

利郎 LILANG

CHINA LILANG LIMITED  
中國利郎有限公司

Stock Code 股份代號：1234

2024  
Annual Results  
全年業績

利郎 LESS IS MORE

# Agenda

## 议程

- 01** Results Highlights  
业绩亮点
- 02** Financial Review  
财务表现回顾
- 03** Business and Operational Review  
业务及营运回顾
- 04** Outlook and Strategy  
前景及策略
- 05** Open Forum  
问答时间



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1.

Results Highlights  
业绩亮点

# Strategic Transformation Drives Sustainable Growth

## 战略转型驱动可持续增长

**Revenue up by 3.0% to RMB 3,650 mn , recorded the Profit Attributable to Equity Shareholders of RMB 460.8 mn , with a gross profit margin of 47.7%**

收入增长3.0%至人民币36.5亿元, 股东应占利润录得人民币4.611亿元, 毛利率47.7%

**Smart Casual realized a revenue growth of 27.2%, continuing the positive momentum from 2023**

轻商务系列整体营业额录得27.2%增长, 延续二零二三年的良好势头

**Recovered distribution rights from the distributors of North-Eastern China and Jiangsu Province, and first implemented the DTC(direct-to-consumer) model for core collection. The operating performance of the new business model appears positive.**

在东北及江苏省份向分销商购回分销权, 转为率先推行主系列的直面消费者(DTC)模式, 新经营模式的营运情况正面

**New retail sales recorded a rapid growth of 24%, reflecting the Group's successful efforts in strengthening Tik-tok and other e-commerce platforms development, as well as the addition of new platforms including "Pinduoduo" and "POIZON", to enrich the coverage of e-commerce platforms, which have yielded desirable outcomes.**

新零售销售录得24%的快速增长, 体现了集团加强在抖音和其他电商平台发展力度、新增包括拼多多及得物在内等平台以丰富电商平台覆盖面的工作取得了理想成绩。

**Continued to proactively explore new and diversified marketing approaches, through initiatives such as brand strategy upgrades, celebrity endorsements and digital marketing efforts, outperforming peers**

不断探索多元营销新方式, 通过品牌战略升级、代言人、数字化营销等多维度举措, 实现优于同业表现

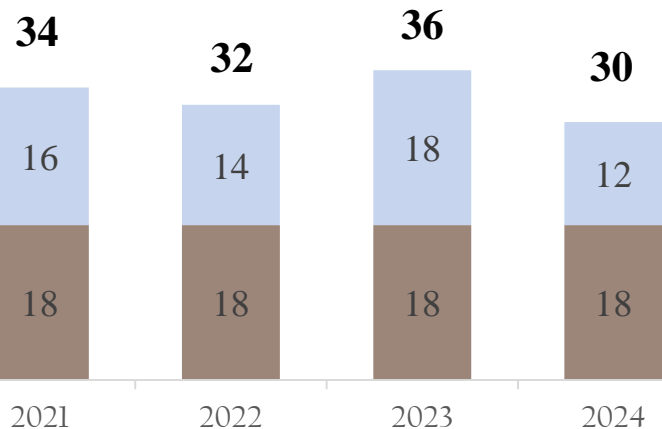
# Maintaining Stable Dividend Payout

## 维持稳定派息比率

### Dividends per share 每股派息

■ 末期股息 Final Dividends  
■ 中期股息 Interim Dividends  
— 股息比率(%) Dividend Payout Ratio (%)

72 74 74 73



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- Final dividend HK9 cents per share and special final dividend HK3 cents per share to be distributed
- Total dividends for 2024 amounted to HK30 cents per share
- Dividend payout ratio reached 73.1%
- Total dividend declared since IPO: HK\$7.3 Billion. Total dividend per share since IPO: HK\$6.1
- 派发末期股息每股9港仙及特别末期股息每股3港仙
- 2024年合共派息每股30港仙
- 股息比率达到73.1%
- 上市至今已累计派息73亿港元，每股派息已达到每股6.1港元



NICE 耐洗衬衫

## 2.

## Financial Review 财务表现回顾

# Revenue and Gross Margin

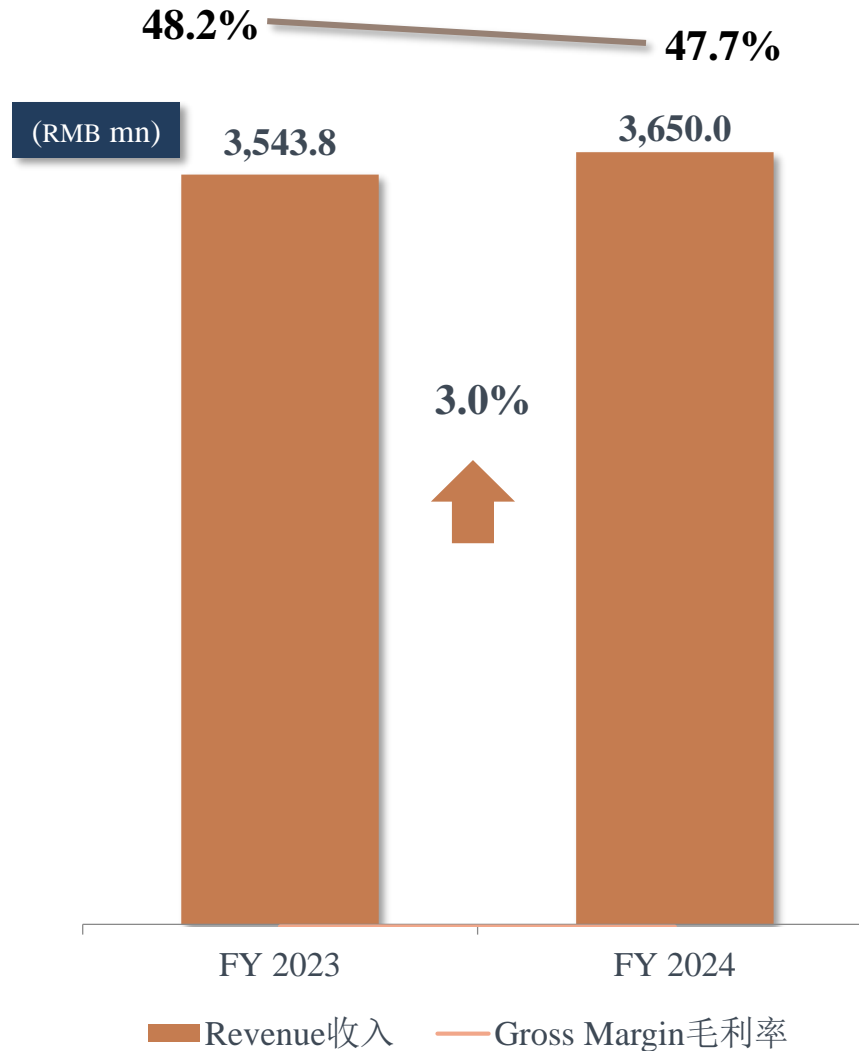
## 收入及毛利率

Revenue increased by 3.0% YoY to RMB 3,650.0 mn

- **Smart casual collection** revenue grew by 27.2%, driven by strong expansion in outlets and effective live-streaming sales on Tik-tok
- **Core collection** revenue dropped by 3.0%, primarily due to the buybacks of distributor operations in Northeast and Jiangsu regions, transitioning to a DTC model, which led to a decline in distributor sales. The Group paid one-off compensation to former distributors, the amount of which was directly deducted from sales revenue

年度收入同比增长 3.0%，达人民币 3,650.0 百万元

- **轻商务系列**得益于奥特莱斯渠道的强劲拓展以及抖音直播带货的显著成效，营收增长 27.2%
- **主系列**营收下跌 3.0%，主要因集团于年内收回东北和江苏地区分销商的分销权并转为 DTC 模式，导致分销业务销售下降。集团需向原分销商支付一次性补偿金，并直接从销售收入扣减



Gross profit margin was 47.7%, decreased by 0.5 p.p. YoY

- The decrease in gross profit margin was primarily due to one-off compensation payments to distributors and a decrease in the reversal of inventory provisions
- The reversal of inventory provisions decreased by RMB 31.42 mn in 2024 compared to 2023, further increasing the cost of sales

毛利率为 47.7%，同比下降 0.5 个百分点

- 毛利率下降主要因向分销商支付一次性补偿金，以及存货拨备回拨减少所致
- 2024年存货拨备回拨较2023年减少人民币 3,142万元，进一步增加了销售成本

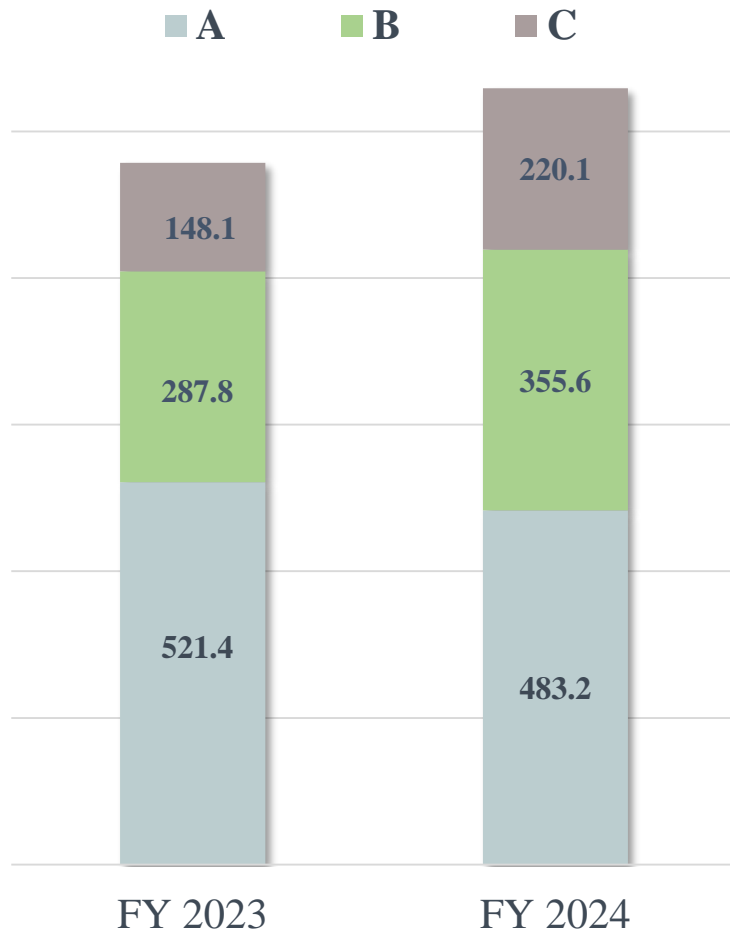
# SD & A Expenses

## 销售、分销及行政开支

### Selling and Distribution Expenses

#### 销售及分销开支

(RMB mn)



Selling and distribution expenses totaled 1,058.9 mn, an increase of 101.6 mn from 2023:

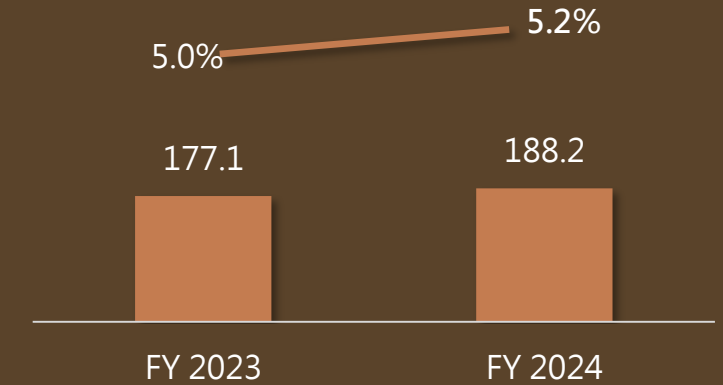
- A. Advertising and renovation expenses accounted for 13.1% of revenue, a decrease of 38.2 mn to 483.2 mn compared to 2023
- B. Expenses of direct retail stores and online stores increased by 67.8 mn to 355.6 mn, representing 9.7% of revenue
- C. Other selling and distribution expenses increased by 72.0 mn to 220.1 mn, accounting for 6.0% of total revenue

销售及分销开支总计1,058.9百万，较2023年增加101.6百万：

- A. 广告及装修费用占收入13.1%，较2023年减少38.2百万至483.2百万元
- B. 直营店及电商营运费用占收入9.7%，增加67.8百万元至355.6百万元
- C. 其他销售及分销开支增加72.0百万元至220.1百万元，占总收入6.0%

### Administrative Expenses 行政开支

(RMB mn)



- Administrative expenses were RMB188.2 mn, with an expenses-to-sales ratio of 5.2%
- The increase is primarily due to higher employee salaries and bonuses
- 行政开支为人民币188.2百万元，占销售比率至5.2%
- 增加主要由于员工工资及奖金增加

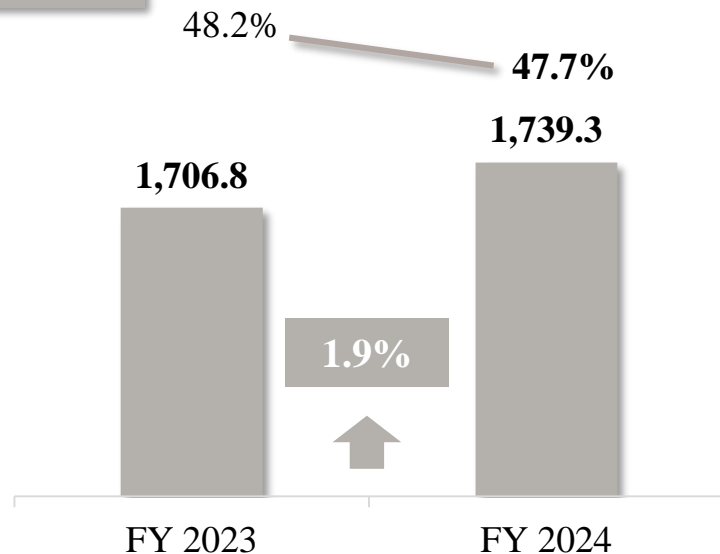


# Profit & Margin

## 盈利及利润率

### Gross Profit & Margin 毛利及毛利率

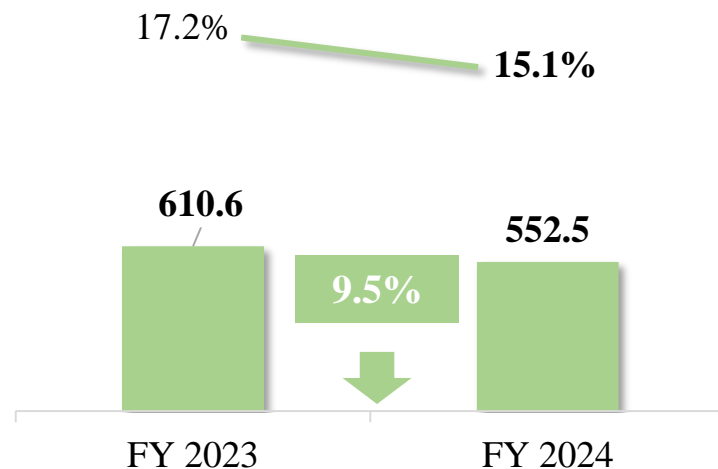
(RMB mn)



- Gross profit margin decreased by 0.5p.p. YoY to approx. 47.7%
- Reversal of inventory provision decreased by RMB 31.42 mn compared to 2023
- 毛利率同比下降0.5个百分点至约47.7%
- 存货拨备回拨较2023年减少人民币3,142万元

### Operating Profit & Margin 经营利润及经营利润率

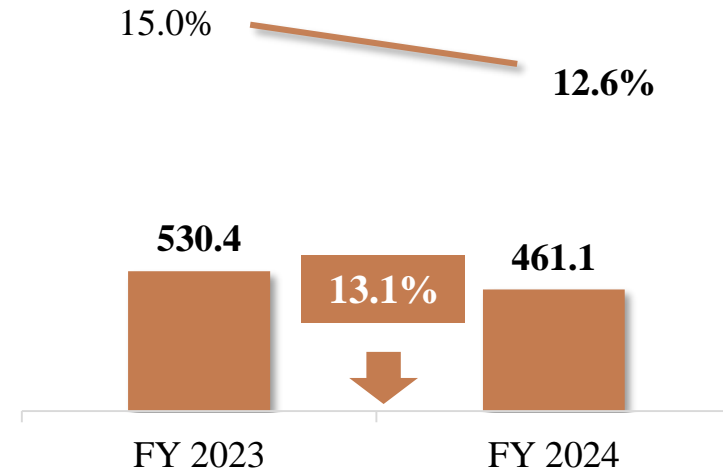
(RMB mn)



- Operating profit decreased by 9.5% to RMB 552.5 mn
- Operating margin decreased by 1.9 p.p. to 15.1%
- 经营利润减少9.5%至人民币608.7百万元
- 经营利润率下降1.9个百分点至15.1%

### Profit Attributable to Equity Shareholders & Margin 股东应占利润及净利润率

(RMB mn)

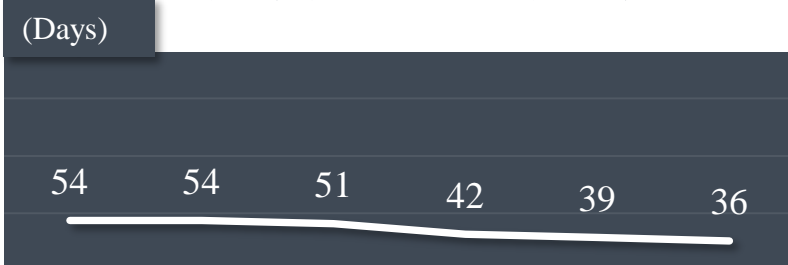


- Profit Attributable to Equity Shareholders was RMB 461.1 mn, down 13.1%
- Margin of Profit Attributable to Equity Shareholders decreased by 2.4 p.p. to 12.6%
- 股东应占利润为人民币461.1百万元，下降13.1%
- 股东应占利润率下降2.4个百分点至12.6%

# Working Capital Cycle

## 营运资金周转天数

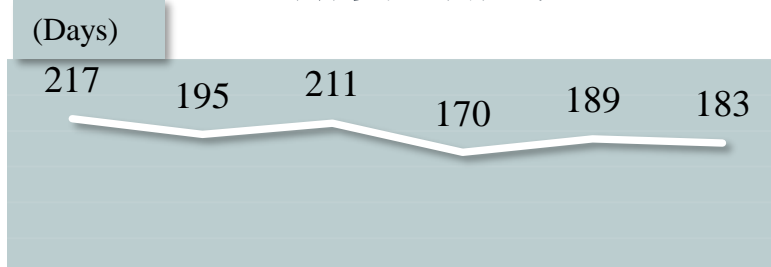
**Average Trade Receivables Turnover Days**  
平均应收贸易账款周转天数



1H 2022 FY 2022 1H 2023 FY 2023 1H 2024 FY 2024

- Turnover days reduced as a result of increase in sales proportion of direct retail sales during the year
- 周转天数减少乃由于年内以直营销售的销售比例增加

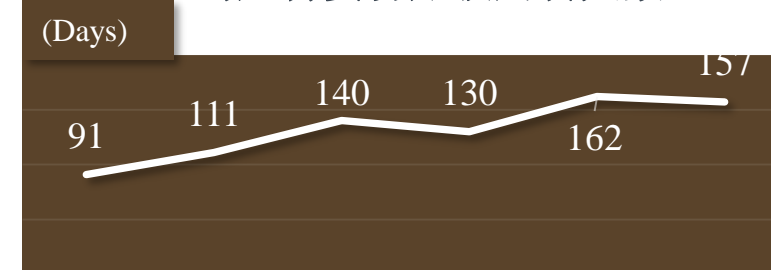
**Average Inventory Turnover Days**  
平均存货周转天数



1H 2022 FY2022 1H 2023 FY2023 1H 2024 FY 2024

- The increase of average inventory turnover days is mainly due increase in proportion of sales in direct retail and consignment during the year. Besides, sales of winter collection decreased because of warm winter effect in late 2024.
- Total inventory balance increased by RMB261.2 mn
- As at 31 December 2024, total provision of RMB49.0 mn was made in accordance with the Group's inventory provision policy
- 平均存货周转天数减少乃主要由于年内直营及代销的销售比例增加。此外。受2024年底的暖冬影响，冬季系列销售有所下降
- 总存货结余增加人民币261.2百万元
- 于2024年12月31日已按照集团之存货拨备政策作出拨备总额人民币49.0百万元

**Average Trade Payables Turnover Days**  
平均应付贸易账款周转天数



1H 2022 FY 2022 1H 2023 FY 2023 1H 2024 FY 2024

- The increase in trade payables turnover days is mainly because of the increase in usage of trade bills which will be settled in later stage
- Trade and bills payables balance increased by RMB185.0 mn during the year to RMB914.9 mn
- 应付贸易账款周转天数增加乃由于将于稍后阶段偿还的贸易票据用量增加
- 年内应付贸易账款及应付票据结余增加人民币185.0百万元至人民币914.9百万元

# Cash Flows

## 现金流量

RMB mn 人民币百万元	FY 2024	
<b>Net cash generated from operating activities</b> 经营活动现金流入	<b>527.3</b>	<b>Operating cash inflows 经营现金流入</b>
<b>Net cash used in investing activities</b> 投资活动现金流出	<b>(306.3)</b>	<ul style="list-style-type: none"> <li>The major reconciling items with net profit for the year :               <ul style="list-style-type: none"> <li>Increased inventories by RMB261.2 mn and increased trade and other receivables by RMB94.8 mn</li> <li>Depreciation expense of RMB250.8 mn</li> </ul> </li> <li>与年度净利润主要调节项目：               <ul style="list-style-type: none"> <li>存货增加人民币252.6百万元及应收贸易账款和其他应收款增加人民币94.8百万元</li> <li>折旧开支人民币250.8百万元</li> </ul> </li> </ul>
<b>Net cash used in financing activities</b> 融资活动现金流出	<b>(471.6)</b>	<b>Investing cash outflows 投资现金流出</b>
<b>Net decrease in cash and cash equivalents</b> 现金及现金等价物减少净额	<b>(250.6)</b>	<ul style="list-style-type: none"> <li>CAPEX of RMB112.8 mn, time deposit of RMB207.2 mn, and less interest income of RMB19.5 mn</li> <li>资本开支人民币112.8百万元，存放定期存款人民币207.2百万元，扣减利息收入人民币19.5百万元</li> </ul>
Cash and cash equivalents as at 1 Jan 于1月1日现金及现金等价物	<b>1,077.2</b>	<b>Financing cash inflows 融资现金流出</b>
Effect of foreign exchange rate changes 外币汇率变动的影响	<b>0.3</b>	<ul style="list-style-type: none"> <li>Payments of 2023 final dividends and 2024 interim dividends totalling RMB390.2 mn and lease rental payments totalling RMB109.8 mn, and less net bank loan borrowings of RMB20.2 mn</li> <li>支付2023末期股息及2024中期股息共人民币390.2百万元，以及租赁付款共人民币109.8百万元，减银行贷款借贷净额人民币20.2百万元</li> </ul>
<b>Cash and cash equivalents at 31 Dec</b> 于12月31日现金及现金等价物	<b>827.0</b>	

# Healthy & Strong Cash Position

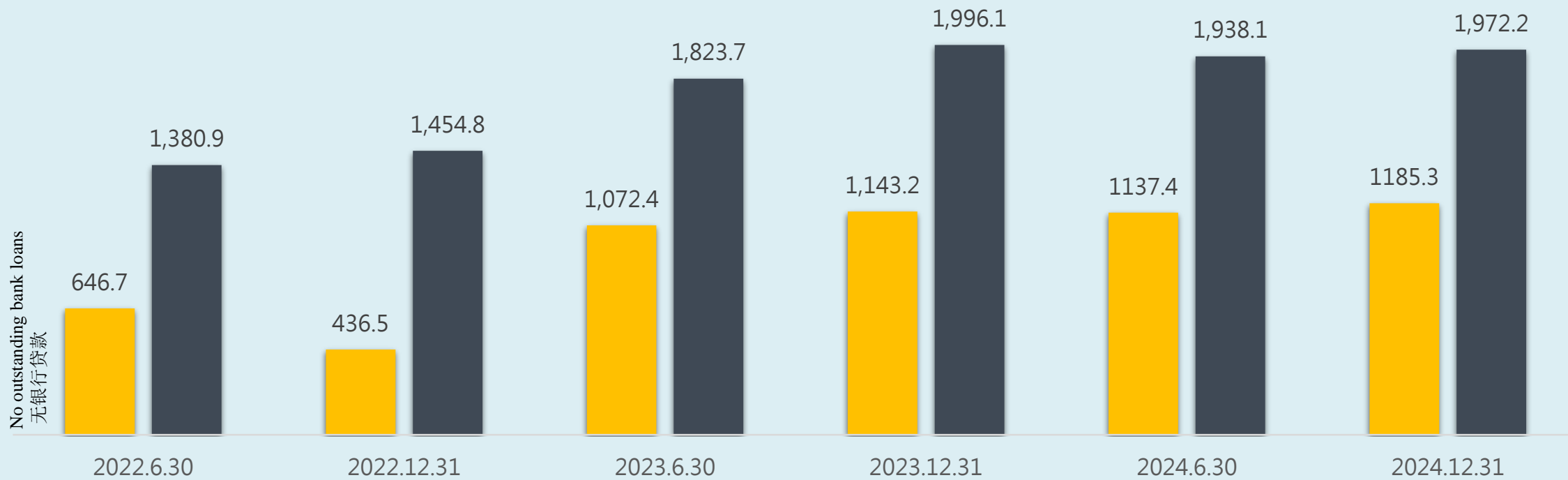
## 稳健的现金水平

### Total Cash and Bank Balance

#### 银行及现金结余

(RMB mn)

■ Bank Loans ■ Net Cash Balance  
银行贷款 净现金结余



No outstanding bank loans  
无银行贷款

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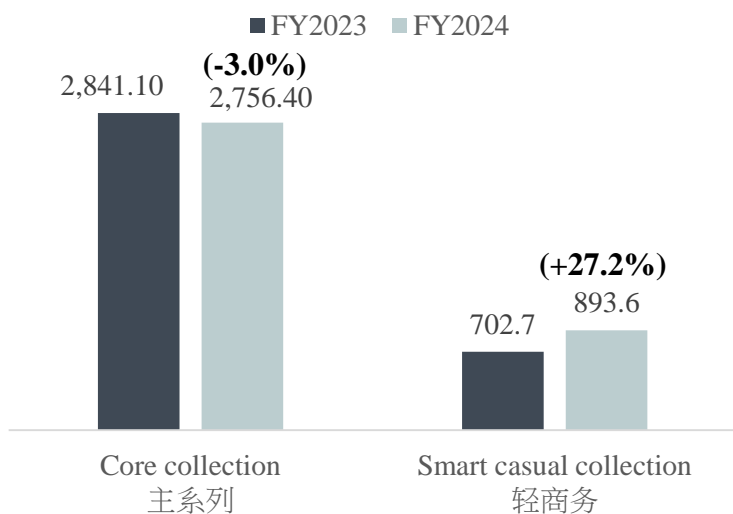
**Business and  
Operational Review**  
业务及营运回顾

# Sales By Collection

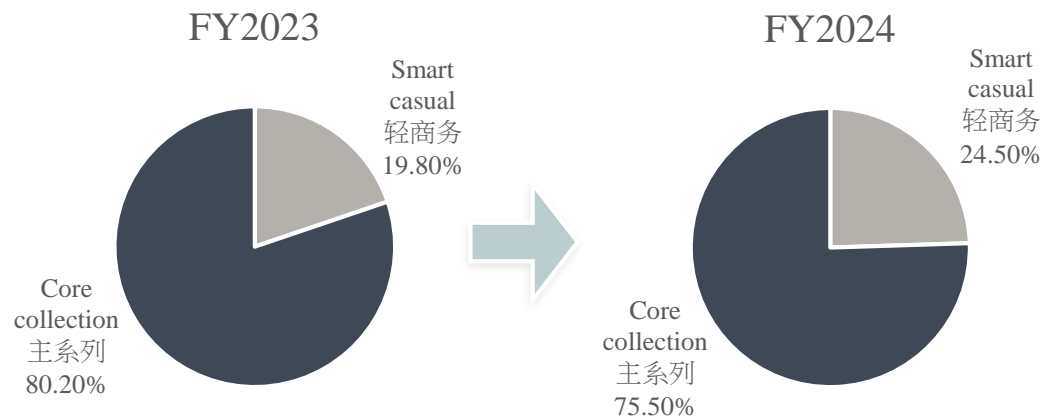
## 品牌系列销售概况

(RMB mn)

Sales by collection 各系列销售



% of revenue by collection 各系列占比



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### “单品牌双系列”战略效果显著:

- 主系列Lilanz定位“简约男装”，以三、四线地县级市的30-50岁男士为主，满足其品位商务休闲的改善性需求
- 轻商务LESS IS MORE定位“青年商务”，以一、二线及经济强市的20-40岁男士为主，满足其商务通勤的刚性需求
- 年内，主要得益于单店平均销售额的强劲提升以及新零售渠道的显著成效，营业额年内增长27.2%；主系列主要由于集团于年内收回东北和江苏四省的分销商的分销权，转以DTC模式经营，故需向四省原分销商支付补偿金，并直接从销售收入扣减，导致收入微跌3.0%
- 主系列在推行DTC模式后会聚焦于加强品牌与消费者的联系。集团预计DTC模式对销售增长产生的积极影响，将从二零二五年起开始体现。

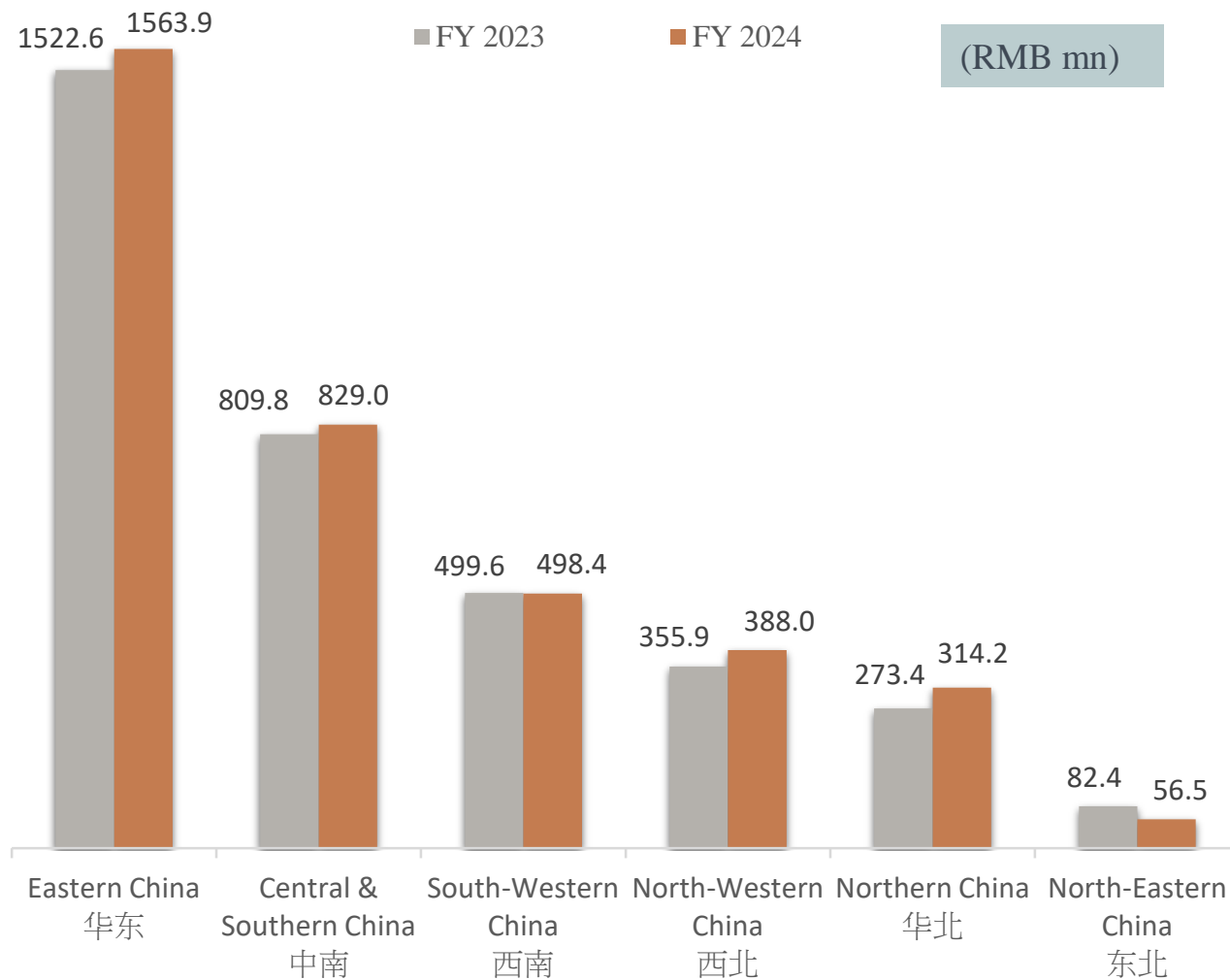
### “Single Brand, Dual Collection” Strategy Achieves Remarkable Results

- Core collection is positioned as “**Minimalist Menswear**”, targeting men aged 30-50 in third- and fourth-tier cities and county-level areas, and catering to their improvement needs for business-casual attire
- Smart casual LESS IS MORE is positioned as “**Youth Business**”, focusing on urban youths aged 20 to 30 in first- and second-tier economically strong cities, and aiming to meet the inelastic demand from business commuters
- During the year, the smart casual collection from the strong increase in average sales of single store and the significant results in new retail channels, leading to a remarkable 27.2% increase in turnover. Meanwhile, The core collection recorded a slight decrease of 3.0%, mainly due to the Group’s recovery of distribution rights in the three provinces of the North-Eastern China and Jiangsu Province and the transition to DTC model for operation, and the compensation is paid to former distributors in the four provinces, with the amount directly deducted from sales revenue.
- After the shift to a DTC model, the core collection will focus on enhancing connections with customers. The Group expects a positive sales impact of this model to become evident starting from 2025.

# Sales Channel Management

## 销售渠道管理

### Sales by region 各区销售



### Store Count by Region 各区店铺数目

	2024-1-1	Opened 开店	Closed 关店	2024-12-31
Eastern China (华东)	774	178	163	789
Central and Southern China (中南)	721	131	127	725
South-Western China (西南)	491	72	75	488
North-Western China (西北)	310	49	39	320
Northern China (华北)	267	75	32	310
North-Eastern China (东北)	132	29	20	141
<b>Total 总数</b>	<b>2,665</b>	<b>534</b>	<b>456</b>	<b>2,773</b>
<b>Total Retail Floor Space 总店铺面积 (sqm 平方米)</b>	<b>429,543</b>			<b>460,205 (+7.1%)</b>

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# Sales Channel Management (Con't)

## 销售渠道管理（续）

### Channel Transformation, Streamlining Sales Channel Structure 渠道转型 精简架构

- Introduced the DTC model by implementing such model for the “LILANZ” core collection in the North-Eastern China and Jiangsu Province, replacing the previous business model operated by distributors
- Enhances the store operation efficiency and product management capabilities of the LILANZ core collection in the region. With the help of the Group’s advanced digital operation system and the full-chain value integration advantages from production to retail, it will better leverage the Group’s competitive advantages
- 203 stores under DTC model
- 在东北地区及江苏省率先推行「LILANZ主系列」的DTC模式，取代过去由一级分销商经营的模式
- 增强「LILANZ主系列」在该地区的门店营运效率与货品管理能力，借助先进的数字化营运体系和从生产至零售的全价值链整合能力，更好发挥集团的自身竞争优势
- DTC模式门店共有203家

The break down of the stores by types 按店铺类型拆分	Core collection 主系列	Smart casual collection 轻商务	Total 总数
Street stores 街边店	1,415 (-14)	15 (0)	1,430 (-14)
Stores in shopping malls and outlet stores 购物中心及奥特莱斯店	764 (+61)	272 (+19)	1,036 (+80)
Shop-in-shops in department stores 百货店中店	272 (+11)	35 (+1)	307 (+12)
<b>Total 总数</b>	<b>2,451 (+58)</b>	<b>322 (+20)</b>	<b>2,773 (+78)</b>

- Continued to consolidate and optimize its nationwide sales network, while opening stores concentrated in premium shopping malls with prime locations
- Opened **26** net outlet stores, focusing on selling current-season products that remained unsold in other retail stores. E-commerce platforms were utilized as a crucial channel for inventory clearance
- 巩固和优化全国性的销售网络，在优质商场中的优越铺位开店
- 增开**26**间奥特莱斯店，销售其他门市仍未售出的当季产品，并利用电商平台作为清库存的重要渠道

直营店  
Self-operated stores

Stores 门店

**382**

+85

代销店  
Consignment

Stores 门店

**994**

+58

分销店  
Distribution

Stores 门店

**1,397**

-65

Total store count as at 31 Dec 2024:

于2024年12月31日总店数:

**2,773**



### Brand-new Sales Strategy

#### 全新销售战略

- E-commerce platforms have been transformed from an inventory clearance channel to a retail sales channel mainly for new products
- Increased input strength toward Tiktok and traditional e-commerce platforms
- During the year, e-commerce achieved 24% growth, outperforming the overall business
- 电商平台已从清理库存的渠道，改革成为主攻新品的零售渠道
- 加大对抖音和传统平台投入力度
- 年内电商实现优于整体的24%增长

### Live Streaming Delivers Strong Performance

#### 直播带货强势

- Continued to promote live-streaming sales by delivering high-quality, highly interactive content on online platforms
- Intensified efforts to develop its e-commerce business by further covering more platforms including “Pinduoduo” and “POIZON”
- 布局直播带货业务，于网上平台持续输出高质量、互动性强的内容
- 加大力度布局电商业务，新增包括「拼多多」及「得物」在内等平台

### System Upgrade and Optimization

#### 系统升级优化

- Comprehensively upgraded the retail management system, achieving seamless integration and real-time data sharing between online and offline platforms
- Leveraged technologies such as WeChat Mini Programs, the Group enabled interconnectivity among various retail terminals
- Invested in intelligent workshops and a smart warehouse and logistics distribution system, which improved the Group’s ability to fill orders quickly
- 全面升级零售管理系统，实现在线线下平台的无缝对接与数据实时共享
- 利用微信小程序等技术，让各零售终端互联互通
- 投资于智能车间及智能化仓储物流配送体系，提升集快速补单能力

# Driven by Breakthroughs in Product Design and Development, the Sales of Down Jacket Increased by 41%

## 产品设计及开发突破带动，羽绒服销售增长41%



利郎 | CHENPENG



Introduced the SMART Elite Collection suits, which showcase the minimalist concept of China Lilang's brand philosophy while also featuring exquisite design details to attract Gen-Z consumers

推出SMART精英系列西服，展现中国利郎品牌的简约理念，同时设计上以精致细节为亮点，吸引Z世代消费者目光

Adhering to the brand philosophy of "Simplicity but not Simple", continued to provide consumers with high-quality products with value through the implementation of the "Simplified Design, Excellent Quality" strategy

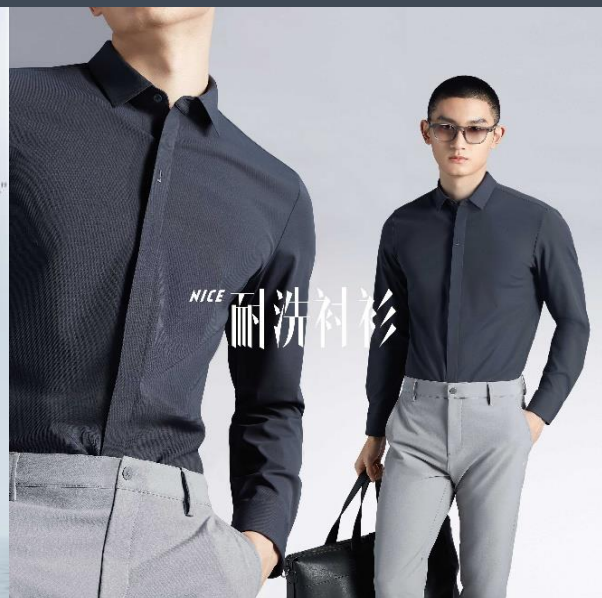
秉承「简约不简单」的品牌理念，透过实践「简约设计、卓越品质」的策略，为消费者提供优质优价的产品

The Group's newly introduced: "Fearless of Wet and Cold, Water-Resistant and Warmer" Water-Repellent Down 3.0. It uses Hoplion Downtek PFC Free™, referred to as the "International Top Water-Repellent Down", a non-fluorinated, ultrastrong water-repellent down. It achieved an excellent result of over 10,000 minutes in the IDFL Shake Test

集团最新推出“无惧湿冷，拒水更保暖”的拒水羽绒3.0，采用拥有“国际顶级拒水羽绒”之称的合隆Downtek PFC free™非氟系超强拒水绒，在IDFL的震荡测试中取得超过10,000分钟的优异成绩

The Group launched its first original durable white non-iron shirts with two patented durable white technologies. The shirts maintain a drip-dryness grade of DP3.5 and a whiteness value of 150+ after 30 machine washes

集团推出首创持久白免烫衬衫，采用双项持久白专利技术，30次机洗后依然保持DP3.5级的免烫及150+的超高白度值



利郎 LESS IS MORE

# Marketing & Promotion

## 品牌管理及宣传



Collaborated with variety show Call Me by Fire 4 for the third time  
与综艺《披荆斩棘4》达成三度合作



利郎 LESS IS MORE



Partnered with National Geographic China to launch the "Follow The Silk Road to Paris" IP collaboration. The initiative featured sports champions and actor wearing Lilang's SMART Elite Collection suits, further elaborating on the brand connotation of "New Business Aesthetics" 与中国国家地理合作发布「沿着丝路到巴黎」的IP合作之旅，邀请体育冠军等各界知名人士身穿利郎SMART精英系列西服，诠释「新商务美学」的品牌内涵

Invited renowned celebrities to wear the Lilang LESS IS MORE collection and host brand meet-and-greet events in Jinan, Guiyang, Xuzhou, Zhengzhou and Nanchang. These events showcased a new paradigm for young business professionals, enhanced the Group's penetration in the regional markets, and strengthened consumer awareness of the China Lilang brand

邀请知名明星身着利郎LESS IS MORE系列服装，在济南、贵阳、徐州、郑州、南昌多地举办品牌见面会，演绎青年商务新范式，推动集团在区域市场的渗透，增强消费者对利郎的品牌辨识度



The sponsored fashion short film "Best Wishes" conveys China Lilang's brand philosophy of "Simplicity but not Simple" and its brand mission of "Creating a Better Life"

赞助出品的时尚短片《往前走，别回头》传递利郎“简约不简单”的品牌哲学与“创造美好生活”的品牌理念



# 4.

## Outlook and Strategy 前景及策略

### Continued the Implementation of Channel Reform 延续渠道改革

- The “LILANZ” core collection would continue the implementation of channel reform
- By effectively utilizing the successful implementation of the DTC model for the first time in 2024, the Group would enhance the connection between brands and consumers with a more effective way
- Potential of the DTC model expected to be further unlocked and contribute to sales growth from Year 2025
- 主系列「利郎LILANZ」会延续渠道的改革
- 善用2024年首次推行的DTC模式，有效加强品牌与消费者之间的联系
- 期望DTC模式的潜力将从2025年起进一步释放，为销售增长作出贡献。

### Growing Momentum of Smart Casual Collection 轻商务发展势头良好

- LESS IS MORE smart casual collection will increase investment in product research and development to enhance the quality and design of the products.
- Developing products with high quality and functionality
- Further strengthen the brand's differentiated advantages and continue the positive development momentum.
- LESS IS MORE轻商务将加大产品研发投入，提升产品的质量与设计
- 开发更多高质量且具功能性的产品
- 进一步强化品牌的差异化优势，延续良好发展势头

### Strategic Layout and Development of Sales network 战略性布局及发展销售网络

- Net increase of **100 stores** in FY225
- Including enhancing the scale of store openings in outlets
- Flexibly to enhance overall store performance
- 全年净增加 **100家** 门店
- 包括奥特莱斯商场的开店规模
- 同时致力提升店效

## Actively Develop New Retail Strategies to Achieve Faster Growth.

### 积极发展新零售策略以实现更快增长



- Increase the proportion of new products sold online to 80%
- Intensify online promotion efforts, continue to use popular social media platforms such as Douyin, and deeply reach consumers across the country through live broadcasts and other methods to drive sales growth
- New retail business to achieve a growth of 15% or above in 2025
- 增加在线销售新产品比重至80%
- 加大在线推广力度，继续利用抖音等热门社交媒体平台，通过直播带货等方式深度触达全国消费者，带动销售增长
- 新零售业务的目标是于2025年实现15%或以上的增长

# “Multibrands and Internationalization” Development Strategy Starts This Year

## 「多品牌、国际化」发展年内开动

- “MUNSINGWEAR“ expected to start online sales in the first half of 2025, while the first physical store will be opened in the second half of 2025
- Lilang officially entered the international market this year and is expected to open the first store in Malaysia in the first half of 2025
- 「MUNSINGWEAR」预期今年上半年启动线上销售，下半年开设首家实体门店
- 利郎今年正式踏入国际市场,预计马来西亚上半年将开设首家门店





5.

Open Forum  
答问时间



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