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FORWARDFASHION
HOLDINGS

Forward Fashion (International) Holdings Company Limited
尚晉(國際)控股有限公司

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 2528)

UNAUDITED INTERIM RESULTS FOR THE SIX MONTHS ENDED 30 JUNE 2026

The board of directors ("**Board**") of Forward Fashion (International) Holdings Company Limited ("**Company**") is pleased to announce the unaudited consolidated financial statements of the Company and its subsidiaries ("**Group**") for the six months ended 30 June 2026, together with the comparative figures for the six months ended 30 June 2025. The financial information has been approved by the Board.

FINANCIAL HIGHLIGHTS

		For the six months ended 30 June 2026	For the six months ended 30 June 2025
Revenue	*HKD million*	**418.24**	443.64
Gross Profit	*HKD million*	**217.13**	221.54
Profit for the period	*HKD million*	**38.76**	7.03
Profit per share	*HKD*	**0.10**	0.02
		As of 30 June 2026	As of 31 December 2025
Current Ratio		**1.51**	1.31
Gearing Ratio		**0.19**	0.44

CONDENSED CONSOLIDATED STATEMENTS OF PROFIT OR LOSS

	Notes	**Unaudited Six months ended 30 June 2026** *HKD'000*	2025 *HKD'000*
Revenue	6	**418,235**	443,641
Cost of sales		**(201,102)**	(222,100)
Gross profit		**217,133**	221,541
Selling and marketing expenses		**(132,495)**	(157,712)
General and administrative expenses		**(38,484)**	(39,568)
Other gains (losses) – net	7	**1,066**	(1,883)
Operating profit		**47,220**	22,378
Finance income		**285**	29
Finance costs		**(4,282)**	(6,888)
Finance costs – net		**(3,997)**	(6,859)
Profit before income tax		**43,223**	15,519
Income tax expense	8	**(4,467)**	(8,488)
Profit for the period	9	**38,756**	7,031
Other comprehensive income/(expense)			
Items that may be reclassified subsequently to profit or loss:			
Currency translation gain/(loss)		**6,620**	(1,726)
Other comprehensive income/(expense) for the period		**6,620**	(1,726)
Total comprehensive income for the period		**45,376**	5,305

	Notes	Unaudited Six months ended 30 June 2026 HKD'000	2025 HKD'000
Profit attributable to:			
– Owners of the Company		**40,756**	8,371
– Non-controlling interests		**(2,000)**	(1,340)
		38,756	7,031
Total comprehensive income for the period attributable to:			
– Owners of the Company		**48,673**	6,550
– Non-controlling interests		**(3,297)**	(1,245)
		45,376	5,305
Profit per share			
Basic and diluted *(HKD)*	10	**0.10**	0.02

CONDENSED CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

	Notes	**Unaudited As at 30 June 2026** *HKD'000*	Audited As at 31 December 2025 *HKD'000*
Non-current assets			
Property, plant and equipment	11	**95,914**	99,699
Right-of-use assets	12	**83,833**	108,575
Intangible assets		**3,090**	3,277
Deferred tax assets		**16,441**	14,144
Prepayments		**8,929**	21,265
Other receivables and deposits		**21,086**	17,568
		229,293	264,528
Current assets			
Inventories	13	**183,924**	210,188
Trade receivables	14	**26,889**	49,637
Prepayments		**29,543**	18,911
Amounts due from related parties	21	**5,495**	6,575
Other receivables and deposits		**14,521**	27,618
Pledged bank deposits	15	**18,108**	18,108
Term deposits with initial term of over three months		**13,393**	1,312
Cash and cash equivalents		**85,485**	76,440
		377,358	408,789
Current liabilities			
Trade and other payables	16	**128,647**	169,130
Amounts due to related parties	21	**32,129**	32,129
Other current liabilities	17	**14,057**	10,195
Contract liabilities		**8,162**	6,465
Lease liabilities	12	**56,049**	62,840
Provisions	18	**6,032**	4,647
Borrowings		**5,066**	27,102
		250,142	312,508
Net current assets		**127,216**	96,281
		356,509	360,809

CONDENSED CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

(Continued)

	Notes	**Unaudited As at 30 June 2026** ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
Capital and reserves			
Share capital	19	**4,000**	4,000
Share premium		**859,232**	859,232
Reserves		**(590,314)**	(598,231)
Accumulated losses		**(11,475)**	(52,231)
Equity attributable to owners of the Company		**261,443**	212,770
Non-controlling interests		**(18,814)**	(15,517)
Total equity		**242,629**	197,253
Non-current liabilities			
Loans from related parties	21	**42,504**	65,812
Other non-current liabilities	17	**8,356**	11,952
Lease liabilities	12	**37,170**	55,584
Provisions	18	**6,700**	7,817
Borrowings		**14,654**	18,252
Deferred tax liabilities		**4,496**	4,139
		113,880	163,556
		356,509	360,809

CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

	Unaudited attributable to owners of the Company						
	Share capital *HKD'000*	Share premium *HKD'000*	Reserves *HKD'000*	Accumulated losses *HKD'000*	Sub-total *HKD'000*	Non-controlling interests *HKD'000*	Total equity *HKD'000*
At 1 January 2026	**4,000**	**859,232**	**(598,231)**	**(52,231)**	**212,770**	**(15,517)**	**197,253**
Total comprehensive income (expense) for the period							
Profit (loss) for the period	**–**	**–**	**–**	**40,756**	**40,756**	**(2,000)**	**38,756**
Other comprehensive income (expense) for the period	**–**	**–**	**7,917**	**–**	**7,917**	**(1,297)**	**6,620**
	–	**–**	**7,917**	**40,756**	**48,673**	**(3,297)**	**45,376**
At 30 June 2026	**4,000**	**859,232**	**(590,314)**	**(11,475)**	**261,443**	**(18,814)**	**242,629**
At 1 January 2025	4,000	859,232	(604,252)	(109,832)	149,148	(17,898)	131,250
Total comprehensive income (expense) for the period							
Profit (loss) for the period	–	–	–	8,371	8,371	(1,340)	7,031
Other comprehensive (expense) income for the period	–	–	(1,821)	–	(1,821)	95	(1,726)
	–	–	(1,821)	8,371	6,550	(1,245)	5,305
At 30 June 2025	4,000	859,232	(606,073)	(101,461)	155,698	(19,143)	136,555

CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS

	Unaudited Six months ended 30 June	
	2026	2025
	HKD'000	*HKD'000*
Net cash from operating activities	**134,095**	77,151
Cash flows from investing activities		
Interest income received	**285**	29
Purchase of property, plant and equipment	**(23,661)**	(12,770)
Purchase of intangible assets	**(55)**	–
Proceeds from disposal of property, plant and equipment	**37**	7,309
Withdrawal of term deposits with initial term of over three months	**1,312**	–
Placement of term deposits with initial term of over three months	**(13,393)**	–
Net cash used in investing activities	**(35,475)**	(5,432)
Cash flows from financing activities		
Proceeds from borrowings	**5,692**	32,542
Interest paid	**(1,668)**	(3,151)
Repayment of loans from related parties	**(23,308)**	(3,498)
Repayment of borrowings	**(31,989)**	(27,319)
Payment of lease liabilities and interest expense	**(38,165)**	(48,775)
Net cash used in financing activities	**(89,438)**	(50,201)
Net increase in cash and cash equivalents	**9,182**	21,518
Cash and cash equivalents at beginning of the period	**76,440**	46,225
Effects of exchange rate changes	**(137)**	(237)
Cash and cash equivalents at end of the period	**85,485**	67,506

NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL INFORMATION

1. GENERAL INFORMATION

Forward Fashion (International) Holdings Company Limited (the "**Company**") was incorporated in the Cayman Islands on 16 May 2019. The addresses of the registered office and principal place of business of the Company are disclosed in the corporate information section to the interim report.

The Company is an investment holding company and its subsidiaries (collectively refer to as the "**Group**") are principally engaged in the retail, wholesale, provision of store management and consignment service of fashion apparel of international brands ranging from established designer label brands, popular global brands to up-and-coming brands through its multi-brand and multi-store business model in Chinese Mainland, Macau, Hong Kong and Taiwan and catering service in Macau.

The immediate and ultimate holding company of the Company is Gold Star Fashion Limited, a company incorporated in the British Virgin Islands (the "**BVI**") and is wholly-owned by Mr. Fan Wing Ting ("**Mr. Fan**"), the ultimate controlling shareholder (the "**Controlling Shareholder**") of the Group.

The shares of the Company have been listed on the Main Board of The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") since 13 January 2020.

The condensed consolidated financial statements are presented in Hong Kong dollars ("**HKD**"), which is also the functional currency of the Company.

2. BASIS OF PREPARATION

The condensed consolidated financial statements of the Group for the six months ended 30 June 2026 have been prepared in accordance with International Accounting Standard ("**IAS**") 34 "Interim Financial Reporting" issued by the International Accounting Standards Board ("**IASB**") and the applicable disclosure requirements of Appendix D2 to the Rules Governing the Listing of Securities on the Stock Exchange (the "**Listing Rules**").

3. ACCOUNTING POLICIES

The condensed consolidated financial statements have been prepared on the historical cost basis.

The accounting policies used in the condensed consolidated financial statements are consistent with those followed in the preparation of the Group's annual consolidated financial statements for the year ended 31 December 2025.

Application of amendments to International Financial Reporting Standards ("IFRSs")

In the current interim period, the Group has applied, for the first time, the following amendments to IFRS issued by the IASB which are effective for the Group's financial year beginning 1 January 2026:

Amendments to IFRS 9 and IFRS 7	Amendments to the Classification and Measurement of Financial Instruments
Amendments to IFRS 9 and IFRS 7	Contracts Referencing Nature-dependent Electricity
Amendments to IFRS Accounting Standards	Annual Improvements to IFRS Accounting Standards – Volume 11

The application of the amendments to IFRSs in the current interim period has had no material impact on the Group's financial performance and positions for the current and prior periods and/or on the disclosures set out in these condensed consolidated financial statements.

4. FAIR VALUE OF FINANCIAL INSTRUMENTS

Management has determined that the carrying amounts of cash and cash equivalents, trade receivables, financial assets included in prepayments and other receivables, other financial assets at amortised cost, trade payables and financial liabilities included in the current portion of other payables and accruals based on their notional amounts, reasonably approximate to their fair values because these financial instruments are mostly short term in nature.

The fair values of the non-current portion of other receivables, interest-bearing bank and other borrowings and the non-current portion of other payables have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. The fair values approximate to their carrying amounts.

5. SEGMENT INFORMATION

The Group is principally engaged in the retail, wholesale, provision of store management service of fashion apparel of international brands ranging from established designer label brands, popular global brands to up-and-coming brands through its multi-brand and multi-store business model in Chinese Mainland, Macau and Hong Kong and catering service in Macau. The performance of the Group's retail stores is subject to seasonal fluctuations and certain holiday seasons.

The Group's business activities, for which discrete financial statements are available, are regularly reviewed and evaluated by the executive directors of the Company, being the chief operating decision-maker ("**CODM**"). The CODM considers the business from geographic perspective and assesses the performance of the geographical segments mainly based on segment revenues, segment result, segment assets and segment liabilities.

The revenues from external customers reported to CODM are measured as segment revenues, which are the revenues derived from customers of each segment.

Segment result is equal to revenue from external customers deducted by cost of sales and selling and marketing expenses from each segment.

Non-current assets is presented based on the geographic location of the assets. Non-current assets excluded financial instruments and deferred tax assets.

The segment information for the six months ended 30 June 2026 and 2025 are as follows:

	Six months ended 30 June 2026 (Unaudited)			
	Chinese Mainland *HKD'000*	**Macau** *HKD'000*	**Hong Kong and others** *HKD'000*	**Total** *HKD'000*
Segment revenue	**159,179**	**259,764**	**19,339**	**438,282**
Inter-segment revenue *(note)*	**(1,062)**	**(18,902)**	**(83)**	**(20,047)**
Revenue from external customers	**158,117**	**240,862**	**19,256**	**418,235**
Cost of sales	**(82,588)**	**(103,581)**	**(14,933)**	**(201,102)**
Selling and marketing expenses	**(57,070)**	**(65,940)**	**(9,485)**	**(132,495)**
Segment result	**18,459**	**71,341**	**(5,162)**	**84,638**
General and administrative expenses				**(38,484)**
Other gains, net				**1,066**
Finance income				**285**
Finance costs				**(4,282)**
Profit before income tax				**43,223**

	As at 30 June 2026 (Unaudited)			
	Chinese Mainland *HKD'000*	**Macau** *HKD'000*	**Hong Kong and others** *HKD'000*	**Total** *HKD'000*
Segment non-current assets	**54,761**	**154,595**	**3,496**	**212,852**

The segment information for the six months ended 30 June 2026 and 2025 are as follows: (continued)

	Six months ended 30 June 2025 (Unaudited)			
	Chinese Mainland	Macau	Hong Kong and others	Total
	HKD'000	*HKD'000*	*HKD'000*	*HKD'000*
Segment revenue	154,160	293,534	21,304	468,998
Inter-segment revenue *(Note)*	(1,053)	(20,062)	(4,242)	(25,357)
Revenue from external customers	153,107	273,472	17,062	443,641
Cost of sales	(92,930)	(117,493)	(11,677)	(222,100)
Selling and marketing expenses	(59,934)	(83,038)	(14,740)	(157,712)
Segment result	243	72,941	(9,355)	63,829
General and administrative expenses				(39,568)
Other gains, net				(1,883)
Finance income				29
Finance costs				(6,888)
Profit before income tax				15,519

	As at 31 December 2025 (Audited)			
	Chinese Mainland	Macau	Hong Kong and others	Total
	HKD'000	*HKD'000*	*HKD'000*	*HKD'000*
Segment non-current assets	51,315	187,315	11,754	250,384

Note: The inter-segment revenue are sold at cost.

The accounting policies of the geographical segments are the same as the Group's accounting policies described in Note 3. Segment result represents the result of each segment without allocation of general and administrative expenses, other income, other gains – net, finance income and finance costs.

The Group has a large number of customers, and none of the revenue from these customers accounted for 10% or more of the Group's revenue during the period (2025: Nil).

Segment assets and liabilities

The following is an analysis of the Group's assets and liabilities by geographical segment:

	30 June 2026	31 December 2025
	(unaudited)	(audited)
	HKD'000	*HKD'000*
Segment assets		
Chinese Mainland	**216,426**	225,937
Macau	**258,760**	323,103
HK and others	**14,479**	28,417
Total segment assets	**489,665**	577,457
Unallocated corporate assets	**116,986**	95,860
Consolidated assets	**606,651**	673,317
Segment liabilities		
Chinese Mainland	**107,549**	142,154
Macau	**150,809**	204,893
HK and others	**11,312**	17,851
Total segment liabilities	**269,670**	364,898
Unallocated corporate liabilities	**94,352**	111,166
Consolidated liabilities	**364,022**	476,064

For the purposes of monitoring segment performance and allocating resources between segments:

- all assets are allocated to geographical segments other than pledged bank deposits, term deposits with initial term of over three months, cash and cash equivalents; and

- all liabilities are allocated to geographical segments other than lease liabilities, borrowings and loans from related parties.

6. REVENUE

(a) Disaggregation of revenue by business line and nature

	Unaudited Six months ended 30 June	
	2026	2025
	HKD'000	*HKD'000*
Revenue from contracts with customers within the scope of IFRS 15		
Retail	**296,105**	305,633
Store management	**103,872**	117,831
Catering service	**16,160**	19,425
Wholesale	**2,098**	752
Total	**418,235**	443,641

(b) Disaggregation of revenue from contracts with customers by timing of revenue recognition

	Unaudited Six months ended 30 June	
	2026	2025
	HKD'000	*HKD'000*
Revenue at a point in time	**314,363**	325,810
Revenue over time	**103,872**	117,831
Total	**418,235**	443,641

7. OTHER GAINS (LOSSES) – NET

	Unaudited Six months ended 30 June **2026** ***HKD'000***	 2025 *HKD'000*
Gains on the early termination of right-of-use assets and lease liabilities	**2,914**	812
Net exchange gains	**2,440**	3,412
Net losses on disposal of property, plant and equipment	**(6,797)**	(5,336)
Others	**2,509**	(771)
	1,066	(1,883)

8. INCOME TAX EXPENSE

Income tax expense

	Unaudited Six months ended 30 June **2026** ***HKD'000***	 2025 *HKD'000*
Current income tax	**6,407**	6,350
Deferred income tax related to the temporary differences	**(1,940)**	2,138
	4,467	8,488

9. PROFIT FOR THE PERIOD

Profit for the period has been arrived at after charging/(crediting):

	Unaudited Six months ended 30 June **2026** ***HKD'000***	 2025 *HKD'000*
Cost of inventories (included in cost of sales)	**160,330**	173,019
(Reversal of impairment loss)/impairment loss on right-of-use assets	**(3,120)**	7,545
Impairment loss on property, plant and equipment	**2,167**	1,631
(Reversal of impairment loss)/provision for impairment on inventories (included in cost of sales)	**(12,882)**	11,088
Depreciation of property, plant and equipment	**19,583**	17,914
Amortisation of intangible assets	**346**	252
Depreciation of right-of-use assets	**35,326**	47,386

10. PROFIT PER SHARE

(a) Basic profit per share

	Unaudited Six months ended 30 June	
	2026	2025
Profit attributable to owners of the Company *(HKD'000)*	**40,756**	8,371
Weighted average number of ordinary shares in issue *('000 shares)*	**400,000**	400,000
Basic profit per share *(HKD) (note)*	**0.10**	0.02

Note: Basic profit per share is calculated by dividing the profit attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the financial period.

(b) The diluted profit per share is same as the basic profit per share as there were no dilutive potential ordinary shares outstanding for both periods.

11. PROPERTY, PLANT AND EQUIPMENT

During the period ended 30 June 2026, the Group acquired property, plant and equipment at a cost of HKD23,661,000 (2025: HKD31,537,000).

Property, plant and equipment with a net book value of HKD6,834,000 were disposed of by the Group during the period ended 30 June 2026 (2025: HKD3,524,000), resulting in net losses on disposal of HKD6,797,000 (2025: HKD5,336,000).

12. RIGHT-OF-USE ASSETS/LEASE LIABILITIES

Additions of the right-of-use assets for the period ended 30 June 2026 amounted to approximately HKD10,201,000 (2025: HKD81,332,000) through renewal of existing leases and new leases of retail stores and office.

Right-of-use assets in relation to a lease agreement with carrying amount of HKD4,834,000 was early terminated during the period ended 30 June 2026 (2025: HKD84,876,000), while the relevant lease liabilities of HKD3,526,000 was discharged during the current period (2025: HKD98,649,000).

13. INVENTORIES

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
Fashion wears and accessories	**201,009**	236,638
Electronic devices	**3,999**	4,456
Skincare and cosmetic products	**166**	3,662
Food and beverages	**683**	247
Less: provision for impairment	**(21,933)**	(34,815)
	183,924	210,188

14. TRADE RECEIVABLES

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
Trade receivables	**29,201**	50,426
Less: provision for impairment of trade receivables	**(2,312)**	(789)
Net trade receivables	**26,889**	49,637

The credit terms of trade receivables granted by the Group are generally 1–3 months (2025: 1–3 months).

The ageing analysis of the trade receivables, net of allowance for impairment, based on invoice date as at 30 June 2026 and 31 December 2025 is as follows:

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
Within 3 months	**22,453**	48,363
Over 3 months and within 6 months	**286**	257
Over 6 months and within 1 year	**4,150**	1,017
	26,889	49,637

15. PLEDGED BANK DEPOSITS

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
Pledged bank deposits	**18,108**	18,108

As at 30 June 2026, the pledged bank deposits of HKD18,108,000 were pledged as security for bank borrowings which remained outstanding as at the end of the reporting period (2025: HKD18,108,000).

The pledged bank deposits earns interest at floating rates based on daily bank deposit rates.

16. TRADE AND OTHER PAYABLES

	Unaudited As at 30 June 2026	Audited As at 31 December 2025
	HKD'000	*HKD'000*
Current		
Trade payables *(Note)*	**56,933**	81,991
Salaries payable	**17,246**	21,640
Variable lease payable	**11,782**	19,957
Other taxes payable	**15,862**	13,500
Operating support fund	**8,635**	10,517
Renovation service fee payables	**12,667**	8,727
Other payables	**5,522**	12,798
	128,647	169,130

Note: Trade payables primarily represent payables for inventories. The ageing analysis of the trade payables based on invoice date is as follows:

	Unaudited As at 30 June 2026	Audited As at 31 December 2025
	HKD'000	*HKD'000*
Within 3 months	**43,417**	54,748
Over 3 months and within 1 year	**7,130**	10,577
Over 1 year	**6,386**	16,666
	56,933	81,991

The credit terms of the trade payables are up to 3 months (31 December 2025: 3 months).

17. OTHER CURRENT AND NON-CURRENT LIABILITIES

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
At 1 January	**22,147**	16,251
Receipt *(Note)*	**5,874**	31,019
Recognised in consolidated statements of profit or loss	**(6,035)**	(25,322)
Exchange differences	**427**	199
At the end of the period/year	**22,413**	22,147
Current	**14,057**	10,195
Non-current	**8,356**	11,952

Note: The other current and non-current liabilities are mainly the decoration subsidy received from the franchisors plus rental support for brand shares and shopping malls and are amortised throughout the lease term.

18. PROVISIONS

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
Provision for reinstatement of premises		
Non-current	**6,700**	7,817
Current	**6,032**	4,647
	12,732	12,464

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
At 1 January	**12,464**	18,307
Additional provision in the period/year	**481**	7,143
Utilisation	**(307)**	(11,231)
Over-provision	**(99)**	(1,825)
Exchange difference	**193**	70
At the end of the period/year	**12,732**	12,464

19. SHARE CAPITAL

	Number of shares *'000*	Nominal value of shares *HKD'000*
As at 1 January 2025 (audited), 31 December 2025 (audited), 1 January 2026 (audited) and 30 June 2026 (unaudited)	400,000	4,000

The Company did not issue any new ordinary share during the period.

20. DIVIDENDS

The board of directors of the Company does not recommend the payment of any interim dividend for the six months ended 30 June 2026.

21. SIGNIFICANT RELATED PARTY TRANSACTIONS

(a) Significant transactions with related parties

The following significant transactions occurred with related parties:

	Unaudited Six months ended 30 June	
	2026	2025
	HKD'000	*HKD'000*
Purchase of goods		
Companies with significant influence over a subsidiary	**82**	421
Fellow subsidiaries	**12**	48
Lease payments (with variable lease payments)		
Controlling shareholder of the Company	**1,079**	1,050
Fellow subsidiaries	**198**	–
Interest expense paid		
Controlling shareholder of the Company	**604**	1,299
A fellow subsidiary	**558**	571
Sales of goods		
A fellow subsidiary	**–**	2

In the opinion of the directors of the Company, the related party transactions were carried out in the normal course of business and at terms negotiated between the Group and the respective related parties.

(b) Period/year end balances with related parties

(i) Due from related parties

Particulars of amounts due from related parties are as follows:

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
Ultimate Holding Company		
Gold Star Fashion Limited	**142**	129
Fellow subsidiaries		
Sao Hang Investment Company Ltd	**324**	1,371
SJ Synergy Engineering Company Limited	**2,234**	2,234
Company with significant influence over NB China Limited – White S.R.L.	**2,795**	2,841
	5,495	6,575

The amounts were in trade nature, unsecured, repayment on demand and non-interest bearing.

The ageing analysis of the amount due from related parties, based on invoice date as at 30 June 2026 and 31 December 2025 is as follows:

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
Within 3 months	**5,495**	6,575

(ii) Due to related parties

	Unaudited As at 30 June 2026 *HKD'000*	Audited As at 31 December 2025 *HKD'000*
Loans from related parties		
Mr. Fan	**15,397**	36,905
Zhuo Zhi Fu Da	**27,107**	28,907
	42,504	65,812
Amounts due to related parties		
Fellow subsidiaries		
SJ Synergy Engineering Company Limited	**31,229**	31,229
SJ Synergy Holdings Limited	**897**	897
深圳創雅品牌管理有限責任公司	**3**	3
	32,129	32,129
Carrying amount repayable on demand or within one year	**(32,129)**	(32,129)
Amounts shown under non-current liabilities	**42,504**	65,812

Loans from related parties are unsecured with a fixed interest rate between 3%–5% (31 December 2025: 3%–5%). The loans are repayable in full on their respective due dates and interest is payable on a monthly basis. These loans of approximately HKD42,504,000 (31 December 2025: HKD65,812,000) are due in 2027 (31 December 2025: 2027) at the period ended 30 June 2026.

Amounts due to related parties are in trade nature, unsecured, interest-free and repayable on demand.

The ageing analysis of the amounts due to related parties, based on invoice date as at 30 June 2026 and 31 December 2025 is as follows:

	Unaudited As at 30 June 2026 *HKD'000*	Audited As at 31 December 2025 *HKD'000*
Within 3 months	**32,129**	32,129

(c) ***Leases as lessee with other related parties***

The following amounts of leases are related to related parties:

	Unaudited As at 30 June 2026 ***HKD'000***	Audited As at 31 December 2025 *HKD'000*
Lease liabilities		
Controlling Shareholder of the Company	**2,361**	3,248

In June 2025, the Group renewed a two-year lease in respect of certain properties from Controlling shareholder of the Company. The amount of rent payable by the Group under the lease is RMB159,000 (approximately HKD172,000) per month.

MANAGEMENT DISCUSSION AND ANALYSIS

OVERVIEW

The Group principally engages in the retail of fashion apparel of international brands ranging from established designer label brands, popular global brands to up-and-coming brands in Chinese Mainland, Macau, Hong Kong and Taiwan (collectively, "**Greater China**"). The Group adopts a multi-brand and multi-store business model. As at 30 June 2026, the Group operated 109 self-operated retail stores in Greater China, of which 97 retail stores are mono-brand stores operated under the brand name of the merchandise to cater for the brand's target customers and 12 retail stores are multi-brand stores that offer a broad assortment of the Group's selected fashion apparel and lifestyle merchandise from different international brands and the Group's own brands. In addition to its fashion brands, the Group also operates the American burger chain "Five Guys" in Macau. As at 30 June 2026, the Group's brand portfolio comprised 173 international brands owned by third-party brand owners or their master/authorised licensors.

The Group experienced a decrease of 5.7% in revenue for the first six months ended 30 June 2026 and recorded a profit of HKD38.8 million. Macau recorded a decrease of HKD32.6 million, representing a YoY decline of 11.9%. Hong Kong and other markets jointly recorded an increase of HKD2.2 million or a positive growth rate of 12.9% YoY. Chinese Mainland recorded an increase of HKD5.0 million or a positive growth rate of 3.3% YoY.

FINANCIAL REVIEW

Revenue

The Group's revenue decreased to HKD418.2 million for the six months ended 30 June 2026 (2025: HKD443.7 million), representing a YoY 5.7% decrease. The decrease of revenue for the six months ended 30 June 2026. The decrease in revenue was mainly attributable to the rationalisation of the Group' retail network through the closure of loss-making and low productivity stores during the period. The mono-brand stores recorded a decrease of 1.1% YoY and the multi-brand stores recorded a decrease of 5.2% YoY. The Group recorded a decrease of 11.1% over the online sales through different media platforms. Store management services and wholesale recorded a decrease of 12.7% YoY and an increase of 162.5% YoY, respectively.

Breakdown of revenue by sales channels:

	Six months ended 30 June 2026		Six months ended 30 June 2025		
	HKD million	***% of revenue***	*HKD million*	*% of revenue*	*Change (%)*
Retail					
Mono-brand stores	**203.9**	**48.8**	206.7	46.6	(1.4)
Multi-brand stores	**77.8**	**18.6**	82.8	18.7	(6.0)
Online sales	**14.4**	**3.4**	16.2	3.6	(11.1)
	296.1	**70.8**	305.7	68.9	(3.1)
Catering service	**16.2**	**3.9**	19.4	4.4	(16.5)
Store Management services	**103.8**	**24.8**	117.8	26.5	(11.9)
Wholesale	**2.1**	**0.5**	0.7	0.2	200
Total	**418.2**	**100.0**	443.6	100.0	(5.7)

The revenue generated from the retail stores in Macau for the six months ended 30 June 2026 decreased to HKD240.9 million, representing a YoY decline of 11.9% (2025: HK273.5 million). The revenue generated from Chinese Mainland amounted to HKD158.1 million for the six months ended 30 June 2026, representing a YoY increase of 3.3%. Revenue generated from the sales in Hong Kong and other overseas markets increased to HKD19.2 million for the six months ended 30 June 2026, representing a YoY increase of 12.9%.

Revenue by geographical areas:

	Six months ended 30 June 2026		Six months ended 30 June 2025		
	HKD million	***% of revenue***	*HKD million*	*% of revenue*	*Change (%)*
Chinese Mainland	**158.1**	**37.8**	153.1	34.5	3.3
Macau	**240.9**	**57.6**	273.5	61.7	(11.9)
Hong Kong and Others	**19.2**	**4.6**	17.0	3.8	12.9
	418.2	**100.0**	443.6	100.0	(5.7)

Gross profit

The Group's cost of sales consisted of cost of inventory sold for the fashion apparel and lifestyle products and the cost of store management services rendered to the brand owners. The cost of sales decreased to HKD201.1 million for the six months ended 30 June 2026, or a YoY decrease of 9.5%, primarily attributable to the decrease in sales.

The gross profit for the six months ended 30 June 2026 decreased by HKD4.4 million, or a YoY decrease of 2.0%, to HKD217.1 million and the gross profit margin increased from 49.9% for the six months ended 30 June 2025 to 51.9% for the six months ended 30 June 2026. Among the Greater China areas, the gross profit margin of sales in the Chinese Mainland for the six months ended 30 June 2026 recorded an increase of 750 basis points to 46.8% mainly due to lower sales discounts and a reduction in impairment losses. The gross profit margins of sales in Hong Kong and other markets recorded a decrease of 900 basis points for the six months ended 30 June 2026 due to stock clearance of store closures. The gross profit margins in Macau remained stable at 57% for the six months ended 30 June 2026 unchanged from 57.0% for the six months ended 30 June 2025.

The improvement in gross profit margin was also supported by a net reversal of inventory impairment provisions during the period, compared with a net provision recognised in the corresponding period of 2025.

Other income and other gains and losses, net

The Group did not record any material other income for the six months ended 30 June 2026. The Group recorded net other gains of HKD1.1 million, compared with the net other losses of HKD1.9 million for the six months ended 30 June 2025. The turnaround was mainly attributable to gains on the early termination of right-of-use assets and lease liabilities of HKD2.9 million, net exchange gains of HKD2.4 million and other gains of HKD2.5 million, partially offset by losses on disposal of property, plant and equipment of HKD6.8 million.

Operating expenses

Selling and marketing expenses decreased to HKD132.5 million for the six months ended 30 June 2026, or a 16.0% YoY decrease, primarily due to a decrease in employee benefit expenses of HKD8.3 million, a decrease of turnover rent of HKD3.6 million and a decrease of professional fee of HKD2.6 million.

General and administrative expenses decreased to HKD38.5 million for the six months ended 30 June 2026, or a YoY decrease of 2.7%, primarily due to a decrease in employee benefit expenses of HKD4.2 million and a decrease in marketing expenses of HKD1.0 million.

Finance costs

Net finance costs decreased to HKD4.0 million for the six months ended 30 June 2026, or a YoY decrease of 41.7%. The decrease was mainly attributable to lower interest expenses on bank borrowing and lease liabilities which decreased by HKD1.0 million and HKD1.6 million, respectively.

Profit (loss) for the period

The Group recorded a net profit of HKD38.8 million for the six months ended 30 June 2026 comparing with a net profit of HKD7.0 million for the six months ended 30 June 2025. The increase mainly attributable to the decrease of selling and marketing expenses of HKD25.2 million and the decrease of finance cost of HKD2.6 million.

SEASONALITY

The Group's sales performance is subject to seasonal fluctuations and it normally generates higher revenue during winter season than summer season as winter apparel generally has a higher unit price than summer apparel. The Group records higher revenue in festive seasons such as Christmas and the period proceeding the Chinese New Year and the traditional peak season in Chinese Mainland long holidays. Normally revenue recorded in the first half and the second half of the year are of equal distributed as they have similar festivals and holidays.

FINANCIAL

Working capital structure

The Group's net current assets amounted to HKD127.2 million as at 30 June 2026 (31 December 2025: net current assets HKD96.3 million), representing an increase of HKD30.9 million from 31 December 2025. Such increase was primarily the result of the decrease in current assets of HKD31.4 million (mainly resulting from the decrease in trade receivables of HKD22.7 million and the decrease in inventories of HKD26.3 million) and offset by the decrease in current liabilities of HKD62.4 million (mainly comprised of the decrease in trade and other payables of HKD40.5 million and the decrease in borrowings of HKD22.0 million).

Liquidity and financial management

The Group strives to maintain a healthy financial position and liquidity for its normal operation, development needs and ad hoc events. As at 30 June 2026, the cash and cash equivalents amounted to HKD85.5 million, representing an increase of HKD9.0 million compared with that for 31 December 2025.

The Group's current ratio, calculated by comparing all the current assets to all the current liabilities, was 1.5 times as at 30 June 2026, compared with 1.3 times as at 31 December 2025. The increase in the current ratio was mainly attributable to the decrease in trade and other payables, lease liabilities and borrowings which outweighed the decrease in net of inventories, trade receivables and other receivables and deposits. As at 30 June 2026, the Group's total borrowings amounted HKD19.7 million (31 December 2025: HKD45.3 million). The gearing ratio of the Group, which is calculated as net debt divided by total capital was 19% as at 30 June 2026 compared to that of 44% as at 31 December 2025.

Pledge of assets

As at 30 June 2026, a building with a carrying amount of HKD53.6 million and pledged bank deposits of HKD18.1 million were pledged as security for bank borrowing and bank facilities.

CAPITAL COMMITMENT

The Group had no material capital commitment contracted, but not provided for as at 30 June 2026 (31 December 2025: Nil).

CONTINGENT LIABILITIES

As at 30 June 2026, the Group did not have any material contingent liabilities.

FOREIGN EXCHANGE RISK MANAGEMENT

Merchandise purchased by the Group is mainly denominated in Euros, United States Dollars (USD) and Renminbi (RMB) whereas the retail operation is mainly exposed to RMB, Macanese pataca (MOP), New Taiwan Dollars (TWD) and Hong Kong Dollars (HKD). However, the Group did not expect foreign currency fluctuations to materially impact its operation. The Group did not hedge foreign exchange fluctuation by forward contracts. The Group manages the foreign exchange risk by reviewing its net foreign exchange exposures regularly and endeavors to shrink these exposures through reviewing the exchange rates with the suppliers and the brand owners periodically.

OUTLOOK

Looking ahead to the second half of 2026 and beyond, the Group remains cautiously optimistic about the outlook for the retail sector across the Greater China region (Hong Kong, Macau, Taiwan and Chinese Mainland), while remaining vigilant amid ongoing macroeconomic uncertainties, geopolitical tensions and evolving consumer behaviour.

The Group will continue to pursue a focused strategy across its store network. Key priorities include optimising the portfolio by retaining high-performing locations and selectively closing underperformers; accelerating digital and omnichannel capabilities to deepen customer engagement and drive traffic between online and offline channels; and maintaining rigorous cost control and operational agility so the business can respond swiftly to demand fluctuations and seasonal peaks.

Management remains confident that disciplined execution of these priorities will underpin resilient performance and deliver sustainable value for shareholders over the medium term.

USE OF PROCEEDS FROM THE LISTING

The shares of the Company (the "**Shares**") were listed on The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") on 13 January 2020 (the "**Listing Date**") and the net proceeds from the global offering of its Shares (the "**Global Offering**") amounted to HKD140.0 million.

As of 30 June 2026, the Company has used 100.0% (31 December 2025: 97.6%) of the proceeds from the Global Offering and the net proceeds have been utilised in line with those set out in the section headed "Future Plans and Use of Proceeds" in the prospectus of the Company dated 30 December 2019 (the "**Prospectus**").

The following sets forth a summary of the utilisation of the net proceeds from the Global Offering as of 30 June 2026:

- 50.3% was used for expanding our retail stores
- 9.2% was used for upgrading our existing retail stores
- 24.0% was used for exploring new brands
- 10.8% was used for the set up and implementation of our Centralised Retail Management System
- 5.7% was used for strengthening of our online sales

MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

During the six months ended 30 June 2026, the Group did not have any material acquisitions or disposals of subsidiaries, associates or joint ventures.

EMPLOYEES AND REMUNERATION POLICIES

The Group adopts a competitive emolument policy to attract, retain and motivate high quality individuals. Remuneration packages are reviewed regularly to reflect the market practice and employees' performance. As at 30 June 2026, the Group employed around 875 employees (30 June 2025: 987 employees). The total staff costs for the six months ended 30 June 2026 was HKD66.7 million (30 June 2025: HKD79.2 million), a YoY decrease of 15.7%.

EVENTS AFTER THE REPORTING PERIOD

Up to the date of this announcement, the Directors are not aware of any significant events related to the business or financial performance of the Group after reporting period.

OTHER INFORMATION

Purchase, Sale and Redemption of Listed Securities

During the six months ended 30 June 2026, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the listed securities of the Company.

Disclosure of Interests

Interests and short positions of directors and chief executive in the shares, underlying shares and debentures of the Company and its associated corporations

As at 30 June 2026, the interests and short positions of the Directors and chief executive of the Company in the Shares, underlying Shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Future Ordinance (Chapter 571 of the Laws of Hong Kong) (the "**SFO**")) which were 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 the Directors and chief executive of the Company were deemed or taken to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company pursuant to Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the "**Model Code**") in Appendix C3 of the Rules Governing the Listing of Securities (the "**Listing Rules**") on the Stock Exchange were as follows:

Name of Director	Nature of interest	Number of Shares held/ interested	Approximately percentage of shareholding in the Company
Mr. Fan Wing Ting ("**Mr. Fan**") *(Note 1)*	Interest in controlled corporation	300,000,000	75%

Note:

1. Mr. Fan owns the entire issued share capital of Gold Star Fashion Limited and he is deemed to be interested in the 300,000,000 Shares held by Gold Star Fashion Limited by virtue of the SFO.

Interests and short positions of substantial shareholders in the shares and underlying shares of the Company

So far as the Directors and chief executive of the Company are aware, as at 30 June 2026, the following shareholders of the Company (other than the interests of the Directors and the chief executives of the Company) had interests in the Shares or underlying Shares of the Company as recorded in the register required to be kept under Section 336 of the SFO:

Shareholders	**Capacity/ Nature of interest**	**Number of Shares held/ interested**	**Approximately percentage of shareholding in the Company**
Gold Star Fashion Limited *(Note 1)*	Beneficial owner	300,000,000	75%
Ms. Cheng King Ling *(Note 2)*	Interest of spouse	300,000,000	75%

Notes:

1. Mr. Fan owns the entire issued share capital of Gold Star Fashion Limited.

2. Ms. Cheng King Ling is the spouse of Mr. Fan. Therefore, she is deemed to be interested in all the Shares in which Mr. Fan has interest in under the SFO.

Share Option Scheme

The Company has adopted a share option scheme (the "**Share Option Scheme**") pursuant to the written resolutions of the Company's shareholders and Directors passed on 17 December 2019 which took effect upon the Listing Date. The principal terms of the Share Option Scheme are summarised in Appendix IV to the Prospectus.

The purpose of the Share Option Scheme is to provide an incentive or reward to any full-time or part-time employees, consultants or potential employees, consultants, executives or officers (including Directors) of the Company or any of its subsidiaries, and any suppliers, customers, consultants, agents and advisors, for their contribution or potential contribution to the Group.

No share option has been granted, exercised, cancelled or lapsed under the Share Option Scheme since its adoption on 17 December 2019, and there is no outstanding share option as at 30 June 2026. Therefore the weighted average closing price of the shares immediately before the dates on which the options were exercised or vested pursuant to Rule 17.07(1) (d) of the Listing Rules is not available.

Pursuant to Rule 17.07(2) of the Listing Rules, the total number of share options available for grant under the Share Option Scheme as at 1 January 2026 and 30 June 2026 were 40,000,000 and 40,000,000 respectively.

Pursuant to Rule 17.09(3) of the Listing Rules, the total number of share options available for grant under the Share Option Scheme as at 30 June 2026 was 40,000,000 shares, representing approximately 10% of the 400,000,000 ordinary shares of the Company at issue as at 30 June 2026, being the date of this announcement.

Model Code for Securities Transactions by Directors as set out in Appendix C3 of the Listing Rules (the "Model Code")

The Company has adopted a code of conduct regarding securities transactions by the Directors on terms no less exacting than the required standard of dealings as set out in the Model Code. The Company, having made specific enquiry of all the Directors, is not aware of any non-compliance with the required standard of dealings and its code of conduct regarding securities transactions by the Directors during the six months ended 30 June 2026.

Interim Dividend

The Board does not recommend the declaration of an interim dividend for the six months ended 30 June 2026 (30 June 2025: Nil).

Corporate Governance Code

The Directors recognise the importance of incorporating elements of good corporate governance in the management structures and internal control procedures of the Company so as to achieve effective accountability.

The Company has adopted the code provisions of the Corporate Governance Code and Corporate Governance Report (the "**CG Code**") as set out in Appendix C1 of the Listing Rules issued by the Stock Exchange.

The Company has complied with the code provisions in the CG Code for the six months ended 30 June 2026. The Company is committed to the objective that the Board should include a balanced composition of Executive Directors and Independent Non-executive Directors so that there is a strong independent element on the Board which can effectively exercise independent judgement.

Audit Committee

The Audit Committee has reviewed with the management of the Company the accounting principles and practices adopted, and has discussed risk management, internal controls and financial reporting matters including a general review of the unaudited interim financial results for the six months ended 30 June 2026.

By Order of the Board
Forward Fashion (International) Holdings Company Limited
Fan Wing Ting
Chairman

Hong Kong, 28 August 2026

As at the date of this announcement, the Board comprises Mr. Fan Wing Ting, Ms. Chen Xingyi, Mr. Kevin Trantallis, Mr. Fong Yat Ming and Ms. Fan Tammy as the Executive Directors, and Mr. Yu Chun Kau, Mr. Ng Kam Tsun and Mr. Sze Irons as the Independent Non-executive Directors.

In case of any inconsistency, the English text of this announcement shall prevail over the Chinese text.