposal/write-off of property, plant and equipment:			
– Owned assets		7,114	3,641
– Right-of-use assets		824	897
Depreciation of property, plant and equipment:			
– Owned assets	13	137,597	50,893
– Right-of-use assets	13	24,907	21,427
Cost of inventories		838,989	743,421
Cost of provision for auto financing service		63,080	69,859
Exchange loss, net (b)		111,782	165,546
Provision for inventories	20	5,693	21,037
Auditors' remuneration (b)		3,879	3,008
Research and development costs (b)		55,250	31,590
Warranty provision		2,748	2,223
Lease charges:			
– Short-term leases with lease terms of 12 months or shorter		3,205	4,837
– Low value items		94	145
Crediting:			
Reversal of provision for inventories sold	20	6,489	1,341
Rental income from land and buildings		1,031	1,060
Reversal of ECL allowance on:			
– Accounts receivable from affiliated companies	33(c)	8,580	–
– Amounts due from affiliated companies	33(e)	143,417	–
– Dividend receivable from an affiliated company		–	619
– Other receivables grouped under:			
– Current assets	23(b)	17,693	41
– Non-current assets		–	5

(a) Amortisation of intangible assets in relation to production was included in cost of sales; amortisation of intangible assets for other purposes was included in general and administrative expenses.

(b) Included in general and administrative expenses.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

8. INCOME TAX EXPENSE

The income tax expense recognised in the consolidated statement of profit or loss represents:

	2024 RMB'000	2023 RMB'000
Current tax		
PRC corporate income tax		
– Current year	254	1,216
– Under provision in prior years	24	49,144
PRC withholding tax on dividend	1,474,000	476,000
Total income tax expense	1,474,278	526,360

(a) Bermuda tax

The Company was incorporated in Bermuda and has received an undertaking from the Ministry of Finance in Bermuda pursuant to the provisions of the Exempted Undertakings Tax Protection Act, 1966, which exempts the Company and its shareholders, other than shareholders ordinarily residing in Bermuda, from any Bermuda taxes computed on profit, income or any capital asset, gain or appreciation, or any tax in the nature of estate duty or inheritance tax, at least until year 2035.

(b) Hong Kong profits tax

No provision for Hong Kong profits tax has been made as the Group had no assessable profits arising in Hong Kong during the year (2023: nil).

(c) PRC corporate income tax

The Group's subsidiaries incorporated in the PRC are subject to Corporate Income Tax. The Corporate Income Tax for the subsidiaries, except Mianyang Ruian, is calculated at 25% on their estimated assessable profits for the year based on existing legislation, interpretations and practices in respect thereof.

Mianyang Ruian received official designation by the local tax authority as a foreign-invested enterprise engaged in manufacturing activities and was also designated as an entity under "the encouraged industries under Catalogue for the Guidance of Foreign Investment Industries" and with its location in the Western region of the PRC, the applicable income tax rate for Mianyang Ruian is 15%.

With effect from 1st January, 2008, all profits of the PRC subsidiaries arising since that date that are distributed and remitted as dividend to the overseas parents are subject to 5% or 10% withholding tax on the amount remitted. For the profits generated by the Group's subsidiaries in the PRC, as it is the intention of the management that the Group would mainly reinvest these profits in the respective subsidiaries, no deferred tax is provided in respect of this withholding tax on profits of these PRC subsidiaries.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

8. INCOME TAX EXPENSE (Cont'd)

Reconciliation between tax expense and accounting profit using the weighted average taxation rate of the companies within the Group is as follows:

	2024 RMB'000	2023 RMB'000
Profit before income tax expense	4,519,902	8,262,811
Calculated at a weighted average statutory taxation rate in the PRC of 25.46% (2023: 25.67%)	1,150,705	2,120,774
Effect of tax holiday	(1,021)	(2,291)
Tax effect of non-taxable income	(111,152)	(163,194)
Tax effect of non-deductible expenses	79,431	2,330
Profits attributable to associates	(1,089,321)	(1,949,207)
PRC withholding tax on dividend	1,474,000	476,000
Unrecognised temporary differences	(94,814)	(228,878)
Unrecognised tax losses net of utilisation of previously unrecognised tax losses	66,426	221,682
Under provision in prior years	24	49,144
Tax expense for the year	1,474,278	526,360

9. EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Company of approximately RMB3,101,075,000 (2023: approximately RMB7,734,993,000) by the weighted average number of ordinary shares of 5,045,269,000 shares (2023: 5,045,269,000 shares).

Diluted earnings per share is the same as basic earnings per share for the year ended 31st December, 2024 (2023: same) as there was no potential dilutive ordinary share in issue during the year (2023: same).

10. DIVIDENDS

	2024 RMB'000	2023 RMB'000
First special dividends (<i>Note i</i>)	7,013,177	4,178,452
Second special dividends (<i>Note ii</i>)	20,197,727	4,443,390
Dividends declared before 31st December,	27,210,904	8,621,842

Note i: On 15th April, 2024, the directors of the Company declared a special dividend of HK\$1.5 per share (2023: HK\$0.96 per share declared on 13th January, 2023) totalling approximately HK\$7,567,904,000 or RMB7,013,177,000 (2023: approximately HK\$4,843,458,000 or RMB4,178,452,000).

Note ii: On 14th June, 2024, the Company further declared the second special dividend of HK\$4.30 per share (2023: HK\$0.96 per share declared on 18th July, 2023) totalling approximately HK\$21,694,658,000 or RMB20,197,727,000 (2023: approximately HK\$4,843,458,000 or RMB4,443,390,000).

Note iii: On 3rd March, 2025, the directors of the Company declared a dividend of HK\$1 per share (2023: nil) totalling approximately HK\$5,045,269,000 (2023: nil). The dividends were declared after 31st December, 2024 and therefore were not recognised in the consolidated financial statements for the year.

The directors of the Company did not recommend any further dividend payment at the board meeting held on 21st March, 2025 in respect of the Group's results for the year ended 31st December, 2024 (2023: nil).

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

11. STAFF COSTS AND DIRECTORS' AND SENIOR MANAGEMENT'S EMOLUMENT

(a) Staff costs

	2024 RMB'000	2023 RMB'000
Wages, salaries and performance related bonus	192,748	182,677
Pension costs – defined contribution plans	16,316	13,795
Staff welfare costs	49,247	41,647
	258,311	238,119

(b) Directors' and chief executive's emoluments

Directors' and chief executive's emoluments, disclosed pursuant to the Listing Rules, section 383(1) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

	Other emoluments				Total RMB'000
	Fee RMB'000	Bonus RMB'000	Salaries and other benefits RMB'000	Retirement benefits scheme contributions RMB'000	
2024					
<i>Executive directors</i>					
Mr. Zhang Yue (Note 1)	-	-	-	-	-
Mr. Wu Xiao An (Note 2)	-	4,612	2,930	12	7,554
Mr. Shen Tie Dong (Note 3)	-	-	-	-	-
Mr. Xu Daqing (Note 4)	-	-	-	-	-
Mr. Zhang Wei	-	-	2,685	-	2,685
	-	4,612	5,615	12	10,239
<i>Independent non-executive directors</i>					
Mr. Song Jian	254	92	-	-	346
Mr. Jiang Bo	254	92	-	-	346
Mr. Dong Yang	254	92	-	-	346
Dr. Lam Kit Lan, Cynthia	254	92	-	-	346
	1,016	368	-	-	1,384
	1,016	4,980	5,615	12	11,623

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

11. STAFF COSTS AND DIRECTORS' AND SENIOR MANAGEMENT'S EMOLUMENT (Cont'd)

(b) Directors' and chief executive's emoluments (Cont'd)

The aggregate amounts of emoluments paid and payable to the directors of the Company during 2023 are as follows:

	Other emoluments				Total RMB'000
	Fee RMB'000	Bonus RMB'000	Salaries and other benefits RMB'000	Retirement benefits scheme contributions RMB'000	
2023					
<i>Executive directors</i>					
Mr. Wu Xiao An (<i>Note 2</i>)	–	4,534	4,133	16	8,683
Mr. Shen Tie Dong (<i>Note 3</i>)	–	–	–	–	–
Mr. Xu Daqing (<i>Note 4</i>)	–	–	–	–	–
Mr. Zhang Wei	–	–	2,400	–	2,400
	–	4,534	6,533	16	11,083
<i>Independent non-executive directors</i>					
Mr. Song Jian	227	90	–	–	317
Mr. Jiang Bo	227	90	–	–	317
Mr. Dong Yang	227	90	–	–	317
Dr. Lam Kit Lan, Cynthia	227	90	–	–	317
	908	360	–	–	1,268
	908	4,894	6,533	16	12,351

Note 1: Mr. Zhang Yue was appointed as a director of the Company on 11th April, 2024.

Note 2: Mr. Wu Xiao An resigned on 11th September, 2024

Note 3: Mr. Shen Tie Dong resigned on 20th March, 2024.

Note 4: Mr. Xu Daqing resigned on 20th March, 2025.

In both 2024 and 2023,

- no share option was granted to any of the directors;
- no emoluments were paid to the directors as inducement to join or upon joining the Group or as compensation for loss of office; and
- no directors waived their emoluments.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

11. STAFF COSTS AND DIRECTORS' AND SENIOR MANAGEMENT'S EMOLUMENT (Cont'd)

(b) Directors' and chief executive's emoluments (Cont'd)

The ultimate objective of the Group's emolument policy is to ensure that the pay levels of its employees are in line with industry practices and prevailing market conditions so as to enable the Group to attract and retain persons of high quality and experience which is essential to the success of the Group.

In determining the level of fees and other emoluments paid to directors of the Company, market rates and factors such as each director's workload and required commitment are taken into account:

- Remuneration of executive directors comprises basic remuneration determined with reference to their qualifications, industry experience and responsibilities within the Group, and a performance-based remuneration. In determining the performance-based remuneration of executive directors, reward is given to the Company's corporate goals and objectives set by the board from time to time and the performance and contribution of the individual to the Group's overall performance.
- Non-executive director is compensated with reference to his qualifications, expertise and experience and the amount of time allocated to the affairs of the Group.
- Independent non-executive directors are compensated with reference to the level of compensation awarded to independent non-executive directors by other companies listed on the SEHK; the responsibilities assumed by such independent non-executive directors; complexity of the automobile industry and the business of the Group; goodwill and reputational value brought to the Group by the relevant independent non-executive director.

During the process of consideration, no individual director is involved in decisions relating to his own remuneration.

(c) Remuneration of senior management

Pursuant to Appendix D2 to the Listing Rules, the remuneration of senior management, excluding directors, is within the following bands:

	2024 Number	2023 Number
Nil to HK\$2,000,000	3	2
HK\$2,000,001 to HK\$2,500,000	-	-
HK\$2,500,001 to HK\$3,000,000	1	1
HK\$3,000,001 to HK\$3,500,000	-	-
HK\$3,500,001 to HK\$4,000,000	-	-
HK\$4,000,001 to HK\$4,500,000	1	-
HK\$4,500,001 to HK\$5,000,000	-	1
HK\$5,000,001 to HK\$5,500,000	-	-
HK\$5,500,001 to HK\$6,000,000	-	-

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

11. STAFF COSTS AND DIRECTORS' AND SENIOR MANAGEMENT'S EMOLUMENT (Cont'd)

(d) Five highest paid individuals

The five highest paid individuals in the Group during the year included two directors (2023: two directors), details of whose emoluments have been disclosed in note (b) above. The emoluments paid to the remaining three individuals (2023: three individuals) for the year are as follows:

	2024 RMB'000	2023 RMB'000
Salaries and other benefits	7,918	7,413
Performance related bonus	1,603	1,932
Contributions to retirement benefits schemes	17	16
	9,538	9,361

The number of the highest paid individuals, other than the directors, whose emoluments fell within the following bands is as follows:

	2024 Number	2023 Number
Nil to HK\$1,000,000	-	-
HK\$1,000,001 to HK\$1,500,000	-	-
HK\$1,500,001 to HK\$2,000,000	-	-
HK\$2,000,001 to HK\$2,500,000	-	-
HK\$2,500,001 to HK\$3,000,000	2	2
HK\$3,000,001 to HK\$3,500,000	-	-
HK\$3,500,001 to HK\$4,000,000	-	-
HK\$4,000,001 to HK\$4,500,000	1	-
HK\$4,500,001 to HK\$5,000,000	-	1
HK\$5,000,001 to HK\$5,500,000	-	-
HK\$5,500,001 to HK\$6,000,000	-	-

The emoluments represent the amounts paid to or receivable by the individuals in the respective financial year, which include the benefits derived from the share options granted, if any.

During the year, no emoluments were paid to the five highest paid individuals as inducement to join or upon joining the Group or as compensation for loss of office (2023: same).

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

12. INTANGIBLE ASSETS

	Development costs RMB'000	Specialised software RMB'000	Total RMB'000
Cost			
As at 1st January, 2023	–	85,562	85,562
Additions	–	3,889	3,889
Reclassification	12,902	(12,902)	–
Transfer from construction-in-progress (note 13)	–	433	433
Disposal/Write-off	–	(119)	(119)
As at 31st December, 2023	12,902	76,863	89,765
As at 1st January, 2024	12,902	76,863	89,765
Resumption of control in JSA (note 35)	109,663	10,781	120,444
Additions	96	2,685	2,781
As at 31st December, 2024	122,661	90,329	212,990
Accumulated amortisation and impairment losses			
As at 1st January, 2023	–	47,627	47,627
Reclassification	4,367	(4,367)	–
Amortisation	1,101	9,072	10,173
Eliminated on disposal/write-off	–	(119)	(119)
As at 31st December, 2023	5,468	52,213	57,681
As at 1st January, 2024	5,468	52,213	57,681
Amortisation	13,539	10,345	23,884
As at 31st December, 2024	19,007	62,558	81,565
Net book value			
As at 31st December, 2024	103,654	27,771	131,425
As at 31st December, 2023	7,434	24,650	32,084

Development costs at 31st December, 2024 represent development costs for patented technology know-how developed by the Group for manufacture of auto components and automobiles.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

13. PROPERTY, PLANT AND EQUIPMENT

	Buildings RMB'000	Tools and moulds, machinery and equipment RMB'000	Furniture, fixtures and office equipment RMB'000	Motor vehicles RMB'000	Construction- in-progress RMB'000	Total RMB'000
Cost						
As at 1st January, 2023	344,777	761,025	57,582	19,280	28,034	1,210,698
Additions	13,689	596	2,954	1,535	16,819	35,593
Reclassification to intangible assets (note 12)	-	-	-	-	(433)	(433)
Inter-transfer	-	5,925	178	-	(6,103)	-
Disposals/Write-off	(5,920)	(89,781)	(2,598)	(3,657)	(1,170)	(103,126)
As at 31st December, 2023	352,546	677,765	58,116	17,158	37,147	1,142,732
As at 1st January, 2024	352,546	677,765	58,116	17,158	37,147	1,142,732
Resumption of control in JSA (note 35)	197,348	289,250	36,790	2,678	669,387	1,195,453
Additions	117,093	4,035	13,598	3,371	118,752	256,849
Inter-transfer	2,124	23,050	5,968	148	(31,290)	-
Disposals/Write-off	(238,946)	(11,606)	(1,976)	(3,074)	(201,287)	(456,889)
As at 31st December, 2024	430,165	982,494	112,496	20,281	592,709	2,138,145
Accumulated depreciation and impairment losses						
As at 1st January, 2023	175,174	531,330	44,190	15,819	-	766,513
Charge for the year	31,225	39,402	797	896	-	72,320
Eliminated on disposals/Write-off	(5,023)	(87,069)	(2,245)	(3,391)	-	(97,728)
As at 31st December, 2023	201,376	483,663	42,742	13,324	-	741,105
As at 1st January, 2024	201,376	483,663	42,742	13,324	-	741,105
Charge for the year	37,367	114,382	10,071	684	-	162,504
Impairment loss	-	1,285	-	-	-	1,285
Eliminated on disposals/ Write-off	(51,810)	(7,913)	(1,424)	(2,844)	-	(63,991)
As at 31st December, 2024	186,933	591,417	51,389	11,164	-	840,903
Net book value						
As at 31st December, 2024	243,232	391,077	61,107	9,117	592,709	1,297,242
As at 31st December, 2023	151,170	194,102	15,374	3,834	37,147	401,627

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

13. PROPERTY, PLANT AND EQUIPMENT (Cont'd)

The carrying amounts and movements of property, plant and equipment which are right-of-use assets are as follows:

	Buildings RMB'000	Machinery and equipment RMB'000	Motor vehicles RMB'000	Total RMB'000
As at 1st January, 2023	30,686	6,052	20	36,758
Additions	2,590	-	-	2,590
Modification of lease agreements	11,098	-	-	11,098
Disposals/Write-off	(897)	-	-	(897)
Depreciation	(19,496)	(1,911)	(20)	(21,427)
As at 31st December, 2023	23,981	4,141	-	28,122
Additions	117,093	-	-	117,093
Disposals/Write-off	(1,991)	-	-	(1,991)
Depreciation	(22,996)	(1,911)	-	(24,907)
As at 31st December, 2024	116,087	2,230	-	118,317

As at 31st December, 2023, the lease contract in relation to motor vehicles expired.

In addition to the above right-of-use assets, the details of the right-of-use assets of land lease prepayments are set out in note 14.

The details of the lease liabilities in respect of the above right-of-use assets are set out in note 26.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

14. LAND LEASE PREPAYMENTS

The carrying value of land lease prepayments represents cost less accumulated amortisation paid for land use rights in the PRC under medium term leases of not more than 50 years. The prepaid lease payments fall into the scope of HKFRS 16 as they meet the definition of right-of-use assets. The value to be amortised within the next twelve months after 31st December, 2024 amounts to approximately RMB2,118,000 (2023: approximately RMB2,119,000).

	2024 RMB'000	2023 RMB'000
Cost		
At 1st January, and at 31st December,	102,416	102,416
Accumulated amortisation		
As at 1st January,	28,505	26,387
Charge for the year	2,119	2,118
As at 31st December,	30,624	28,505
Net book value		
As at 31st December,	71,792	73,911

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

15. INTERESTS IN ASSOCIATES

	2024 RMB'000	2023 RMB'000
<i>Share of net assets by equity method and goodwill:</i>		
Associates listed in Hong Kong	620,016	608,126
Less: impairment loss for interests in an associate listed in Hong Kong (<i>Note i</i>)	(72,799)	(72,799)
	547,217	535,327
Unlisted associates		
– BBA	11,532,690	15,771,488
– Other unlisted associates	412,308	425,414
	11,944,998	16,196,902
Less: impairment loss for interests in an unlisted associate (<i>Note ii</i>)	(42,207)	(42,207)
	11,902,791	16,154,695
	12,450,008	16,690,022
Fair value of investment in associates listed in Hong Kong	70,719	101,399

Note i: The assessment of the impairment loss is based on the projected cash flow forecast of Xincheng China Power Holdings Limited (“**Power Xincheng**”)

Note ii: The assessment of the impairment loss is based on the current situation of Shenyang Brilliance Power Train Machinery Co., Ltd. (“**Brilliance Power**”) which is involved in the process of restructuring of Huachen. For further details, please refer to Note iii below.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

15. INTERESTS IN ASSOCIATES (Cont'd)

Details of the Group's associates as at 31st December, 2024 and 2023 were as follows:

Name of company	Place of principal operations and establishment	Registered capital/issued and paid up capital	Legal structure	Percentage of effective equity interest/voting right held		Principal activities
				2024	2023	
BBA	Shenyang, the PRC	Euro150,000,000	Equity joint venture	25.00%	25.00%	Manufacture and sale of BMW vehicles and components
Power Xinchun (<i>Note ii</i>)	Cayman Islands	HK\$12,822,118	Company with limited liability	31.20%	31.20%	Development, manufacture and sale of automotive engines
Southern State Investment Limited	British Virgin Islands	US\$1	Company with limited liability	31.20%	31.20%	Investment holding
Mianyang Xinchun Engine Co., Ltd. (" Mianyang Xinchun ")	Mianyang, the PRC	US\$190,000,000	Wholly foreign owned enterprise	31.20%	31.20%	Development, manufacture and sale of automotive engines
Shenyang Aerospace Mitsubishi Motors Engine Manufacturing Co., Ltd. (" Shenyang Aerospace ")	Shenyang, the PRC	RMB738,250,000	Equity joint venture	21.00%	21.00%	Manufacture and sale of automotive engines
Shenyang JinBei Vehicle Dies Manufacturing Co., Ltd.	Shenyang, the PRC	RMB29,900,000	Equity joint venture	48.00%	48.00%	Manufacture and sale of automotive components
Shenyang ChenFa Automobile Component Co., Ltd. (" Shenyang ChenFa ") (<i>Note i</i>)	Shenyang, the PRC	US\$19,000,000	Equity joint venture	25.00%	25.00%	Development, manufacture and sale of engines and engine components
Brilliance Power (<i>Notes i & iii</i>)	Shenyang, the PRC	US\$29,900,000	Equity joint venture	49.00%	49.00%	Manufacture and sale of power trains but in the process of restructuring

Note i: These associates are directly held by the Company. The other associates are indirectly held by the Company through its subsidiaries.

Note ii: Power Xinchun, which holds directly 31.2% equity interest in Mianyang Xinchun, is an indirectly held associate of the Company. As at 31st December, 2024, the fair value of the Group's interest in Power Xinchun, which is a company listed on the SEHK, was approximately RMB70,719,000 (equivalent to approximately HK\$75,200,000) (2023: approximately RMB101,399,000 (equivalent to approximately HK\$112,000,000)). The fair value is based on quoted market price and is within Level 1 of the fair value hierarchy.

Note iii: As part of the restructuring of Huachen, the 49% equity interest of Brilliance Power held by the Group was transferred to Huachen at nil consideration on 26th January, 2025. There was no material impact to the results and financial position of the Group arising from this transfer.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

15. INTERESTS IN ASSOCIATES (Cont'd)

BBA is individually material to the Group. The aggregate financial information of BBA which are accounted for using equity method is summarised as follows:

	2024 RMB'000	2023 RMB'000
Current assets	54,098,346	86,942,362
Non-current assets	73,349,775	72,079,415
Current liabilities	(62,675,133)	(77,041,032)
Non-current liabilities	(18,642,227)	(18,894,791)
Net assets	46,130,761	63,085,954
Proportion of ownership interests held by the Group	25%	25%
Carrying amount of the interests in BBA	11,532,690	15,771,488
	2024 RMB'000	2023 RMB'000
Revenue	205,604,858	253,484,512
Cost of sales	(162,959,360)	(194,490,210)
Other income	1,821,627	3,967,048
Total expenses	(20,740,978)	(21,742,584)
Profit before income tax expense	23,186,147	41,218,766
Income tax expense	(5,735,846)	(10,041,559)
Profit for the year	17,450,301	31,177,207
Other comprehensive income	(3,789,572)	2,255,654
Total comprehensive income	13,660,729	33,432,861
Dividends received from BBA	7,653,980	11,377,667

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

15. INTERESTS IN ASSOCIATES (Cont'd)

In addition to BBA, Power Xincheng is also considered individually material to the Group. The aggregate financial information of Power Xincheng which are accounted for using equity method for the year ended 31st December, 2024 is summarised as follows:

	2024 RMB'000	2023 RMB'000
Current assets	3,229,708	3,012,473
Non-current assets	2,248,001	2,488,630
Current liabilities	(3,293,002)	(3,309,056)
Non-current liabilities	(430,553)	(476,028)
Net assets	1,754,154	1,716,019
Proportion of ownership interests held by the Group	31.196%	31.196%
Carrying amount of the interests in Power Xincheng	547,217	535,327
Revenue	6,082,391	5,340,830
Cost of sales	(5,898,834)	(5,164,964)
Other income	30,660	131,204
Total expenses	(171,839)	(258,555)
Profit before income tax expense	42,378	48,515
Income tax expense	(4,207)	(7,444)
Profit for the year	38,171	41,071
Other comprehensive (expense) income	(36)	22
Total comprehensive income	38,135	41,093

Aggregate information of associates that are not individually material:

	2024 RMB'000	2023 RMB'000
Aggregate carrying amount of individually immaterial associates in the consolidated financial statements	370,100	383,207
Aggregate amounts of the Group's share of those associates:		
Loss for the year	(13,131)	(10,285)
Other comprehensive income	-	-
Total comprehensive expense	(13,131)	(10,285)
Dividends from individually immaterial associates	-	21,000

The Group has not incurred any contingent liabilities or other commitments relating to its investments in associates.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

16. EQUITY INVESTMENTS

	2024 RMB'000	2023 RMB'000
Financial assets at FVOCI (non-recycling)		
– Unlisted equity investment	–	4,138
– Listed equity investment in Hong Kong	1,839	1,771
	1,839	5,909

The Group designated its investment in these listed and unlisted equity investments as FVOCI (non-recycling) as these investments are held for strategic purpose.

The listed equity securities are denominated in Hong Kong dollars. Fair value has been determined by reference to the quoted bid price at the reporting date and has been translated using the spot foreign currency rate at the end of the reporting year where appropriate.

The Group disposed of the unlisted investment during the year and recovered approximately RMB1,564,000 from the unlisted equity investment, resulting a loss of approximately RMB2,574,000.

17. LOAN RECEIVABLES

	2024 RMB'000	2023 RMB'000
Gross loan receivables	2,592,558	3,494,664
Less: ECL allowance	(47,948)	(64,808)
Net loan receivables	2,544,610	3,429,856
Less: current portion	(942,521)	(1,192,100)
Long-term loan receivables	1,602,089	2,237,756
Gross loan receivables recoverable based on repayment schedule:		
– No later than 1 year	969,875	1,217,073
– Later than 1 year and no later than 5 years	1,622,683	2,277,591
	2,592,558	3,494,664

BBAFC has joint auto financing service with an affiliated company of a non-controlling interest of BBAFC (“**Joint Lender**”). The credit risk under this joint auto financing to the Group is only up to the amount financed by the Group and motor vehicles secured by retail borrowers are also shared proportionately between the Group and the Joint Lender in case of default by the retail borrowers. As at 31st December, 2024, loan receivables of approximately RMB202,822,000 (2023: approximately RMB312,811,000) were the outstanding balances to the Group under this joint auto financing arrangement.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

17. LOAN RECEIVABLES (Cont'd)

All loan receivables were derived from the business of provision of auto financing by BBAFC during the year. These loan receivables are denominated in Renminbi and secured by the motor vehicles of the borrowers for retail auto financing. Out of the gross loan receivables which amounted to RMB2,592,558,000 (2023: RMB3,494,664,000), the gross loan receivables that will be repayable within 1 year amounted to RMB969,875,000 (2023: RMB1,217,073,000) bear fixed effective interest rates ranging from 5.03% to 14.00% (2023: 5.5% to 14.00%) per annum. The remaining gross loan receivables that will be repayable after 1 year but no later than 5 years amounted to RMB1,622,683,000 (2023: RMB2,277,591,000) bear fixed effective interest rates ranging from 5.19% to 12.98% (2023: from 5.62% to 14.00%) per annum. The actual interest rate offered to borrowers were determined with reference to the market rates from competitors at the material time, customer profiles and the brand of the motor vehicle which BBAFC is cooperating with.

The gross overdue loan receivables analysed by overdue period as at 31st December, 2024 is as follows:

	2024 RMB'000	2023 RMB'000
Overdue		
– 1 to 60 days	99,498	86,403
– 61 to 90 days	11,087	7,121
– 91 to 120 days	7,796	1,763
– more than 120 days	8,855	1,980
	127,236	97,267

The analysis by methods for assessing impairment losses under ECL model is shown as follows:

	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000	Total RMB'000
At 1st January, 2023				
Gross loan receivables	3,490,921	1,763	1,980	3,494,664
Less: ECL allowance	(61,770)	(1,058)	(1,980)	(64,808)
Net loan receivables	3,429,151	705	–	3,429,856
ECL allowance ratio	1.77%	60%	100%	
At 1st January, 2024				
Gross loan receivables	2,575,907	7,796	8,855	2,592,558
Less: ECL allowance	(34,416)	(4,677)	(8,855)	(47,948)
Net loan receivables	2,541,491	3,119	–	2,544,610
ECL allowance ratio	1.34%	60%	100%	

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

17. LOAN RECEIVABLES (Cont'd)

The movement in ECL allowance in loan receivables during the year is as follows:

	2024 RMB'000	2023 RMB'000
At 1st January,	64,808	44,682
ECL allowance recognised	56,262	49,641
Write-off of uncollectible amounts	(73,121)	(29,515)
At 31st December,	47,949	64,808

	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000	Total RMB'000
At 1st January, 2023	38,796	2,488	3,398	44,682
Transfer from Stage 1 to Stage 2	(603)	603	-	-
Transfer from Stage 1 to Stage 3	(24,687)	-	24,687	-
ECL allowance recognised during the year	48,264	455	922	49,641
Amount written off during the year	-	(2,488)	(27,027)	(29,515)
At 31st December, 2023 and 1st January, 2024	61,770	1,058	1,980	64,808
Transfer from Stage 1 to Stage 2	(4,602)	4,602	-	-
Transfer from Stage 1 to Stage 3	(8,673)	-	8,673	-
ECL allowance recognised during the year	56,004	76	182	56,262
Amount written off during the year	-	(1,058)	(72,063)	(73,121)
At 31st December, 2024	104,499	4,678	(61,228)	47,949

During the year ended 31st December, 2024, impairment losses of RMB56,262,000 (2023: RMB49,641,000) was recognised, of which RMB56,004,000 (2023: RMB48,264,000) under Stage 1 of the ECL model was mainly due to additional business opportunities for auto financing which leads to increase in overall loan receivables. The amount written off for the year ended 31st December, 2024 were triggered by one of the rules set out in the section headed "Basis of writing-off loan receivables by BBAFC" (please refer to the Company's announcement dated 22nd August, 2023 for details) as at the end of every calendar month.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

18. PREPAYMENT FOR INVESTMENT

In 2022, the Group lost its control in JSA as a result of its restructuring (the “**Restructuring**”) as ordered by the Shenyang Intermediate People’s Court and JSA was deconsolidated from the Group since the loss of control by the Group.

As part of the Restructuring approved by the Shenyang Intermediate People’s Court,

- (i) the entire amount of the previous paid-up capital of JSA held by Shenyang JinBei Automotive Industry Holdings Co., Ltd. (“**SJAI**”, a subsidiary of the Group) and Renault SAS, respectively, was reduced to nil;
- (ii) all the previous debt owed by JSA to Shenyang XingYuanDong Automobile Component Co., Ltd (“**Xing Yuan Dong**”) and Renault SAS (the “**Shareholders Debt**”) in the amount of approximately RMB1.668 billion and RMB711 million, respectively, were capitalised into shareholders’ equity of JSA after the previous paid-up registered capital was reduced to nil; and
- (iii) a maximum capital contribution in the amount of up to RMB1.36 billion in cash (the “**Capital Contribution**”) was injected into JSA by SJAI for the purpose of restructuring certain indebtedness of JSA.

The Group injected by 31st December, 2023 approximately RMB282,557,000 into capital of JSA which was recognised as prepayment for investment, and approximately RMB1,054,355,000 in the year. As such, the Group has contributed in aggregate of approximately RMB1,336,912,000 into capital of JSA and no further commitment is required. The Restructuring was completed in the year. As a result, the Group has resumed the control in JSA from the administrator of the Restructuring (the “**Administrator**”) and holds effectively 80.72% of its paid-up registered capital.

The fair value of identifiable assets and liabilities of JSA at time the Group resumed the control and reconsolidating the financial statements of JSA were set out in note 35.

19. PLEDGED AND RESTRICTED SHORT-TERM BANK DEPOSITS

Details of pledged and restricted short-term bank deposits as at 31st December, 2024 are as follows:

	2024 RMB'000	2023 RMB'000
Restricted short-term deposits (<i>Note i</i>)	347,200	2,324,385
Pledged short-term deposits for bank guaranteed notes issued by the Group (<i>Note ii</i>)	234,915	176,590
	582,115	2,500,975

Note i: As detailed in note 28, during the year, the Group has made accumulated settlements of approximately RMB915,745,000 during the year (2023: approximately RMB447,118,000) directly out of the restricted short-term deposits according to the order of the PRC courts due to the lawsuits of the unauthorised guarantees events. The respective restricted short-term deposits were reduced to approximately RMB347,200,000 at 31st December, 2024 (2023: approximately RMB2,324,385,000).

As set out in note 28, the directors of the Company considered that the respective liabilities and provision have been adequately provided for in the consolidated financial statements.

Note ii: As at 31st December, 2024, in addition to short-term deposits pledged, the Group had also pledged bank guaranteed notes receivable from third parties and related parties of approximately RMB45.6 million (2023: approximately RMB33.2 million) to secure the issue of bank guaranteed notes.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

20. INVENTORIES

	2024 RMB'000	2023 RMB'000
Raw materials	189,389	69,577
Work-in-progress	35,347	20,385
Finished goods	101,015	110,736
	325,751	200,698
Less: provision for inventories	(65,093)	(73,260)
	260,658	127,438

The reconciliation of provision for inventories in the year is as follows:

	2024 RMB'000	2023 RMB'000
At 1st January,	73,260	74,670
Provision for the year	5,693	21,037
Reversal for the year	(6,489)	(1,341)
Write-off of obsolete inventories	(7,371)	(21,106)
At 31st December,	65,093	73,260

The reversal of provision for inventories represents the reversal for provision previously recognised for inventories that were sold during the year (2023: same).

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

21. ACCOUNTS RECEIVABLE

	Note	2024 RMB'000	2023 RMB'000
Accounts receivable	21(a)	402,189	341,626
Accounts receivable from affiliated companies	33(c)	1,362	2,424
		403,551	344,050

(a) An aging analysis of accounts receivable based on invoice date is set out below:

	2024 RMB'000	2023 RMB'000
Less than six months	407,906	344,840
Six months to one year	1,323	1,863
Above one year to two years	883	485
Above two years but less than five years	20,629	18,721
Five years or above	17,957	17,957
	448,698	383,866
Less: ECL allowance	(46,509)	(42,240)
	402,189	341,626

As at 31st December, 2024, accounts receivable from third parties of approximately RMB14 million (2023: approximately RMB14 million) are substantially denominated in U.S. Dollar or Euro and the rest are denominated in Renminbi. The Group's credit policy is set out in note 4(a).

The table below provides information about the exposure to credit risk and the ECL model for accounts receivable which are assessed based on the provision matrix as at 31st December, 2024.

	2024			2023		
	Gross carrying amount RMB'000	Weighted average loss rate %	ECL allowance RMB'000	Gross carrying amount RMB'000	Weighted average loss rate %	ECL allowance RMB'000
Less than six months	407,906	2.2	9,031	344,840	1.9	6,591
Six months to one year	1,323	3.3	44	1,863	3.3	62
Above one year to two years	883	90.6	800	485	95.5	463
Above two years but less than five years	20,629	90.5	18,677	18,721	95.4	17,858
Five years or above	17,957	100.0	17,957	17,957	96.2	17,266
	448,698		46,509	383,866		42,240

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

21. ACCOUNTS RECEIVABLE (Cont'd)

The movement in ECL allowance in accounts receivable during the year is as follows:

	2024 RMB'000	2023 RMB'000
At 1st January,	42,240	46,162
Write-off of uncollectible amounts	–	(4,344)
ECL allowance recognised	4,269	422
At 31st December,	46,509	42,240

22. NOTES RECEIVABLE

	Note	2024 RMB'000	2023 RMB'000
Notes receivable	22(a)	78,795	99,053
Notes receivable from affiliated companies	33(d)	3,703	865
		82,498	99,918

(a) All notes receivable are denominated in Renminbi and are primarily notes received from customers for settlement of accounts receivable balances. As at reporting date, all notes receivable were guaranteed by established banks in the PRC with maturities of less than six months from 31st December, 2024 (2023: same).

(b) The Group does not hold the notes receivable until maturity but endorses or discounts these notes receivable before maturity for the settlement of the Group's creditors. Accordingly, these notes receivable are classified as financial assets at FVOCI (recycling) and are stated at fair value. The fair value is based on the net present value at reporting date from expected timing of endorsements and discounting at the interest rates for the respective notes receivable (2023: same). The fair value is within level 2 of the fair value hierarchy.

23. OTHER CURRENT ASSETS

	Note	2024 RMB'000	2023 RMB'000
Compensation receivable from government	23(a)	127,424	–
Other receivables	23(b)	279,136	56,589
Prepayments and other current assets		30,161	16,849
Other taxes recoverable		65,529	11,939
Amounts due from affiliated companies	33(e)	63,970	49,527
		566,220	134,904

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

23. OTHER CURRENT ASSETS (Cont'd)

(a) Compensation receivable from government

In relation to a mandatory expropriation plan of Shenyang Dadong District People's Government (the "Dadong Government"), JSA entered into an expropriation compensation agreement (the "Agreement") with the Dadong Government that JSA's the factory and office premises were expropriated. In return, Dadong Government agreed to a total monetary compensation of approximately RMB451,402,000 covering the estimated factory relocation costs and set-up costs, including property, plant and equipment with net book value of approximately RMB337,525,000 disposed of in this expropriation.

Based on the percentage of cost incurred in relation to the relocation and set-up of new plant, the movements of the relocation compensation receivable during year are as follows:

	2024 RMB'000	2023 RMB'000
Relocation compensation recognised and offset to respective costs	344,627	–
Relocation compensation received	(217,203)	–
Relocation compensation receivable	127,424	–

(b) Other receivables

	2024 RMB'000	2023 RMB'000
Amounts due from third parties	4,880,174	4,677,414
Less: ECL allowance	(4,601,038)	(4,620,825)
At 31st December,	279,136	56,589

As at 31st December, 2024, there is receivables from the Administrator of approximately RMB211,276,000 (2023: Nil) included in other receivables.

Other receivables are all due from third parties and denominated in Renminbi. ECL allowance includes full amounts of ECL allowance of in aggregate of approximately RMB4,074,300,000 (2023: approximately RMB4,074,300,000) provided for the loss of the unauthorised pledged short-term deposits of the Group for banking facilities granted to and advances to some third parties. This ECL allowance is included in the stage 3 of the below analysis table, for two years ended 31st December, 2023 and 2024.

The directors consider that the fair values of carrying value of other receivables are expected to be recovered within one year are not materially different from their carrying amounts because these balances have short maturity periods.

The movement in ECL allowance in other receivables during the year is as follows:

	2024 RMB'000	2023 RMB'000
At 1st January,	4,620,825	4,216,866
Transfer (to) from ECL allowance for amounts due from affiliated companies (note 33(e))	(2,094)	404,000
ECL allowance reversed	(17,693)	(41)
At 31st December,	4,601,038	4,620,825

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

23. OTHER CURRENT ASSETS (Cont'd)

(b) Other receivables (Cont'd)

	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000	Total RMB'000
At 1st January, 2023	102	49	4,216,715	4,216,866
Transfer from ECL allowance from amounts due from affiliated companies	-	-	404,000	404,000
Transfer from Stage 1 to Stage 2	(102)	102	-	-
ECL allowance recognised (reversed) during the year	1,360	(151)	(1,250)	(41)
At 31st December, 2023 and 1st January, 2024	1,360	-	4,619,465	4,620,825
Transfer to ECL allowance from amounts due from affiliated companies	-	-	(2,094)	(2,094)
Transfer from Stage 1 to Stage 2	(1,360)	1,360	-	-
ECL allowance (reversed) recognised during the year	426	(1,324)	(16,795)	(17,693)
At 31st December, 2024	426	36	4,600,576	4,601,038

As at 31st December, 2024, included in ECL allowance is RMB4,074,300,000 (2023: RMB4,074,300,000) for the amounts due from some third parties under Stage 3.

24. ACCOUNTS PAYABLE

	Note	2024 RMB'000	2023 RMB'000
Accounts payable	24(a)	249,835	283,622
Accounts payable to affiliated companies	33(f)	10,544	13,658
		260,379	297,280

(a) An aging analysis of accounts payable based on the invoice date is set out below:

	2024 RMB'000	2023 RMB'000
Less than six months	178,048	201,158
Six months to one year	9,828	11,073
Above one year but less than two years	13,255	17,142
Two years or above	48,704	54,249
	249,835	283,622

Accounts payable with balances denominated in currencies other than Renminbi are considered not significant. All these amounts are payable within one year.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

25. OTHER CURRENT LIABILITIES

	Note	2024 RMB'000	2023 RMB'000
Contract liabilities		11,316	1,421
Other payables and accrued expenses		347,036	170,061
Other taxes payable		3,705	4,904
Deferred government grants	25(a)	74,688	79,568
Lease liabilities	26	122,440	26,094
Amounts due to affiliated companies	33(g)	21,187	67,443
		580,372	349,491
Less: non-current portion		(172,185)	(84,821)
Current portion		408,187	264,670

Contract liabilities represent deposits received before production activity commences, which give rise to contract liabilities at the start of a contract until the revenue recognised on the project exceeds the amount of the deposits.

As at 31st December, 2024, there is payables to the creditors under the Restructuring of approximately RMB110,030,000 (2023: Nil) included in other payables and accrued expenses.

Non-current portion of other liabilities at 31st December, 2024 composed of the following:

	Note	2024 RMB'000	2023 RMB'000
Deferred government grants	25(a)	69,810	74,689
Lease liabilities	26	102,375	10,132
		172,185	84,821

(a) Deferred government grants

	2024 RMB'000	2023 RMB'000
Government grants to be recognised as income		
– within one year	4,878	4,879
– over one year	69,810	74,689
	74,688	79,568

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

26. LEASE LIABILITIES

The following table shows the remaining contractual maturities of the Group's lease liabilities:

	2024 RMB'000	2023 RMB'000
Total minimum lease payments		
– due within the first year	21,213	16,684
– due over the first to second years	13,456	8,525
– due over the second to fifth years	25,294	1,896
– due after the fifth year	84,724	–
	144,687	27,105
Less: future finance charges on lease liabilities	(22,247)	(1,011)
Present value of lease liabilities	122,440	26,094
	2024 RMB'000	2023 RMB'000
Present value of total minimum lease payments		
– due within the first year	20,065	15,962
– due in the first to second years	12,430	8,259
– due in the second to fifth years	12,474	1,873
– due after the fifth year	77,471	–
	122,440	26,094
Less: portion due within one year included under current liabilities	(20,065)	(15,962)
Portion due after one year included under non-current liabilities	102,375	10,132

As at 31st December, 2024, all lease liabilities are effectively secured by the related underlying assets as the right-to-use assets would be reverted to the lessors in the event of default of lease payment by the Group.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

26. LEASE LIABILITIES (Cont'd)

During the year ended 31st December, 2024, the total cash outflows for the leases are RMB26,565,000 (2023: RMB28,662,000).

Types of right-of-use assets	Financial statements items of right-of-use assets included in	Number of leases	Range of remaining lease term	Particulars
Office and factory buildings	Buildings in "property, plant and equipment"	2024: 21 2023: 20	2024: 0.83 to 9.71 years 2023: 0.26 to 2.62 years	Some of the contracts contain an option to renew the leases after the end of the contracts by giving a two-month to six-month notice to landlords before the end of the contracts
Machinery and equipment	Machinery and equipment in property, plant and equipment"	2024: – 2023: 1	2024: N/A 2023: 2.16 years	This contract does not contain any renewal and termination options

The Group considered that no extension option would be exercised at the lease commencement date.

27. BANK BORROWINGS

	2024 RMB'000	2023 RMB'000
<i>Short-term bank borrowings:</i>		
Secured bank borrowings	100,000	344,500
Unsecured bank borrowings	230,000	580,000
	330,000	924,500

The short-term bank borrowings as at 31 December 2024, were interest-bearing at rates from 2.85% to 4.75% (2023: 3.80% to 5.50%) per annum and repayable from 7th January, 2025 to 5th March 2025 (2023: 19th January, 2024 to 6th December, 2024).

Included in short-term bank borrowings are bank borrowings of RMB140 million (2023: RMB700 million) from a non-controlling interest of BBAFC. As at 31st December, 2024, secured short-term bank borrowings are secured by the Group's loan receivables of approximately RMB126.2 million (2023: RMB443.7 million).

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

28. PROVISION FOR LOSS

	2024 RMB'000	2023 RMB'000
As at 1st January, Settlements	1,469,944 (915,745)	1,917,062 (447,118)
As at 31st December,	554,199	1,469,944

The provision for loss represents the estimated loss from the events of unauthorised guarantees provided by SJAI, a subsidiary of the Group, to four creditors banks as security for the bank borrowings of Huachen after its default on repayment to the creditor banks.

Based on the court judgements, SJAI has to bear 50% of the undischarged bank borrowings under the unauthorised guarantees that Huachen eventually fails to repay. Although restructuring plan of Huachen was announced it is in the process of realising its assets and settling its debts to its creditors as required by the restructuring plan, it is still uncertain whether Huachen will be able to settle all of these bank borrowings under these unauthorised guarantees. Accordingly, the Group recognised the provision of approximately RMB1,917,062,000 in prior years for the respective losses which is 50% of the bank facilities utilised under these unauthorised guarantees plus the related legal costs.

The Group has accumulatively settled debts and related legal costs in aggregate of approximately RMB1,362,863,000 up to 31st December, 2024 to four creditor banks based on the assumption that Huachen will be able to settle the remaining 20% of the guaranteed bank borrowing portion. The management considered the provision is sufficient and necessary until the future completion of Huachen's financial restructuring process.

29. DEFERRED TAX ASSET

As at 31st December, 2024, the Group had unrecognised deferred tax asset in respect of tax losses of approximately RMB3,423 million (2023: approximately RMB3,369 million) which will expire at various dates up to and including 2029 (2023: 2028).

In addition, as at 31st December, 2024, the Group also had not recognised deferred tax asset in respect of temporary differences of approximately RMB142 million (2023: approximately RMB522 million), which had mainly arisen from provision for impairment losses, deferred income and depreciation allowances, for the reason that it is uncertain as to their recoverability.

30. RETIREMENT PLAN AND EMPLOYEES' BENEFITS

As stipulated by the regulations of the PRC, the Group participates in various defined contribution retirement plans organised by municipal and provincial governments for its employees. The Group is required to make contributions to the retirement plans at rates ranging from 15% to 16% (2023: 15% to 16%) of salaries, bonuses and certain allowances of the employees. A member of the plan is entitled to a pension equal to a fixed proportion of the salary prevailing at the member's retirement date. The Group has no other material obligation for the payment of pension benefits associated with these plans beyond the annual contributions described above.

The Group's Hong Kong employees are covered by the mandatory provident fund which is managed by an independent trustee. The Group and its Hong Kong employees each makes monthly mandatory contributions to the scheme at 5% (2023: 5%) of the employee's salary with the maximum amount of HK\$1,500 (2023: HK\$1,500) by each of the Group and the employee per month. The retirement benefit scheme cost charged to profit or loss represents contributions payable by the Group to the fund.

The Group's contributions for staff in Hong Kong and the PRC for the year ended 31st December, 2024 were approximately RMB16.3 million (2023: approximately RMB13.8 million).

At 31st December, 2024 and 2023, the Group had no forfeited contributed available to reduce its contributions to the pension schemes in future years.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

31. SHARE CAPITAL AND SHARE OPTIONS

(a) Share capital

	2024		2023	
	Number of shares '000	Amount US\$'000	Number of shares '000	Amount US\$'000
Authorised:				
Ordinary shares at par value of US\$0.01 each				
As at 1st January, and 31st December,	8,000,000	80,000	8,000,000	80,000

	2024		2023	
	Number of shares '000	Amount RMB'000	Number of shares '000	Amount RMB'000
Issued and fully paid:				
As at 1st January, and 31st December,	5,045,269	397,176	5,045,269	397,176

During the year and at 31st December, 2024, the Company did not have any outstanding share option.

(b) Capital management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, by pricing products and services commensurate with the level of risk and by securing access to financing at a reasonable cost.

The Group actively and regularly reviews and manages its capital structure to maintain a balance between the higher shareholder returns that might be possible with higher levels of borrowings and the advantages securely afforded by a sound capital position, and makes adjustments to the capital structure in light of changes in business and economic conditions, including adjustments to the amount of dividends paid to shareholders, issue of new shares and return of capital to shareholders, etc.

Management monitors the Group's capital structure on the basis of the debt-to-equity ratio. For this purpose, the Group defines debts as the sum of all short-term debts and long-term debts, including bank borrowings of approximately RMB330.0 million (2023: bank borrowings of approximately RMB924.5 million). As at 31st December, 2024, the Group's debt-to-equity ratio was 1.2% (2023: 1.8%).

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

31. SHARE CAPITAL AND SHARE OPTIONS (Cont'd)

(c) Share options

On 4th June, 2019, the Company adopted a new share option scheme (the “Share Option Scheme”). The Share Option Scheme came into effect on 5th June, 2019 and will remain in force for a period of 10 years till 4th June, 2029 (inclusive). The terms of the Share Option Scheme allow for the Company’s board of directors to grant options to the participants (including the Group’s employees, non-executive directors, suppliers and customers, etc.) to subscribe for the Company’s shares at a price which should not be lower than the higher of:

- (i) the closing price of the shares on the SEHK as stated in SEHK’s daily quotation sheet on the date of grant, which must be a business date;
- (ii) the average closing price of the shares on the SEHK as stated in SEHK’s daily quotation sheets for the five business days immediately preceding the date of grant; and
- (iii) the nominal value of a share of the Company.

As at 31st December, 2024, the Company had no outstanding share option under the Share Option Scheme (2023: nil).

32. RESERVES

(a) Retained earnings

The Group’s retained earnings included an amount of approximately RMB1,737,066,000 (2023: approximately RMB1,736,368,000) reserved by the subsidiaries in the PRC in accordance with the relevant PRC regulations. The PRC laws and regulations require companies registered in the PRC to allocate 10% of their profits after tax (determined under PRC GAAP) to their respective statutory reserves. No allocation to the statutory reserves is required after the balance of such reserve reaches 50% of the registered capital of the respective companies. The statutory surplus reserves shall only be used to make up losses of the company, to expand the company’s production operations, or to increase the capital of the company.

(b) Capital reserve

Capital reserve represents dedicated capital of a subsidiary of the Group, Xing Yuan Dong, released for capitalisation of paid-up registered capital as approved by the board of directors in accordance with the relevant laws and regulations in prior years. Such release of dedicated capital is credited to the capital reserve.

(c) Hedging reserve

It represents the Group’s share of the hedging reserve in the equity of BBA. Where a derivative financial instrument is designated as a hedge of the variability in cash flows of a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk of a committed future transaction, the effective portion of any gains or losses on remeasurement of the derivative financial instrument to fair value are recognised in other comprehensive income and accumulated separately in equity in the hedging reserve.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

33. CONNECTED AND RELATED PARTY TRANSACTIONS

Related parties include those parties that have the ability to control the other party or exercise significant influence in making financial and operating decisions. Parties are also considered to be related if they are subject to common control. The Group is subject to the control of the PRC Government.

In accordance with HKAS 24 (revised) Related Party Disclosures, other state-owned enterprises and their subsidiaries, directly or indirectly controlled by the PRC Government (“**government-related entities**”) are regarded as related parties of the Group.

For the related party transactions disclosure purpose, an affiliated company is a company in which one or more of the directors or substantial shareholders of the Company have direct or indirect beneficial interests in the company or are in a position to exercise significant influence over the company, including associates of the Group. Parties are also considered to be affiliated if they are subject to common control or common significant influence.

In addition to the related party information shown elsewhere in the consolidated financial statements, the following is a summary of significant related party transactions entered into the ordinary and usual course of business and balances between the Group and its related parties, including other government-related entities.

The transactions and balances with JSA are disclosed in this note continuously from previous years, notwithstanding that JSA was deconsolidated from the Group in 2022 when JSA underwent the Restructuring. It was because JSA is continuously regarded as an indirect subsidiary of the Company during the period of the Restructuring under PRC laws and regulations.

During the year, the Group had significant transactions and balances with the following related parties, some of which are also deemed to be connected persons pursuant to the Listing Rules.

<u>Name</u>	<u>Relationship</u>
Shenyang Automobile	Major shareholder of the Company (Note)
Huachen (Note)	(Note)
Liaoning Shenhua Holdings Co., Ltd. (“ Shenhua Holdings ”)	(Note)
The Bank of East Asia (China) Limited (“ BEAC ”)	An affiliated company of Bank of East Asia, and CaixaBank S.A., collectively holding 45% of BBAFC

Note: During the year, Shenyang Automobile, a PRC government-related entity, became the single largest shareholder of the Company as detailed in note 1. As Huachen (which was related to the Group in prior years as the major shareholder of the Company) and Shenhua Holdings (which was related to the Group in prior years due to common directorship of a director of the Company) are also the subsidiaries of Shenyang Automobile, they were related to the Group during the year as the affiliated companies of Shenyang Automobile and therefore are still connect persons of the Company under the Listing Rules.

In addition, Brilliance Holdings Limited (“**BHL**”) ceased to be a related party to the Group as the relationship of common directorship ceased in the year.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

33. CONNECTED AND RELATED PARTY TRANSACTIONS (Cont'd)

- (a) The related party transactions in respect of items listed below also constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. Particulars of the connected transactions and continuing connected transactions are detailed in the Report of the Directors.

	2024	2023
	RMB'000	RMB'000
Sales of goods:		
– An affiliated company of Shenyang Automobile (<i>Note i</i>)	1,419	–
Purchases of goods and services:		
– Affiliated companies of Shenyang Automobile (<i>Note ii</i>)	1,395	412
Service fees from		
– BEAC	4,273	42,303

Note i: These were transacted with an affiliated company/affiliated companies of Huachen.

Note ii: As at 31st December, 2024, there was approximately RMB1,543,000 (2023: nil) of services acquired by the Group which constituted de minimis continuing connected transactions and are fully exempt from announcement and independent shareholders' approval requirements under chapter 14A of the Listing Rules.

- (b) In addition to the above and disclosed elsewhere in these consolidated financial statements, the Group also had the following material related party transactions:

	2024	2023
	RMB'000	RMB'000
Sales of goods:		
– Associates	11,221	8,324
Other transactions:		
Purchases from an associate	2,057	–
Comprehensive service income from an associate	481	–
Interest payment to a non-controlling interest of BBAFC	13,151	29,836
Service fee to a non-controlling interest of BBAFC	591	1,431
Acquisition of property, plant and equipment from an associate	85	–
Lease payment rent to an affiliated company of		
Shenyang Automobile/Shenhua Holdings	629	743
Rental income from an associate	–	100

The above sale and purchase transactions were carried out after negotiations between the Group and the affiliated companies in the ordinary course of business and on the basis of estimated market values as determined by the directors.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

33. CONNECTED AND RELATED PARTY TRANSACTIONS (Cont'd)

(c) As at 31st December, 2024, the Group's accounts receivable from affiliated companies consisted of the following:

	2024 RMB'000	2023 RMB'000
Accounts receivable from related parties:		
– Shenhua Holdings and its affiliated companies	10,416	10,416
– Huachen and its affiliated companies	10,553	20,131
– Associates	1,397	2,485
	22,366	33,032
Less: ECL allowance	(21,004)	(30,608)
	1,362	2,424

The Group's credit policy is to offer credit to affiliated companies following financial assessment and established payment track record. These affiliated companies are generally required to settle 25% to 33% of the previous month's ending balances.

The directors consider that the fair values of accounts receivable from affiliated companies which are expected to be recovered within one year are not materially different from their carrying amounts because these balances have short maturity periods on their inception. The fair values are within level 2 of the fair value hierarchy.

The aging analysis of gross accounts receivable due from affiliated companies based on invoice date is as follows:

	2024 RMB'000	2023 RMB'000
Less than six months	1,397	2,460
Above two years but less than five years	7,303	11,952
Five years or above	13,666	18,620
	22,366	33,032

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

33. CONNECTED AND RELATED PARTY TRANSACTIONS (Cont'd)

(c) (Cont'd)

The table below provides information about the exposure to credit risk and ECL model for accounts receivable from affiliated companies which are assessed based on the provision matrix as at 31st December, 2024.

	2024			2023		
	Gross carrying amount RMB'000	Weighted average loss rate %	ECL allowance RMB'000	Gross carrying amount RMB'000	Weighted average loss rate %	ECL allowance RMB'000
Less than six months	1,397	2.5	35	2,460	1.4	36
Above two years but less than five years	7,303	100.0	7,303	11,952	100.0	11,952
Five years or above	13,666	100.0	13,666	18,620	100.0	18,620
	22,366		21,004	33,032		30,608

The movement in ECL allowance in accounts receivable from affiliated companies during the year is as follows:

	2024 RMB'000	2023 RMB'000
At 1st January,	30,608	98,786
ECL allowance recognised	-	3,616
Write-off of uncollectible amounts	(1,024)	(71,794)
ECL allowance reversed	(8,580)	-
At 31st December,	21,004	30,608

(d) As at 31st December, 2024, the Group's notes receivable from affiliated companies arising from trading activities consisted of the following:

	2024 RMB'000	2023 RMB'000
Notes receivable from associates	3,703	865

All notes receivable from affiliated companies are guaranteed by established banks in the PRC and have maturities of six months or less from 31st December, 2024 (2023: same).

For the same reason as stated in note 22, the notes receivable from affiliated companies are classified as financial assets at FVOCI (recycling) and stated at fair value. The fair value is within level 2 of the fair value hierarchy.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

33. CONNECTED AND RELATED PARTY TRANSACTIONS (Cont'd)

(e) As at 31st December, 2024, the amounts due from affiliated companies consisted of:

	2024 RMB'000	2023 RMB'000
Amounts due from related parties:		
– Associates (<i>Note i</i>)	989,168	1,075,385
– Xinhua Investment (<i>Note ii</i>)	364,924	364,924
– Affiliated companies of Shenyang Automobile (<i>Note iii</i>)	48,742	87,465
– Non-controlling interest of a subsidiary	45,338	48,358
	1,448,172	1,576,132
Less: ECL allowance	(1,384,202)	(1,526,605)
	63,970	49,527

Note i: As a result of certain settlement from Brilliance Power during the year, the ECL allowance recognised for the amount due from Brilliance Power reduced to approximately RMB42,517,000 (2023: approximately RMB128,320,000). Full amount of ECL allowance of approximately RMB858,000,000 (2023: same) was still recognised for the amount due from Shenyang Chenfa.

Note ii: Full amount of ECL allowance for RMB364,924,000 (2023: RMB364,924,000) due from Xinhua Investment, a shareholder of Power Xincheng was recognised at 31st December, 2024 (2023: same).

Note iii: These were all due from Huachen and its affiliated companies and ECL allowance of approximately RMB31,335,000 (2023: approximately RMB87,464,000) was recognised for the amounts due.

The other amounts due from affiliated companies are unsecured, interest-free and repayable on demand.

The movement in ECL allowance in amounts due from affiliated companies during the year is as follows:

	2024 RMB'000	2023 RMB'000
At 1st January,	1,526,605	2,853,178
ECL allowance (reversed) recognised	(143,417)	213
Write-off of uncollectible amounts (<i>Note i</i>)	(1,080)	(922,786)
Transfer from (to) ECL allowance for other receivables (<i>Note 23</i>)	2,094	(404,000)
At 31st December,	1,384,202	1,526,605

Note i: The amount represents write-off of uncollectible amounts based on the announcement of restructuring plan of Huachen and its affiliated companies.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

33. CONNECTED AND RELATED PARTY TRANSACTIONS (Cont'd)

(e) (Cont'd)

	Stage 1 RMB'000	Stage 2 RMB'000	Stage 3 RMB'000	Total RMB'000
At 1st January, 2023	492	536	2,852,150	2,853,178
Transfer from Stage 1 to Stage 2	(492)	492	-	-
Transfer from Stage 2 to Stage 3	-	-	(404,000)	(404,000)
ECL allowance recognised during the year	399	(102)	(84)	213
Write-off of uncollectible amounts	-	-	(922,786)	(922,786)
At 31st December, 2023 and 1st January, 2024	399	926	1,525,280	1,526,605
Transfer to ECL allowance for other receivables	-	-	2,094	2,094
ECL allowance reversed during the year	(399)	-	(143,018)	(143,417)
Write-off of uncollectible amounts	-	-	(1,080)	(1,080)
At 31st December, 2024	-	926	1,383,276	1,384,202

As at 31st December, 2024, included in ECL allowance of approximately RMB1,381,197,000 (2023: approximately RMB1,523,351,000) from amounts due from Huachen and its affiliated companies, Xinhua Investment and Shenyang ChenFa under Stage 3.

(f) As at 31st December, 2024, the Group's accounts payable to affiliated companies arising from trading activities consisted of the following:

	2024 RMB'000	2023 RMB'000
Due to related parties:		
- Associates	2,844	2,486
- Affiliated companies of Shenyang Automobile (Note)	7,700	6,048
- An affiliated company of BHL	-	10
	10,544	8,544
- JSA	-	5,114
	10,544	13,658

Note: The balances were payable to Huachen and its affiliated companies

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

33. CONNECTED AND RELATED PARTY TRANSACTIONS (Cont'd)

(f) (Cont'd)

The accounts payable to affiliated companies are unsecured and interest-free. Accounts payable to affiliated companies are generally settled on a monthly basis at 25% to 33% of the previous month's ending balance. The aging analysis of accounts payable to affiliated companies based on invoice date is as follows:

	2024	2023
	RMB'000	RMB'000
Six months to one year	–	505
Above one year but less than two years	–	9,246
Two years or above	10,544	3,907
	10,544	13,658

(g) As at 31st December, 2024, the amounts due to affiliated companies by the Group consisted of:

	2024	2023
	RMB'000	RMB'000
Amounts due to related parties:		
– An associate	69	–
– Affiliated companies of Shenyang Automobile (<i>Note</i>)	18,414	10
– Affiliated companies of BHL	–	28,405
– Non-controlling interests of subsidiaries	2,704	1,812
	21,187	30,227
– JSA	–	37,216
	21,187	67,443

Note: These balances include approximately RMB17,320,000 (2023: approximately RMB10,000) payable to Huachen and its affiliated companies and approximately RMB1,094,000 (2023: nil) payable to another affiliated company of Shenyang Automobile.

Amounts due to affiliated companies by the Group are unsecured, interest-free and repayable on demand.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

33. CONNECTED AND RELATED PARTY TRANSACTIONS (Cont'd)

- (h) Compensation benefits to key management personnel are as follows:

	2024 RMB'000	2023 RMB'000
Short-term employee benefits and post-employment benefits	21,142	21,820

Other than the related party transactions disclosed above, no other transaction, arrangement or contract of significance to which the Company was a party and in which a director of the Company or a connected entity of the director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

- (i) Transactions and balances with other state-owned enterprises in the PRC

The Group operates in an economic environment predominated by government-related entities. During the year, the Group had entered into various transactions with government-related entities including, but not limited to sales of non-BMW vehicles and automotive components, purchases of raw materials and automotive components, and utilities services.

The directors consider that transactions with other government-related entities are activities in the ordinary course of the Group's business, and that the dealings of the Group have not been significantly or unduly affected by the fact that the Group and other government-related entities are ultimately controlled or owned by the PRC Government. The Group has established pricing policies for its products and services, and such pricing policies do not depend on whether or not the customers are government related entities. Having due regard to the substance of the relationships, the directors are of the opinion that none of these transactions are material related party transactions that require separate disclosure except for the transactions with government-related entities as disclosed above and majority parts of bank balances, short-term and pledged short-term deposits with and bank borrowings from state-owned financial institutions. The directors are of the opinion that such transactions were conducted in the ordinary course of business and in accordance with normal commercial terms.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

34. CASH GENERATED FROM (USED IN) OPERATIONS AND RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

(a) Cash generated from (used in) operations:

	2024	2023
	RMB'000	RMB'000
Profit before income tax expense	4,519,902	8,262,811
Share of results of of associates	(4,361,370)	(7,796,829)
Unrealised gain on cash and cash equivalents in foreign currencies	(4,611)	-
Exchange loss arising from payments of dividends	-	128,295
Interest and financing service income	(620,695)	(949,388)
Finance costs	3,684	1,744
Dividend income from equity investments	-	(76)
Reversal of provision for inventories sold	(6,489)	(1,341)
Depreciation of property, plant and equipment	162,504	72,320
Amortisation of intangible assets	23,884	10,173
Amortisation of land lease prepayments	2,119	2,118
Loss on disposal of property, plant and equipment	7,938	4,538
Deferred income from government grants	(8,468)	(6,972)
Loss on disposal of equity investment	2,574	-
Impairment loss on property, plant and equipment	1,285	-
Provision for inventories	5,693	21,037
Net provision (reversal) of ECL allowance on:		
- Accounts receivable	4,269	422
- Accounts receivable from affiliated companies	(8,580)	3,616
- Amounts due from affiliated companies	(143,417)	213
- Loan receivables	56,262	49,641
- Other receivables grouped under other current assets	(17,693)	(41)
- Dividend receivable from an associate	-	(619)
- Other receivables grouped under other non-current assets	-	(5)
Operating loss before working capital change	(381,209)	(198,343)
Increase (Decrease) in statutory deposit reserves at central bank	15,000	(25,000)
Decrease in inventories	48,122	38,069
Increase in accounts receivable	(50,636)	(66,013)
Decrease (Increase) in loan receivables	828,984	(1,055,546)
Decrease (Increase) in notes receivable	17,459	(5,654)
Decrease (Increase) in other current assets	219,270	(58,367)
Decrease in accounts payable	(36,901)	(69,549)
Increase in notes payable	60,523	49,181
Decrease in other current liabilities	(80,645)	(19,224)
Cash generated from (used in) operations	639,967	(1,410,446)

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

34. CASH GENERATED FROM (USED IN) OPERATIONS AND RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES (Cont'd)

(b) Reconciliation of liabilities arising from financing activities:

The table below details changes in the Group's liabilities from financing activities for the year.

	Deferred government grant RMB'000	Bank borrowings RMB'000	Lease liabilities RMB'000	Total RMB'000
At 1st January, 2024	79,568	924,500	26,094	1,030,162
<i>Changes from financing cash flows:</i>				
Cash received from financing				
from banks	-	790,000	-	790,000
Repayments to banks	-	(1,384,500)	-	(1,384,500)
Payments	-	-	(19,582)	(19,582)
Interest paid for lease liabilities	-	-	(3,684)	(3,684)
Government grant received	3,588	-	-	3,588
<i>Changes from non-cash movements:</i>				
Deferred income recognised	(8,467)	-	-	(8,467)
Termination of lease	-	-	(1,165)	(1,165)
Inception of lease liabilities	-	-	117,093	117,093
Interest expense recognised <i>(note 6)</i>	-	-	3,684	3,684
At 31st December, 2024	74,689	330,000	122,440	527,129

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

34. CASH GENERATED FROM (USED IN) OPERATIONS AND RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES (Cont'd)

(b) Reconciliation of liabilities arising from financing activities: (Cont'd)

	Deferred government grant RMB'000	Bank borrowings RMB'000	Lease liabilities RMB'000	Total RMB'000
At 1st January, 2023	84,447	357,500	34,615	476,562
<i>Changes from financing cash flows:</i>				
Cash received from financing from banks	–	1,692,000	–	1,692,000
Repayments to banks	–	(1,125,000)	–	(1,125,000)
Payments	–	–	(22,209)	(22,209)
Interest paid for lease liabilities	–	–	(1,471)	(1,471)
Government grant received	2,093	–	–	2,093
<i>Changes from non-cash movements:</i>				
Deferred income recognised	(6,972)	–	–	(6,972)
Inception of lease liabilities	–	–	2,590	2,590
Lease modification	–	–	11,098	11,098
Interest expense recognised (<i>note 6</i>)	–	–	1,471	1,471
At 31st December, 2023	79,568	924,500	26,094	1,030,162

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

35. RE-ACQUISITION OF ASSETS AND LIABILITIES ON RESUMPTION OF CONTROL IN JSA

As set out in note 18, the Group resumed the control in JSA after the completion of Capital Contribution in the Restructuring. The Group injected in aggregate approximately RMB1,336,912,000 to resume the control and re-acquire the fair value of the following identifiable assets and liabilities of JSA.

	RMB'000
Property, plant and equipment (<i>note 13</i>)	1,195,453
Intangible assets (<i>note 12</i>)	120,444
Other long-term assets	2,006
Inventories	180,546
Accounts receivable	4,554
Other receivables	315,513
Prepayments and other current assets	46,539
Cash and cash equivalents	51,017
Other payables and accrued expenses	(258,276)
Other taxes payable	(1,561)
<hr/>	
Total net assets	1,656,235
Non-controlling interests	(319,323)
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Capital Contribution	1,336,912
Less: Capital Contribution paid in 2023 and recognised as prepayment for investment	(282,557)
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Capital Contribution paid in the year	1,054,355
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Cash paid in the year	(1,054,355)
Bank balances and cash of JSA acquired	51,017
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Net cash paid at time of resumption of control in JSA	(1,003,338)

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

36. COMMITMENTS

(a) Capital commitments

	2024	2023
	RMB'000	RMB'000
Contracted but not provided for:		
– Acquisition of plant and machinery and intangible assets	164,873	17,528
– Capital injection into the investment in JSA	–	1,054,356
– Capital injection into the new joint venture	700,000	–
	864,873	1,071,884

By 31st December, 2024, SJAI entered into a joint venture agreement (the “**JV Agreement**”) with TCL Hengshi Tianrui Investment (Ningbo) Co., Ltd.* (TCL 恒時天瑞投資(寧波)有限公司) (“**TCL Ningbo**”) in relation to the formation of a joint venture to engage in the development and manufacturing of intelligent cockpit and display assembly business in the People’s Republic of China (“**China**”) (the “**Joint Venture**”).

Pursuant to the JV Agreement, the Joint Venture will be held as to 50% and 50% by SJAI and TCL Ningbo, respectively, upon its establishment. The total capital commitment to the Joint Venture will be RMB1,400 million, of which RMB700 million will be contributed by SJAI in cash and RMB700 million will be contributed by TCL Ningbo partly in cash and partly by injection of assets. The Group intends to finance its capital contribution in the Joint Venture from its internal resources.

(b) Lease commitments

As at 31st December, 2024, the Group had future aggregate minimum lease payments of approximately RMB23,000 (2023: approximately RMB30,000) which are payable within one year under non-cancellable operating leases in respect of leased properties.

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

37. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

	2024	2023
	RMB'000	RMB'000
Non-current assets		
Property, plant and equipment	24,282	3,855
Interests in subsidiaries	3,268,633	3,284,863
Interests in associates	6,482	6,482
Equity investments	1,839	1,771
Total non-current assets	3,301,236	3,296,971
Current assets		
Cash and cash equivalents	952,807	219,568
Other current assets	6,508	5,201
Total current assets	959,315	224,769
Current liabilities		
Other current liabilities	19,815	16,250
Total current liabilities	19,815	16,250
Net current assets	939,500	208,519
Total assets less current liabilities	4,240,736	3,505,490
Non-current liabilities		
Lease liabilities	14,849	–
Total non-current liabilities	14,849	–
NET ASSETS	4,225,887	3,505,490
Capital and reserves		
Share capital	397,176	397,176
Reserves (<i>Note</i>)	3,828,711	3,108,314
TOTAL EQUITY	4,225,887	3,505,490

Zhang Yue
Director

Jiang Bo
Director

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

37. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (Cont'd)

Note: The movement of the Company's reserves are as follows:

	Share premium RMB'000	Investment fair value reserve RMB'000	Cumulative translation adjustments reserve RMB'000	Retained earnings RMB'000	Total RMB'000
As at 1st January, 2023	2,476,082	(5,709)	39,179	392,324	2,901,876
Dividends	-	-	-	(8,621,842)	(8,621,842)
Profit and total comprehensive income for the year	-	(4,015)	-	8,832,295	8,828,280
As at 31st December, 2023 and 1st January, 2024	2,476,082	(9,724)	39,179	602,777	3,108,314
Dividends	-	-	-	(27,210,904)	(27,210,904)
Profit and total comprehensive income for the year	-	68	-	27,931,233	27,931,301
As at 31st December, 2024	2,476,082	(9,656)	39,179	1,323,106	3,828,711

The directors consider that the Company had approximately RMB1,362.3 million (2023: approximately RMB642.0 million) available for distribution to shareholders.

38. INTERESTS IN SUBSIDIARIES

Details of the Company's subsidiaries as at 31st December, 2024 and 2023 were as follows:

Name of company	Registered capital/ issued and fully paid capital	Legal structure	Percentage of effective equity interest/ voting right attributable to the Company				Principal activities
			2024		2023		
			Directly	Indirectly	Directly	Indirectly	
JSA ⁷	US\$1,795,963,000	Equity joint venture	-	80.72%	-	51%	Test run on manufacturing of non-BMW vehicles and automotive components
Ningbo Yumin ²	US\$22,500,000	Wholly foreign owned enterprise	-	100%	-	100%	Manufacture and sale of automotive components
Xing Yuan Dong ¹	US\$150,000,000	Wholly foreign owned enterprise	100%	-	100%	-	Manufacture and trading of automotive components
Ningbo Brilliance Ruixing Auto Components Co., Ltd. ²	US\$5,000,000	Wholly foreign owned enterprise	100%	-	100%	-	Manufacture and trading of automotive components
Mianyang Ruian ³	US\$22,910,000	Wholly foreign owned enterprise	100%	-	100%	-	Manufacture and trading of automotive components
Shenyang Brilliance Dongxing Automotive Component Co., Ltd. ¹	RMB222,000,000	Wholly foreign owned enterprise	-	100%	-	100%	Manufacture and trading of automotive components and remodeling minibuses and sedans

Notes to the Consolidated Financial Statements (Cont'd)

For the year ended 31st December, 2024

38. INTERESTS IN SUBSIDIARIES (Cont'd)

Name of company	Registered capital/ issued and fully paid capital	Legal structure	Percentage of effective equity interest/ voting right attributable to the Company				Principal activities
			2024		2023		
			Directly	Indirectly	Directly	Indirectly	
Shenyang Brilliance Jindong Development Co., Ltd. ("SBDAC") ⁸	RMB10,000,000	Equity joint venture	-	100%	-	100%	In the process of liquidation
Shenyang Jianhua Motors Engine Co., Ltd. ¹	RMB155,032,500	Equity joint venture	-	100%	-	100%	Investment holding
China Brilliance Automotive Components Group Limited ⁶	US\$12,000	Company with limited liabilities	100%	-	100%	-	Investment holding
Brilliance Investment Holdings Limited ⁵	US\$1	Company with limited liabilities	100%	-	100%	-	Investment holding
Beston Asia Investment Limited ⁵	US\$1	Company with limited liabilities	100%	-	100%	-	Investment holding
Pure Shine Limited ⁵	US\$1	Company with limited liabilities	100%	-	100%	-	Investment holding
Key Choices Group Limited ⁵	US\$50,000	Company with limited liabilities	100%	-	100%	-	Investment holding
Brilliance China Finance Limited ⁵	US\$50,000	Company with limited liabilities	100%	-	100%	-	Investment holding
SJAI ¹	RMB1,500,000,000	Company with limited liabilities	-	100%	-	100%	Investment holding
Shanghai Hidea Auto Design Co., Ltd. ⁴	US\$2,000,000	Equity joint venture	25%	75%	25%	75%	Design of automobiles
BBAFC ⁴	RMB1,600,000,000	Equity joint venture	55%	-	55%	-	Provision of auto financing service

1. Established and with principal activities in Shenyang, the PRC

2. Established and with principal activities in Ningbo, the PRC

3. Established and with principal activities in Mianyang, the PRC

4. Established and with principal activities in Shanghai, the PRC

5. Incorporated in the British Virgin Islands

6. Incorporated in Bermuda

7. Please refer to note 18 for the de-consolidation in 2022 and resumption of control in JSA by the Group in the year for details.

8. The Company lost control over SBDAC on 26th July, 2022 after SBDAC has started the liquidation process on 26th July, 2022 and the liquidation administrator assigned by the PRC Court has taken over the control of SBDAC from the Group.

9. For subsidiaries with principal activity of investment holdings, their investments are all located in the PRC.

39. APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements set out on pages 96 to 184 were approved and authorised for issue by the board of directors on 21st March, 2025.