

DoThink® 德信服务

— 股份代号: 2215.HK —

Dexin Services Group Limited 德信服务集团有限公司

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立的有限公司)

Stock Code 股份代號 : 2215



2025

年報

ANNUAL REPORT

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Corporate Information

公司資料

BOARD OF DIRECTORS

Executive Directors

Mr. Hu Yiping (*Chairman*)
Mr. Tang Junjie
Ms. Zheng Peng

Independent Non-executive Directors

Mr. Rui Meng
Mr. Yang Xi
Dr. Wong Wing Kuen Albert

AUDIT COMMITTEE

Mr. Rui Meng (*Chairman*)
Dr. Wong Wing Kuen Albert
Mr. Yang Xi

REMUNERATION COMMITTEE

Dr. Wong Wing Kuen Albert (*Chairman*)
Mr. Tang Junjie
Mr. Rui Meng

NOMINATION COMMITTEE

Mr. Hu Yiping (*Chairman*) (*ceased to act as chairman and member of nomination committee with effect from 25 June 2025*)
Dr. Wong Wing Kuen Albert (*Chairman*) (*appointed as chairman of nomination committee with effect from 25 June 2025*)
Mr. Rui Meng
Ms. Zheng Peng (*appointed as member of nomination committee with effect from 25 June 2025*)

AUTHORISED REPRESENTATIVES

Mr. Tang Junjie
Ms. Lin Sio Ngo

COMPANY SECRETARY

Ms. Lin Sio Ngo

董事會

執行董事

胡一平先生 (*主席*)
唐俊杰先生
鄭鵬女士

獨立非執行董事

芮萌先生
楊熙先生
王永權博士

審核委員會

芮萌先生 (*主席*)
王永權博士
楊熙先生

薪酬委員會

王永權博士 (*主席*)
唐俊杰先生
芮萌先生

提名委員會

胡一平先生 (*主席*) (*自2025年6月25日起不再擔任主席及提名委員會成員*)
王永權博士 (*主席*) (*2025年6月25日起獲委任為提名委員會主席*)
芮萌先生
鄭鵬女士 (*自2025年6月25日起獲委任為提名委員會成員*)

授權代表

唐俊杰先生
練少娥女士

公司秘書

練少娥女士

REGISTERED OFFICE

Cricket Square
Hutchins Drive
PO Box 2681
Grand Cayman
KY1-1111
Cayman Islands

HEADQUARTERS IN THE PRC

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Zhejiang Province
PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

40th Floor
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Wanchai
Hong Kong

CAYMAN ISLANDS PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Trust Company (Cayman) Limited
Cricket Square
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PO Box 2681
Grand Cayman
KY1-1111
Cayman Islands

HONG KONG SHARE REGISTRAR

Computershare Hong Kong Investor Services Limited
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註冊辦事處

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中國總部

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浙江省
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香港主要營業地點

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灣仔
皇后大道東248號
大新金融中心
40樓

開曼群島主要股份過戶登記處

Conyers Trust Company (Cayman) Limited
Cricket Square
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Cayman Islands

香港股份過戶登記處

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

Corporate Information

公司資料

LEGAL ADVISERS

As to Hong Kong law:

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26/F, One Exchange Square
8 Connaught Place
Central, Hong Kong

As to Cayman Islands law:

Conyers Dill & Pearman
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One Exchange Square
8 Connaught Place
Central
Hong Kong

AUDITOR

Zhonghui Anda CPA Limited
Certified Public Accountants and Registered Public
Interest Entity Auditor
23/F, Tower 2, Enterprise Square Five, 38 Wang Chiu Road
Kowloon Bay
Hong Kong

PRINCIPAL BANKS

Bank of Communications Co., Ltd.
Industrial and Commercial Bank of China Limited

STOCK CODE

2215

COMPANY'S WEBSITE

www.dexinfuwu.com

DATE OF LISTING

15 July 2021

法律顧問

香港法律：

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香港中環
康樂廣場8號
交易廣場一期26樓

開曼群島法律：

康德明律師事務所
香港
中環
康樂廣場8號
交易廣場一期
29樓

核數師

中匯安達會計師事務所有限公司
執業會計師及
註冊公共利益實體核數師
香港
九龍灣
宏照道38號企業廣場第五期二座23樓

主要往來銀行

交通銀行股份有限公司
中國工商銀行股份有限公司

股份代碼

2215

公司網站

www.dexinfuwu.com

上市日期

2021年7月15日

Awards and Honours 獎項及榮譽



2025 Top 10 Branded Property Management Companies in terms of Residential Properties in Hangzhou
2025杭州住宅物業十大品牌物業服務企業



2025 Top 10 Branded Property Management Companies in terms of Public Building Properties in Hangzhou
2025杭州公建物業十大品牌物業服務企業



2025 Top 100 Property Management Companies in China
2025中國物業服務百強企業



2025 Top 100 High-quality Service Property Management Companies in China
2025中國物業高品質服務力百強企業



2025 China's Property Services Enterprise with Leading Brand in Market-oriented Operation
2025中國物業服務市場化運營領先品牌企業

Financial Highlights

財務摘要

		December 2025 2025年12月 RMB'000 人民幣千元	December 2024 2024年12月 RMB'000 人民幣千元	Changes 變動 %
Key financial information	主要財務資料			
Revenue	收入	885,851	933,423	(5.1%)
Gross profit	毛利	171,936	187,601	(8.4%)
(Loss)/Profit for the year	年度(虧損)/利潤	(232,055)	37,674	N/A 不適用
– Including non-controlling interests	– 包括非控股權益	(12,999)	(799)	(1,526.9%)
– Attributable to owners of the Company	– 本公司擁有人應佔	(219,056)	38,473	N/A 不適用

		December 2025 2025年12月 RMB'000 人民幣千元	December 2024 2024年12月 RMB'000 人民幣千元
Total assets	資產總額	1,148,261	1,341,107
Total liabilities	負債總額	684,163	650,874
Cash and bank balance	現金及銀行餘額	140,443	202,181
Total equity	權益總額	464,098	690,233
Interest attributable to the owners of the Company	本公司擁有人應佔權益	439,208	680,930

		December 2025 2025年12月	December 2024 2024年12月
Key financial ratios	主要財務比率		
Gross profit margin	毛利率	19.4%	20.1%
Net profit margin	淨利率	(26.2%)	4.0%
Net profit margin attributable to the owners of the Company	本公司擁有人應佔淨利潤率	(24.7%)	4.1%
Basic and diluted (loss)/earnings per share (RMB)	每股基本及攤薄(虧損)/盈利(人民幣元)	(0.248)	0.042

		December 2025 2025年12月	December 2024 2024年12月
Total property management contracted GFA as at the end of reporting period (sq.m.'000)	於報告期末物業管理總合約建築面積(千平方米)	40,775	42,153
Total property management GFA under management as at the end of reporting period (sq.m.'000)	於報告期末物業管理總在管建築面積(千平方米)	37,762	39,089

Chairman's Statement

主席報告

Dear shareholders,

On behalf of the Board, I hereby present the results of the Group for the twelve months ended 31 December 2025 (the “**Reporting Period**”).

In 2025, the property management industry moved beyond the extensive growth model of scale expansion and entered a new normal defined by “rational thinking and enhancing intrinsic value”. Amidst the changes, our Group has adhered to our original aspiration of “Good Houses, Good Communities, Good Lives”. By maintaining stability at our core, establishing our presence through quality, and driving progress via innovation, we have safeguarded our operational fundamentals amidst industry fluctuations and consolidated our development foundation through innovative exploration. Our core competitiveness has steadily enhanced. During the Reporting Period, the Group was recognised as one of the “China Top 100 Property Management Enterprises” for the 12th consecutive year, climbing to the 19th position. We were also awarded multiple industry honors, including “China’s Leading Brand Enterprise for Property Management Market Operation”, “China Top 100 Enterprise for High-Quality Property Service Capability”, and “Hangzhou Five-Star Service Enterprise”, validating our response to industry changes and market expectations with tangible results and performance.

CONSOLIDATING FUNDAMENTALS, UPHOLDING INTEGRITY AND ACHIEVING LONG-TERM STABILITY

Amidst industry changes, only by strengthening our foundations can we achieve long-term development. The Group comprehensively implemented refined financial management, strengthened collection efficiency, strictly controlled risk exposure, and maintained a consistently ample cash flow, which provided solid financial support for the Group’s various operational strategies.

On the operations front, we implemented precise project control, resolutely phased out inefficient projects, and reallocated core personnel, financial, and material resources towards our “stronghold projects”, ensuring the steady operation of key projects. Concurrently, leveraging information technology as an aid, we established a data-driven control system across the entire process to achieve intelligent and refined management, thereby converting every input into tangible development outcomes.

尊敬的各位股東：

本人謹代表董事會提呈本集團截至2025年12月31日止十二個月（「**本報告期間**」）的業績。

2025年，物業管理行業告別規模擴張的粗放時代，邁入「理性回歸、價值深耕」的新常態。變局之中，本集團堅守「好房子、好小區、好生活」的初心，以穩立心、以質立身、以新立業，在行業波動中守住經營之本，在創新探索中夯實發展之基，核心競爭力持續攀升。本報告期間，集團連續12年蟬聯「中國物業服務百強企業」，排名躍升至第19位，同步斬獲「中國物業服務市場化運營領先品牌企業」、「中國物業高品質服務力百強企業」及「杭州市五星級服務企業」等多項行業榮譽，以實幹實績回應行業變革與市場期待。

固本守正，行穩致遠

行業變局之下，唯有守牢根基，方能致遠行久。集團全域推行財務精細化管控，強化回款效能，嚴守風險底線，讓現金流始終保持充裕態勢，為集團各項經營佈局提供堅實的資金支撐。

運營端，推行項目精準管控，堅決出清低效項目，將人財物核心資源向糧倉項目傾斜，守護重點項目的穩健運營。同時以信息化為翼，搭建全流程數據化管控體系，實現智慧化、精細化管理，讓每一份投入都轉化為發展的實效。

Chairman's Statement

主席報告

Organisational capability is the core foundation for development. The Group completed a deep optimisation and restructuring of its organisational framework. The headquarters underwent functional reforms and achieved cross-departmental horizontal integration in the macro-operations management model, enhancing overall synergy and efficiency. Simultaneously, we restructured operational units, concentrating talent reserves and professional resources within regions and shortening decision-making processes, enabling organisational capabilities to more precisely meet the operational needs of our existing portfolio and market expansion demands in our core “stronghold” region, the Yangtze River Delta.

ENRICHED BY DIVERSITY, DRIVEN BY TECHNOLOGY

We ventured into new frontiers and initiated new chapters. By expanding into new territories, we acquired equity in Deqing Moganshan Ruijing Real Estate Co., Ltd. (德清莫干山瑞璟置業有限公司), thereby obtaining a prime high-quality hotel asset in the core area of the Moganshan Scenic Spot. This asset enjoys a uniquely advantageous location, consistently hosting large-scale business events and, for several consecutive years, undertaking cultural and sports events like the Bamboo Forest Marathon. This is a strategic move for the Group to establish a presence in the leisure industry and connect with the intangible cultural heritage tourism sector. By synergising this asset with our other intangible cultural heritage projects, we will provide owners with comprehensive tourism, wellness, and study-tour amenities, while offering tailored team-building and retreat services for corporate clients — all aimed at forging a vibrant new ecosystem for leisure and cultural tourism.

We actively fostered new quality productive forces in services, with a focus on green energy, low-carbon initiatives, and AI technology applications as core drivers for transformation and upgrading. The first landmark project for rooftop photovoltaic energy storage on buildings, the rooftop solar renovation project at Dexin Center, Hangzhou East Railway Station complex, was successfully connected to the grid for power generation in June. Through the rooftop space transformation, the project is expected to generate 700,000 kWh of electricity annually and reduce carbon emissions by approximately 700 tons per year. The generated electricity is also utilised in livelihood scenarios such as public charging for non-motor vehicles within the complex, serving as a high-quality model for green renovation of energy-intensive commercial complexes. Concurrently, we are aggressively deploying robotic services — ranging from delivery and security to cleaning — within the project's office and commercial spaces. These unmanned intelligent operations are shaping a new service landscape defined by “AI empowerment + human-machine synergy”, establishing a premier benchmark for smart services.

組織能力，是發展的核心底氣。集團完成組織架構深度優化調整，總部推行職能改革，大運營管理模式實現跨界橫向拉通，強化整體協同和效率提升。同時對經營單元進行變陣，在區域集聚人才厚度和專業資源，縮短決策鏈路，讓組織能力更精準適配核心糧倉長三角地區的存量運營與市場拓展需求。

多元煥彩，科技賦能

潮頭立勢拓疆界，新局揚帆啟華章。我們以佈局拓新局，收購德清莫干山瑞璟置業有限公司股權，斬獲莫干山景區核心優質酒店資產。此資產區位得天獨厚，常年承接大型商務接待，更連續多年承辦竹海馬拉松等文體賽事。這是集團佈局休閒產業、串聯非遺文旅賽道的關鍵落子。我們將整合聯動其他非遺文旅項目，為業主打造旅遊、康養、研學等一站式配套，為企業定製團建、療養專屬服務，構建休閒文旅全新服務生態。

我們積極打造新質服務生產力，將綠能低碳、AI科技應用作為轉型升級的核心著力點。首個建築物屋頂光伏儲能標桿項目 — 杭州東站綜合體德信中心屋頂光伏改造項目於6月成功併網發電，通過對屋頂空間改造，預計年發電量達70萬度、年減碳約700噸，產生的電能還用於園區非機動車公用充電等民生場景，成為高耗能商業綜合體綠色改造的優質樣本。同時，在該項目的辦公寫字樓、商業街區內，大力開展機器人服務應用，先後落地配送、安防巡邏、掃地清潔機器人，試點無人智能化場景作業，構建「AI賦能+人機協同」服務新圖景，打造智慧服務標桿。

We deepened our presence in the Commercial Office IFM (Integrated Facility Management) and urban service sectors. At Yiwu Shihang Plaza, we innovated a model deeply integrating investment attraction, operations, and property services. We extended customised services to new business formats and scenarios, providing professional operation management, customised reception, and business interpretation services for the Hangzhou Live Streaming Industry Party and Mass Service Center and the Binjiang District Embodied Intelligence Town Hall, infusing urban services with both warmth and quality.

DEEPENING MARKET PRESENCE, VENTURING INTO NEW TERRITORIES

Only through unwavering focus and intensive cultivation can we build robust regional competitive moats. The Group remains committed to its market strategy of “deeply cultivating the Yangtze River Delta while strategically expanding across core national cities”. By focusing on high-profitability and sustainably operated projects and regions, we have enhanced quality in our dominant markets and achieved breakthroughs in peripheral ones.

In our heartland of Jiangsu, Zhejiang, and Shanghai, we have established service benchmarks through meticulous operations. In Hangzhou, we undertook property management for 19 branches of the Xiaoshan District Youth Palace; in Ningbo, we won bids for premium second-hand residential projects such as the Cixi Wang Yue Fu project; and in Jinhua, we secured multiple projects including the Wuyi Communications Investment Industrial Park. In Nanjing, we actively participated in tenders for existing residential projects, further deepening our presence in core Yangtze River Delta cities. Furthermore, our cross-regional expansion reached a milestone breakthrough with the successful bid for the Sichuan Provincial Transportation Hospital project, opening a strategic gateway to the western market.

We have actively developed diversified cooperation platforms and forged deep strategic alliances with state-owned enterprises and high-quality local entities. Integrating resources and leveraging collective advantages has become our core pathway for regional integration and expansion into emerging sectors. Building on our existing partnership with Quzhou Communications Investment Group, we added new projects such as smart ports and group catering for science and education industrial parks. By extending our service reach into transportation hubs and catering operations, we have achieved in-depth development, transitioning from basic maintenance to diversified business formats — and outlined a new growth pattern characterised by “resource complementarity and synergistic coexistence”.

我們深耕商業辦公IFM與城市服務板塊，在義烏世航廣場，創新招商運營與物業服務深度融合模式；將定製服務延伸至新業態新場景，為杭州直播行業黨群服務中心、濱江區具身智能小鎮客廳，提供專業運營管理與定製化會客接待、商務講解服務，讓城市服務兼具溫度與質感。

精耕疆土，拓界謀新

心無旁騖深耕，方能築牢區域壁壘。集團堅定踐行「深耕長三角、佈局全國核心城市」的市場戰略，聚焦盈利性強、可持續經營的項目與區域，實現優勢區域提質、外圍市場突破。

江浙滬大本營，我們以精耕細作打造服務樣板，在杭州，承接蕭山區青少年宮19個分宮物業管理；在寧波，中標慈溪望玥府等優質二手住宅項目；在金華，斬獲武義交投產業園等多個項目；在南京，積極參與存量住宅項目招投標，持續深耕長三角核心城市。跨區域拓展更迎里程碑式突破，中標四川省交通醫院項目，打開西部區域的市場通道。

我們積極搭建多元化合作平台，與國資企業、地方優質主體締結深度戰略同盟，整合各方資源優勢，成為融入區域、拓展新興賽道的核心路徑。與衢州交投在原有合作基礎上新增智慧港口、科教產業園團餐等項目，將服務觸角延伸至交通樞紐、團餐運營等賽道，實現從基礎運維到多元業態的縱深發展，勾勒出「資源互補、協同共生」的發展新格局。

Chairman's Statement

主席報告

BUILDING WARMTH WITH SINCERE HEARTS, GROWTH WITH BOUNDLESS CARE

Service is the heart and soul of the property management industry. With customer satisfaction as our core objective, we launched a series of learning and practice activities themed “Learning from Pang Dong Lai’s Service Excellence” during the year. We organised core management teams to conduct on-site field studies in Henan in successive batches. Through internal seminars and training, we have integrated refined and empathetic service standards into every aspect of our operations, actively practicing the “Go the Extra Mile” customer service philosophy.

We enhanced our efforts to improve our service quality. Throughout the year, we carried out the “Confidant Sends Spring Breeze” special action and completed quality enhancement projects in over 5,000 communities nationwide. We normalised customer visit and follow-up mechanisms to precisely match services to owners’ needs.

We pioneered pilot projects for innovative community-level governance, integrating property services with community anti-fraud efforts. In deep collaboration with the Hangzhou Public Security Anti-Fraud Center, we conducted nearly a hundred activities, including door-to-door presentations, special education sessions, and scenario simulations, generating a positive public demonstration effect. Successful cases of preventing telecommunications fraud occurred in places like Hangzhou and Wenzhou. Notably, the property manager of Hangzhou Qunxianfu was publicly commended by the Foundation for Justice and Courage for persuading an owner to avoid property losses exceeding RMB1 million.

TALENT CULTIVATION, FOUNDATION STRENGTHENING

Talent is the foundation of our enterprise. Adhering to the development philosophy of prioritising employees and consolidating the development foundation through systematic talent development, the Group activated the organisation’s internal momentum and continuously empowered high-quality services.

The Group deepened school-enterprise cooperation by advancing the third “Shengquan Class (盛全班)” training programme in partnership with Zhejiang College of Construction, aimed at cultivating compound property management talents. We established a systematic talent development system and a star butler certification system, and conducted over a hundred professional skills training sessions and cultural salons throughout the year to comprehensively enhance employee professionalism and service capabilities. Simultaneously, the “Blue Ribbon” special fund provided timely assistance to employees facing sudden difficulties, allowing the “Confidant Culture” to take root and continuously strengthening team cohesion and sense of belonging.

臻心築暖，有愛生長

服務，是物業行業的初心與靈魂。集團始終以客戶滿意度為核心目標，圍繞「學習胖東來服務經驗」主題，年內我們開展學習實踐活動，組織核心管理人員分批前往河南開展現場研學，並通過內部專題研討和培訓，將精細化、有溫度的服務標準融入全流程，踐行「向前一步」的對客服務理念。

我們持續深耕服務品質。全年開展「知己送春風」專項行動，完成全國超5,000項小區品質升級工程；常態化落實客戶拜訪、回訪機制，精準匹配業主服務。

在行業內率先開展物業服務與社區反詐的社區基層治理創新試點，我們與杭州公安反詐中心深度聯動，通過上門宣講、專場教育、情景模擬等近百場活動，形成良好公眾示範效應，在杭州、溫州等地都有制止電信詐騙案件發生的成功案例。其中杭州群賢府物業經理因勸阻業主避免超百萬元財產損失，獲見義勇為基金會通報表揚。

聚才育才，厚植根基

人才者，事業之本也。集團秉持員工為本的發展理念，以系統化人才建設築牢發展根基，激活組織內生動力，為優質服務持續賦能。

集團深化校企合作，與浙江建設職業技術學院攜手推進第三屆「盛全班」培養計劃，定向培養物業複合型人才。搭建系統化人才培養體系和星級管家認證體系，全年開展專業技能培訓、文化沙龍等超百場，全面提升員工專業素養與服務能力。同時，「藍絲帶」專項基金為遭遇突發困難的員工提供及時援助，讓「知己文化」落地生根、持續增強團隊凝聚力與歸屬感。

OUTLOOK

The Tide is High, and the Horizon Broadens — Now is the Time to Set Sail

No effort is ever in vain, and hardships make for success. Perseverance leads to a promising future.

In 2026, the 15th Five-Year Plan will officially commence. The property management industry will also transition from purely pursuing scale expansion to a “marathon” competition where stable cash flow serves as the foundation for survival.

In the current era swept by the AI wave, we see opportunities in accelerating technological iteration and industrial integration innovation. The industry will accelerate its entry into a deep transition period focused on quality and efficiency improvement, and a new journey centered on smart technology, green development, and low-carbon operations.

Situated in Hangzhou, a hub of technological innovation, we keenly perceive the speed of technological iteration and see even more clearly the opportunities for industrial integration and innovation. The Group will capitalise on this momentum, continuously deepening the pilot application of AI technology across multiple scenarios, and investing in the innovation and upgrade of an integrated ground-air intelligent service system. We will promote the customised application of various robots and unmanned devices in residential, commercial office, and public facility scenarios, and refine the human-machine collaborative service system to make technology the core driver for service upgrades. Furthermore, we will increase investment in the construction and operation of photovoltaic renovation projects, scale up the replication of green energy renovation experience, and expand the diverse applications of green energy in park operations and livelihood services, making low-carbon a defining characteristic of corporate development.

未來展望

潮起海天闊，揚帆正當時

功不唐捐，玉汝于成；行而不輟，未來可期。

2026年，「十五五」規劃正式啟幕。物業管理行業也將從單純追求規模擴張，轉向以現金流穩健為生存之基的馬拉松競賽。

面對AI浪潮席捲而來的當下，我們看到科技加速迭代和產業融合創新的機會，行業將加速進入質效提升的深度轉型期，並蓄力邁入智慧科技、綠色低碳為核心的新征程。

身處杭州這塊科技熱土，我們真切感知到科技迭代的速度，更清晰看到產業融合創新的機遇。集團也將乘勢而上，持續深化AI技術多場景試點與應用，佈局陸空一體智能服務體系的創新升級，推廣各類機器人、無人裝置在住宅、商辦、公建等場景的定製應用，完善人機協同服務體系，讓科技成為服務升級的核心抓手；加大光伏改造項目的投建和運營，規模化複製綠能改造經驗，拓展綠色能源在園區運營、民生服務中的多元應用，讓低碳成為企業發展的鮮明底色。

Chairman's Statement

主席報告

Meanwhile, with the hotel industry as our core platform, we will deeply integrate resources to promote the large-scale and brand-driven development of the leisure and cultural tourism sector. This will create a core growth engine for the Group's diversified business development and realise the transformation from a basic property service provider to a comprehensive lifestyle service operator.

The path ahead is clear. We firmly believe that the stable development of an enterprise always stems from accumulation and persistent effort. The Group will always stay true to its original intention, building beautiful homes with warm services, activating the strategic transformation engine through technological innovation, delivering long-term value through professional operations, and striving for a better urban future through all-dimensional empowerment.

Dexin Services Group Limited

Hu Yiping

Chairman

30 March 2026

同時，將以酒店產業為核心載體，深度整合資源，推動文旅休閒板塊的規模化、品牌化發展，打造集團多元業態發展的核心增長引擎，實現從基礎物業服務到生活服務綜合運營商的轉型。

前路昭昭。我們始終堅信，企業的穩健發展，從來都源於點滴積累與久久為功。本集團將始終堅守初心，以有溫度的服務構築美好家園，以科技創新激活戰略轉型引擎，以專業化運營兌現長期價值，以全維度賦能共赴城市美好未來。

德信服務集團有限公司

主席

胡一平

2026年3月30日

Management Discussion and Analysis

管理層討論及分析

OPERATION REVIEW

Business model of the Group

The Group has three business lines: (i) property management services; (ii) value-added services to non-property owners; and (iii) community value-added services, which constitute a comprehensive service product for our clients, covering the entire property management value chain.

- **Property management services.** The Group provides property management services to property developers, property owners and residents with a wide range of property management services. The property management services of the Group primarily comprise (i) security services; (ii) cleaning services; (iii) gardening services; and (iv) common area facility repair and maintenance services for residential properties and non-residential properties.
- **Value-added services to non-property owners.** The Group provides a full range of property-related business solutions to non-property owners, which primarily include property developers. The value-added services to non-property owners of the Group primarily comprise (i) the provision of sales office management services; (ii) the provision of preliminary planning and design consultancy services; (iii) the provision of property inspection and repair services; and (iv) the provision of commercial consulting services.
- **Community value-added services.** The Group also offers various community value-added services to property owners and residents, including (i) smart community solutions; (ii) property sales and assistance services; (iii) community resources value-added services; (iv) clubhouse services; (v) home decoration services; and (vi) community retail and home services.

We believe that the property management services business line is the foundation of the Group to generate revenue, expand business scale and increase our customer base for community value-added services to property owners and residents. The Group's value-added services to non-property owners facilitate its early access to property development projects and the establishment and development of business relationships with property developers, thereby enhancing the Group's competitiveness and securing contracts for property management services. The Group's community value-added services business line is conducive to strengthening the relationship between the Group and customers and improving customer satisfaction and loyalty. We believe that the three business lines of the Group will continue helping the Group to gain market share and expand its business scope in the PRC.

經營回顧

本集團的業務模式

本集團擁有三條業務線，即(i)物業管理服務；(ii)非業主增值服務；及(iii)社區增值服務，構成提供給客戶的綜合服務產品，涵蓋整個物業管理價值鏈。

- **物業管理服務。**本集團向物業開發商、業主及住戶提供一系列的物業管理服務。本集團的物業管理服務主要包括住宅及非住宅物業的(i)秩序維護服務；(ii)清潔服務；(iii)綠化服務；及(iv)公共區域設施維修保養服務。
- **非業主增值服務。**本集團向非業主(主要包括物業開發商)提供全方位的物業相關業務解決方案。本集團的非業主增值服務主要包括(i)提供有關案場服務；(ii)前介服務；(iii)提供房檢房修服務；及(iv)提供商業諮詢服務。
- **社區增值服務。**本集團還為業主和住戶提供各種社區增值服務，包括(i)智能社區解決方案；(ii)物業銷售及協銷服務；(iii)社區資源增值服務；(iv)會所服務；(v)美居服務；及(vi)社區零售和家居服務。

我們認為物業管理服務業務線乃本集團產生收入、擴大業務規模及增加業主和住戶社區增值服務客戶群體的基礎。本集團的非業主增值服務有助於本集團儘早接觸物業開發項目以及與物業開發商建立和培養業務關係，從而提升本集團的競爭優勢，確保獲得物業管理服務訂約。本集團的社區增值服務業務線有助於增強本集團與客戶的關係，提升客戶滿意度及忠誠度。我們認為本集團的三條業務線將繼續助力本集團獲得市場份額及擴大在中國的業務範圍。

Management Discussion and Analysis

管理層討論及分析

PROPERTY MANAGEMENT SERVICES

In 2025, adhering to the strategic vision of being a service provider for future urban life relationships, the Group steadily expanded the management of diversified business formats. As at 31 December 2025, the total gross floor area (“GFA”) under management amounted to approximately 37.8 million sq.m., representing a slight decrease of 1.3 million sq.m. from 39.1 million sq.m. as at 31 December 2024. Such decrease was mainly attributable to the Group’s proactive optimisation of its project portfolio during the year and its exit from low-margin and non-strategic projects, thereby enhancing the overall quality and efficiency of management.

The following table sets forth our property management contracted GFA and GFA under management as at the years indicated:

		For the year ended 31 December 截至12月31日止年度 2025 2025年				For the year ended 31 December 截至12月31日止年度 2024 2024年			
		Contracted projects 簽約項目		Projects under management 在管項目		Contracted projects 簽約項目		Projects under management 在管項目	
		Number of projects 項目數量	GFA 建築面積 (sq.m.'000) (千平方米)	Number of projects 項目數量	GFA 建築面積 (sq.m.'000) (千平方米)	Number of projects 項目數量	GFA 建築面積 (sq.m.'000) (千平方米)	Number of projects 項目數量	GFA 建築面積 (sq.m.'000) (千平方米)
As at the beginning of the year	截至年初	303	42,153	283	39,089	333	44,702	297	39,243
Newly contracted	新訂約	30	2,847	20	1,388	23	2,913	19	2,158
Reserve conversion	儲備轉化	0	0	11	1,362	0	0	18	3,080
Acquisition	收購	0	0	0	0	0	0	0	0
Termination	終止	(37)	(4,225)	(36)	(4,077)	(53)	(5,462)	(51)	(5,392)
As at the end of the year	截至年末	296	40,775	278	37,762	303	42,153	283	39,089

During the Reporting Period, approximately half of our revenue from property management services was generated from services provided to properties developed by independent third-party property developers. As at 31 December 2025, we had 171 properties under our management that were developed by independent third-party property developers, with a total GFA under management of approximately 20.1 million sq.m.

物業管理服務

2025年，本集團堅持未來城市生活關係服務商的戰略願景，穩健拓展多元化業態管理。於2025年12月31日，總在管建築面積（「**建築面積**」）約37.8百萬平方米，較於2024年12月31日的39.1百萬平方米小幅下降1.3百萬平方米。主要因年內主動優化項目結構、退出低毛利及非戰略型項目，提升整體管理質效。

下表載列截至所示年度我們的物業管理合約建築面積及在管建築面積：

於本報告期間，我們物業管理服務的一半左右收入乃產生自就獨立第三方物業開發商所開發物業提供的服務。截至2025年12月31日，我們有171項在管物業由獨立第三方物業開發商開發，在管總建築面積約為20.1百萬平方米。

Management Discussion and Analysis

管理層討論及分析

The following table sets forth a breakdown of our total GFA under management by type of property developer as at the dates indicated:

下表載列截至所示日期我們按物業開發商類型劃分的在管總建築面積明細：

		As at 31 December 截至12月31日					
		2025 2025年			2024 2024年		
		GFA 建築面積 sq.m.'000 千平方米	Revenue 收入 RMB'000 人民幣千元	Percentage 佔比	GFA 建築面積 sq.m.'000 千平方米	Revenue 收入 RMB'000 人民幣千元	Percentage 佔比
Properties developed by Dexin China	德信中國所開發物業	13,676	304,491	37.1%	13,916	300,481	36.1%
Jointly developed properties	聯合開發物業	4,009	116,325	14.2%	4,562	124,732	15.0%
Properties developed by independent third-parties	獨立第三方開發物業	20,077	400,045	48.7%	20,611	407,157	48.9%
Total	總計	37,762	820,861	100.0%	39,089	832,370	100.0%

Our Geographical Presence

Zhejiang Province and the Yangtze River Delta Region are among the most economically developed regions in the PRC, with higher urbanisation rates and resident disposable income. Most of our service projects are concentrated in cities with higher competitive pricing levels. We continue to expand into first-tier and second-tier cities nationwide, and continue to increase the GFA under management and income from core cities outside Zhejiang Province and the Yangtze River Delta Region, further intensifying our competitive strength in the property industry. For the year ended 31 December 2025, our geographic presence has extended to 41 cities in China.

我們的地理位置

浙江及長江三角洲地區是中國經濟最發達的地區之一，城鎮化率及居民可支配收入較高。我們服務的項目大部分依據在收費水平競爭力較高的城市。我們不斷佈局全國一二線城市，不斷擴大浙江及長江三角州外的核心城市的在管面積及收入，使得我們更具物業競爭力。截至2025年12月31日止年度，我們的地理分佈已擴展至中國41座城市。

Management Discussion and Analysis 管理層討論及分析

The following table sets forth our total GFA under management by region as at the dates indicated:

下表載列截至所示日期我們按區域劃分的在管總建築面積：

		As at 31 December 截至12月31日					
		2025 2025年			2024 2024年		
		GFA 建築面積 sq.m.'000 千平方米	Revenue 收入 RMB'000 人民幣千元	Percentage 佔比	GFA 建築面積 sq.m.'000 千平方米	Revenue 收入 RMB'000 人民幣千元	Percentage 佔比
Zhejiang Province	浙江省	25,937	599,647	73.1%	25,969	613,462	73.7%
Yangtze River Delta Region (excluding Zhejiang Province)	長江三角洲地區 (不包括浙江 省)	6,662	138,145	16.8%	7,920	137,790	16.6%
Other regions	其他地區	5,163	83,069	10.1%	5,200	81,118	9.7%
Total	總計	37,762	820,861	100.0%	39,089	832,370	100.0%

Portfolio of Properties under Management

While the majority of properties under our management are primarily residential properties, we continuously sought to provide property management services to non residential properties in the Reporting Period. The non-residential properties under our management are diverse, including commercial complexes, office buildings, schools, hospitals, industrial parks and municipal facilities. We believe that by accumulating our experience and recognition for our quality property management services to both residential and non-residential properties, we will be able to continue to diversify our portfolio of properties and further enlarge our customer base.

在管物業組合

儘管我們在管的大部分物業為住宅物業，我們在本報告期間仍不斷尋求為非住宅物業提供物業管理服務。我們在管的非住宅物業非常豐富，包括商業綜合體、寫字樓、學校、醫院、產業園及市政設施。我們相信，憑藉我們在為住宅及非住宅物業提供優質物業管理服務時積累的經驗及聲譽，我們將能繼續在多元化物業組合及進一步擴大我們的客戶群。

Management Discussion and Analysis 管理層討論及分析

The following table sets forth our total GFA under management by property type as at the dates indicated:

下表載列我們截至所示日期按物業類型劃分的在管總建築面積：

		As at 31 December 截至12月31日					
		2025 2025年			2024 2024年		
		GFA 建築面積 sq.m.'000 千平方米	Revenue 收入 RMB'000 人民幣千元	Percentage 佔比	GFA 建築面積 sq.m.'000 千平方米	Revenue 收入 RMB'000 人民幣千元	Percentage 佔比
Residential properties	住宅物業	30,830	607,645	74.0%	31,302	577,455	69.4%
Non-residential properties	非住宅物業	6,932	213,216	26.0%	7,787	254,915	30.6%
Total	合計	37,762	820,861	100.0%	39,089	832,370	100.0%

Value-added Services to Non-property Owners

For the year ended 31 December 2025, revenue from value-added services to non-property owners amounted to RMB23.5 million, representing a decrease of 39.4% compared to that for the year ended 31 December 2024. This was attributable to the ongoing negative sentiments of the real estate industry. Revenue from relevant value-added services to non-property owners decreased notably as demand for these services declined.

非業主增值服務

截至2025年12月31日止年度，非業主增值服務收入人民幣23.5百萬元，較截至2024年12月31日止年度減少39.4%，此乃由於房地產行業持續之負面情緒所致。相關非業主增值服務需求減少，業務收入明顯下滑。

		For the year ended 31 December 2025 截至2025年12月31日止年度		For the year ended 31 December 2024 截至2024年12月31日止年度	
		Revenue 收入 RMB'000 人民幣千元	Percentage 佔比 %	Revenue 收入 RMB'000 人民幣千元	Percentage 佔比 %
Sales office management services	案場服務	6,436	27.4%	22,692	58.7%
Preliminary planning and design consultancy services	前介服務	12,268	52.3%	11,890	30.7%
Property inspection and repair services	房驗房修服務	1,988	8.5%	3,136	8.1%
Commercial consulting services	商業諮詢服務	2,762	11.8%	970	2.5%
		23,454	100.0%	38,688	100.0%

Management Discussion and Analysis

管理層討論及分析

Community Value-added Services

In terms of community value-added services, our customers mainly include property owners, residents and property developers, and we offer a wide variety of community value-added services to make the living more convenient and to foster community attachment and a sense of belonging. These services primarily include (i) smart community solutions; (ii) property sales and assistance services; (iii) community resources value-added services; (iv) clubhouse services; (v) home decoration services; and (vi) community retail and home services. During the Reporting Period, revenue from community value-added services was RMB41.5 million, representing a decrease of 33.4% as compared with RMB62.4 million for 2024.

社區增值服務

就社區增值服務而言，我們的客戶主要包括業主、住戶以及物業開發商，我們為其提供範圍廣泛的社區增值服務，使其生活更便捷，培養社區情感及歸屬感。該等服務主要包括(i)智能社區解決方案；(ii)物業銷售及協銷服務；(iii)社區資源增值服務；(iv)會所服務；(v)美居服務；及(vi)社區零售和家居服務。於本報告期間，社區增值服務收入達人民幣41.5百萬元，較2024年人民幣62.4百萬元下降33.4%。

		For the year ended 31 December 2025 截至2025年12月31日止年度		For the year ended 31 December 2024 截至2024年12月31日止年度	
		Revenue 收入 RMB'000 人民幣千元	Percentage 佔比 %	Revenue 收入 RMB'000 人民幣千元	Percentage 佔比 %
Smart community solutions	智能社區解決方案	5,769	13.9%	11,419	18.3%
Property sales and assistance services	物業銷售及協銷服務	1,871	4.5%	952	1.5%
Community resources value-added services	社區資源增值服務	25,028	60.3%	26,468	42.5%
Clubhouse services	會所服務	1,475	3.6%	1,398	2.2%
Home decoration services	美居服務	447	1.0%	1,925	3.1%
Community retail and home services	社區零售和家居服務	6,946	16.7%	20,203	32.4%
		41,536	100.0%	62,365	100.0%

Smart community solutions are those provided to residential and non-residential property developers by us through customised software meeting their specific requirements for property management. For the year ended 31 December 2025, revenue from smart community solutions amounted to RMB5.8 million, representing a decrease of RMB5.7 million compared to RMB11.4 million for the year ended 31 December 2024, mainly due to the overall slowdown in the delivery pace of the real estate market, a reduction in newly completed projects, and a simultaneous decline in customers' demand for intelligent facilities.

智能社區解決方案是我們通過滿足彼等對物業管理的特定需求定製軟件，向住宅物業及非住宅物業開發商提供智能社區解決方案。截至2025年12月31日止年度，智能社區解決方案收入達人民幣5.8百萬元，較截至2024年12月31日止年度人民幣11.4百萬元下降人民5.7百萬元，房地產市場整體交付節奏放緩，新竣工盤源減少，客戶智能化配套需求同步回落。

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Property sales and assistance services include primarily the provision of property sales and assistance services to property developers and owners, assisting property developers to market real estate properties to owners and residents living in properties under our management. Revenue from property services increased as a result of the optimisation of incentive mechanisms, which improved the conversion rates of community agents and related assets. For the year ended 31 December 2025, revenue from property sales and assistance services amounted to RMB1.9 million, representing an increase of RMB0.9 million compared to RMB1.0 million for the year ended 31 December 2024.

Community resources value-added services include primarily our provision of certain value-added services to owners, assisting owners to lease out public areas and public facilities to third parties. For the year ended 31 December 2025, revenue from community resources value-added services amounted to RMB25.0 million, representing a decrease of RMB1.4 million compared to RMB26.5 million for the year ended 31 December 2024.

Home decoration services refer to customised services provided by us from interior design to the procurement and installation of furniture and appliances. We initially provide decoration-related services and also assist third-party decoration service providers to promote their services to owners. For the year ended 31 December 2025, revenue from home decoration services amounted to RMB0.4 million, representing a decrease of RMB1.5 million from RMB1.9 million for the year ended 31 December 2024, which was mainly due to the ongoing adjustment of the real estate market, a substantial reduction in newly delivered properties and a significant contraction in demand for new home decoration and turnkey services.

Community retail and home services are mainly catered to the ever-changing demands of owners and residents, as the Group provides services such as cleaning, repair and maintenance and community business to owners and residents through its subsidiary Hangzhou Julin Lifestyle Services Co., Ltd. For the year ended 31 December 2025, revenue from community retail and home service amounted to RMB6.9 million, representing a decrease of RMB13.3 million compared to RMB20.2 million for the year ended 31 December 2024. On one hand, it is mainly due to insufficient resource investment in the Company's strategic positioning, leading to a decline in business expansion capabilities; on the other hand, the retail business faces intense market competition, with customers having a wide range of choices, resulting in severe pressure on instant retail platform business.

物業銷售及協銷服務主要包括向物業開發商及業主提供物業銷售及協銷服務，協助物業開發商向居住於我們在管物業的業主及住戶推銷房產物業。因優化激勵機制，提升社區經紀及相關資產轉化率，物業服務收入有所增加。截至2025年12月31日止年度，物業銷售及協銷服務收入達人民幣1.9百萬元，較截至2024年12月31日止年度人民幣1.0百萬元增加人民幣0.9百萬元。

社區資源增值服務主要包括我們向業主提供的若干增值服務，協助業主出租公共區域及公共設施於第三方。截至2025年12月31日止年度，社區資源增值服務收入達人民幣25.0百萬元，較截至2024年12月31日止年度人民幣26.5百萬元下降人民幣1.4百萬元。

美居服務為我們提供從室內裝修設計到家具及家電採購及安裝的定製服務，我們從最初提供裝修相關服務，也協助第三方裝修服務提供商向業主推銷其服務。截至2025年12月31日止年度，美居服務收入為人民幣0.4百萬元，較截至2024年12月31日止年度人民幣1.9百萬元下降人民幣1.5百萬元，主要由於房地產市場持續調整，新增交付盤源大幅減少，新居裝修及拎包入住需求明顯收縮。

社區零售和家居服務主要圍繞業主及住戶不斷變化的需求而開展，本集團通過附屬公司杭州桔鄰生活服務有限公司為業主及住戶提供清潔、維修保養、社區商業等服務。截至2025年12月31日止年度，社區零售和家居服務收入達人民幣6.9百萬元，較截至2024年12月31日止年度人民幣20.2百萬元下降人民幣13.3百萬元。一方面主要由於公司戰略定位資源投入不足，業務拓展能力下降，另一方面零售業務市場競爭激烈，客戶可選擇性較大，即時零售平台業務受到嚴重擠壓。

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FINANCIAL REVIEW

Revenue

For the Reporting Period, revenue of the Group amounted to RMB885.9 million (2024: RMB933.4 million), representing a decrease of 5.1% as compared with that of 2024. Such decrease in revenue was primarily attributable to the decrease in the Group's business revenue from value-added services to non-property owners and community value-added services.

The following table sets forth a breakdown of our revenue by business line during the years indicated, both in absolute amount and as a percentage of total revenue:

For the year ended 31 December 截至12月31日止年度					
		2025 2025年		2024 2024年	
		RMB'000 人民幣千元	Percentage 佔比	RMB'000 人民幣千元	Percentage 佔比
Property management services	物業管理服務	820,861	92.7%	832,370	89.2%
Value-added services to non-property owners	非業主增值服務	23,454	2.6%	38,688	4.1%
Community value-added services	社區增值服務	41,536	4.7%	62,365	6.7%
Total	總計	885,851	100.0%	933,423	100.0%

Property management services remained the largest source of revenue for the Group. For the year ended 31 December 2025, revenue from property management services reached RMB820.9 million, representing a decrease of RMB11.5 million as compared with 2024.

Cost of Sales

The cost of sales of the Group primarily comprised (i) staff costs; (ii) security, cleaning and greening costs; and (iii) utilities and maintenance costs. For the year ended 31 December 2025, the cost of sales of the Group was RMB713.9 million, representing a decrease of RMB31.9 million as compared with 2024. Such decrease was mainly due to the decrease in the revenue from community value-added services and value-added services to non-property owners, with corresponding cost reductions.

財務回顧

收入

於本報告期間，本集團實現收入人民幣885.9百萬元（2024年度：人民幣933.4百萬元），較2024年下降5.1%。其收入下降主要由於來自非業主增值服務及社區增值服務的本集團業務收入下降所致。

下表載列於所示年度按業務線劃分的收入明細（以絕對金額及佔總收入的百分比列示）：

物業管理服務仍是本集團的最大收入來源。截至2025年12月31日止年度，物業管理服務收入達到人民幣820.9百萬元，較2024年下降人民幣11.5百萬元。

銷售成本

本集團的銷售成本主要包括(i)員工成本；(ii)秩序維護、清潔及綠化成本；(iii)公用事業及維護成本等。截至2025年12月31日止年度，本集團的銷售成本為人民幣713.9百萬元，較2024年下降人民幣31.9百萬元，該下降主要是因為社區增值及非業主增值服務的收入下降，相應成本減少。

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管理層討論及分析

Gross Profit and Gross Profit Margin

Based on the abovementioned factors, the gross profit of the Group was RMB171.9 million for the Reporting Period, representing a decrease of RMB15.7 million as compared with RMB187.6 million in 2024. The gross profit margin decreased from 20.1% for 2024 to 19.4% in the Reporting Period.

The following table sets forth our gross profit margin by business segment for the periods indicated:

毛利及毛利率

基於以上原因，本集團本報告期間的毛利為人民幣171.9百萬元，較2024年人民幣187.6百萬元下降人民幣15.7百萬元。毛利率由2024年的20.1%下降至本報告期間的19.4%。

下表載列我們於所示期間按業務分部劃分的毛利率：

		For the year ended 31 December 截至12月31日止年度		
		2025 2025年	2024 2024年	Change in percentage point 百分點變動
Property management services	物業管理服務	17.6%	18.2%	(0.6%)
Value-added services to non-property owners	非業主增值服務	22.6%	23.5%	(0.9%)
Community value-added services	社區增值服務	53.5%	43.9%	9.6%
Total	總計	19.4%	20.1%	(0.7%)

The Group's gross profit margin for 2025 decreased by 0.7 percentage points, affected primarily by a decline in the domestic real estate industry environment, the average property management fee rate for property management service, geographical concentration of GFA under management.

本集團2025年度毛利率下降0.7個百分點，主要受國內房地產行業環境下滑、物業管理服務收取的平均物業管理費率、在管面積地理集中度的影響。

The gross profit margin of value-added services to non-property owners decreased from 23.5% for the previous year to 22.6% for the year.

非業主增值服務毛利率由上一年度23.5%下降至本年度22.6%。

The gross profit margin of community value-added services increased from 43.9% for the previous year to 53.5% for the year, which was mainly due to the reduction of redundant labour costs with the Company's streamlined organisational structure.

社區增值服務毛利率由上一年度43.9%增加至本年度53.5%，主要因公司精簡組織架構，減少冗餘人力開支。

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Selling and marketing expenses

The selling and marketing expenses of the Group decreased by RMB5.5 million from RMB10.7 million for 2024 to RMB5.2 million for the Reporting Period. Such decrease was mainly due to the Group's strengthened expense control management, optimised business portfolio, cost reduction and efficiency enhancement initiatives, as well as further cuts in various non-essential expenses.

Other income

Other income decreased from RMB3.4 million for 2024 to RMB3.1 million for the Reporting Period. There was no significant fluctuation compared to that in 2024.

Other (losses)/gains – net

During the Reporting Period, the Group recorded other net losses of RMB0.2 million, as compared with the other net gains of RMB1.0 million for 2024. Such change was mainly due to the effect of foreign exchange difference during the Reporting Period.

Administrative expenses

The administrative expenses of the Group amounted to RMB77.9 million in 2024. The administrative expenses for the Reporting Period remained at RMB77.9 million, showing no significant fluctuation compared with the corresponding period of last year.

Impairment losses on trade and other receivables

The impairment losses on trade and other receivables changed from RMB36.2 million for 2024 to RMB297.8 million for the Reporting Period. The increase in impairment reflected primarily a higher amount of impairment provision for the amount receivable from related parties made by the Group for prudence purposes as compared with the corresponding period of last year in view of changing credit risks owing to the ongoing decline of the property industry during the year. In addition, the Group paid a deposit of RMB250,000,000 to Dexin China for the exclusive leasing and sales rights to specific parking spaces, as well as the associated cooperation rights for leasing and sales. As Dexin China was ordered to be wound up by The High Court of Hong Kong, a full impairment loss was recognised during the year.

銷售及營銷開支

本集團的銷售及營銷開支下降，由2024年的人民幣10.7百萬元下降人民幣5.5百萬元至本報告期間的人民幣5.2百萬元。該下降主要是由於集團強化費控管理，優化業務佈局、降本增效，進一步壓減各類非必要開支所致。

其他收入

其他收入由2024年的人民幣3.4百萬元下降至本報告期間的人民幣3.1百萬元，較2024年無明顯變動。

其他(虧損)/收益淨額

於本報告期間，本集團錄得其他虧損淨額人民幣0.2百萬元，而2024年則為其他收益淨額人民幣1.0百萬元，該變動主要由於本報告期間匯兌差額影響。

行政開支

於2024年，本集團的行政開支為人民幣77.9百萬元，本報告期間行政開支仍為77.9百萬元，較上年同期無明顯波動。

貿易及其他應收款項減值虧損

貿易及其他應收款項減值虧損由2024年的人民幣36.2百萬元轉變為本報告期間的人民幣297.8百萬元，減值增加主要由於考慮年內地產行業持續下行導致的信用風險變化因素，本集團出於謹慎性原則，針對關聯方應收款項較去年同期計提更多減值撥備。此外，本集團為獲取特定停車位的獨家租賃與銷售權以及與之相關的租賃與銷售合作權而向德信中國支付按金人民幣250,000,000元。由於香港高等法院已針對德信中國下達了清盤令，本年度內已全額確認了相關減損。

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Impairment loss on investment properties

During the Reporting Period, the net impairment loss on investment properties the Company was RMB9.4 million, based on a difference between fair value and net book value.

Finance income – net

The finance income – net of the Group decreased from RMB8.5 million for 2024 to RMB0.5 million for the Reporting Period, representing a decrease of RMB8.0 million. Such decrease was primarily attributable to a decrease in interest income being generated from loans provided to third parties during the current period.

Income tax expenses

The income tax expenses of the Group increased from RMB16.4 million for 2024 to RMB17.2 million for the Reporting Period.

Loss for the year

Based on the reasons above, the net loss of the Group during the Reporting Period was RMB232.1 million, as compared with the profit for the year of RMB37.7 million in 2024, primarily because the Group, recognised impairment losses on RMB250 million deposit included in other receivables, RMB9.4 million in investment properties.

The basic and diluted loss per share of the Company was RMB0.248.

Investment properties

The Group's investment properties mainly consist of parking spaces. As at 31 December 2025, the carrying amount of investment properties was approximately RMB122.7 million, as compared with nil as at 31 December 2024. Such increase was primarily attributable to the borrower's failure to perform its repayment obligations on time in accordance with the loan agreement, and the Company enforced its rights to realise the charged assets and entered into a supplemental agreement to acquire certain additional car park spaces. For details, please refer to the Company's announcement dated 28 March 2025.

投資物業減值虧損

於本報告期間，本公司的投資物業減值虧損淨額為人民幣9.4百萬元，乃基於公允價值與賬面淨值之差額。

融資收入淨額

本集團的融資收入淨額由2024年的人民幣8.5百萬元，下降至本報告期間人民幣0.5百萬元，下降人民幣8.0百萬元。該下降主要是由於本期向第三方提供借款而所產生的利息收入減少所致。

所得稅開支

本集團的所得稅開支由2024年的人民幣16.4百萬元增加為本報告期間的人民幣17.2百萬元。

年內虧損

基於上述原因，本集團本報告期間淨虧損為人民幣232.1百萬元，而於2024年則為年內利潤人民幣37.7百萬元，主要由於本集團確認計入其他應收款項的按金人民幣250百萬元、投資物業人民幣9.4百萬元的減值虧損。

本公司的每股基本及攤薄虧損為人民幣0.248元。

投資物業

本集團之投資物業主要為停車位。於2025年12月31日，投資物業賬面價值約為人民幣122.7百萬元，而於2024年12月31日則為零。增加主要由於借款人未能根據貸款協議按期履行還款義務，本公司已執行其權利將抵押資產變現，並訂立補充協議收購若干額外停車位，詳情請參閱本公司日期為2025年3月28日的公告。

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管理層討論及分析

Inventories

The Group's inventories mainly consist of parking spaces and consumables. As at 31 December 2025 and 31 December 2024, the carrying amount of inventories was approximately RMB113.2 million and RMB21.7 million, respectively. Such significant increase during the year was mainly attributable to the borrower's failure to perform its repayment obligations on time in accordance with the loan agreement, and the Company enforced the relevant mortgage rights and obtained the corresponding parking space assets. For details, please refer to the Company's announcement dated 28 March 2025.

Deposit for acquisition

During the Reporting Period, the deposit for acquisition in the amount of RMB78,000,000 represents the consideration for the acquisition of the 100% equity interest (the **"2025 Equity Acquisition"**) in Deqing Moganshan Ruijing Real Estate Co., Ltd. (德清莫干山瑞璟置業有限公司) pursuant to the terms and conditions of the 2025 Equity Transfer Agreement. The 2025 Equity Acquisition was completed on 18 March 2026. Please refer to the announcements of the Company dated 31 July 2025 and 18 March 2026 for details.

Trade and other receivables and prepayments

As at 31 December 2025, trade and other receivables and prepayments amounted to RMB637.1 million, representing a decrease of RMB440.3 million compared to RMB1,077.4 million as at 31 December 2024.

As at 31 December 2025, trade receivables amounted to RMB479.7 million, increasing by RMB49.5 million compared to RMB430.1 million as at 31 December 2024. Other receivables amounted to RMB194.3 million, decreasing by RMB155.3 million compared to RMB349.6 million as at 31 December 2024. The overall decrease was primarily attributable to the Group's provide full impairment of a deposit of RMB250 million paid to Dexin China for the exclusive leasing and sales rights for specific car park spaces, as well as related cooperation rights for leasing and sales. As the High Court of Hong Kong has issued a winding-up order against Dexin China, a provision for impairment was made against this other receivable during the year, which had a significant impact.

存貨

本集團存貨主要包括停車位及消耗品。於2025年12月31日及2024年12月31日，存貨賬面價值分別約為人民幣113.2百萬元及人民幣21.7百萬元。本年度大幅增加主要由於借款人未能根據貸款協議按期履行還款義務，本公司執行相關抵押權，取得對應的車位資產，詳情請參閱本公司日期為2025年3月28日的公告。

收購按金

於本報告期間，收購按金為人民幣78,000,000元，即根據2025年股權轉讓協議的條款及條件，用於收購德清莫干山瑞璟置業有限公司100%股權（「**2025年收購股權**」）的代價。2025年收購股權於2026年3月18日完成。詳情請參閱本公司日期為2025年7月31日及2026年3月18日的公告。

貿易及其他應收款項以及預付款項

截至2025年12月31日，貿易及其他應收款項以及預付款項為人民幣637.1百萬元，較截至2024年12月31日的人民幣1,077.4百萬元下降人民幣440.3百萬元。

截至2025年12月31日，貿易應收款項人民幣479.7百萬元，較截至2024年12月31日的人民幣430.1百萬元增長人民幣49.5百萬元。其他應收款項人民幣194.3百萬元，較截至2024年12月31日的人民幣349.6百萬元下降人民幣155.3百萬元。總體下降主要是由於本集團為獲取特定停車位的獨家租賃與銷售權以及與之相關的租賃與銷售合作權而向德信中國支付的按金人民幣250,000,000元悉數減值。由於香港高等法院已針對德信中國下達了清盤令，本年度內已就該筆其他應收款項計提減值撥備，影響較大。

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Trade and other payables

Trade payables include mainly amounts payable for commodities or services in the ordinary course of business, including procurement of external labour services, materials and energy. Other payables include amounts received on behalf of other parties on a temporary basis, deposits received and other expenses payables. As at 31 December 2025, the Group's trade and other payables amounted to RMB446.3 million, representing an increase of RMB37.0 million compared to RMB409.2 million as at 31 December 2024, which was primarily attributable to the fees of various service providers and outsourced service payments at the end of the year that have not yet been settled, resulting in an increase in the balance of accounts payable at the end of the period.

LIQUIDITY AND CAPITAL RESOURCES

The Group pursues a prudent treasury management policy, and actively manages its liquidity position to cope with any demands for capital for daily operation and future development. Also, the Group actively reviews and manages its capital structure on a regular basis to maintain the advantages and security of a strong capital position and adjust the capital structure in response to changes in economic conditions.

The Group's principal sources of liquidity come from the proceeds from our business operations. The majority of the Group's cash and cash equivalents are denominated in RMB, which amounted to RMB140.4 million as at 31 December 2025, representing a decrease of RMB61.7 million from the cash and cash equivalents of RMB202.2 million as at 31 December 2024.

As at 31 December 2025, the Group's current ratio (current assets divided by current liabilities) was 1.3 times (31 December 2024: 2.0 times).

As at 31 December 2025, the Group's borrowings amounted to RMB10.0 million (31 December 2024: RMB17.0 million) and the gearing ratio (total borrowings divided by total equity) was 0.02 (31 December 2024: 0.02).

貿易及其他應付款項

貿易應付款主要為日常業務過程中購買商品或服務而應付的款項，包括對外勞務、材料及能源的採購。其他應付款包括暫時代收款、已收按金及其他應付開支。於2025年12月31日，本集團貿易及其他應付款項人民幣446.3百萬元，較2024年12月31日的人民幣409.2百萬元增加37.0百萬元，主要源於年末各類服務供應商費用、外包服務款等尚未完成結算支付，形成期末應付款餘額增長。

流動資金及資本資源

本集團奉行審慎的庫務管理政策，並積極管理其流動資金狀況，以應付日常營運及任何未來發展的資金需求。此外，本集團定期積極檢討及管理其資本結構，以維持強大的資本狀況的優勢及安全性，並根據經濟狀況的變動調整資本結構。

本集團流動資金的主要來源為業務經營所得款項。本集團的現金及現金等價物大部分為人民幣，於2025年12月31日達人民幣140.4百萬元，較2024年12月31日現金及現金等價物為人民幣202.2百萬元下降人民幣61.7百萬元。

截至2025年12月31日，本集團的流動比率（流動資產／流動負債）為1.3倍（2024年12月31日：2.0倍）。

截至2025年12月31日，本集團借款人民幣10.0百萬元（2024年12月31日：人民幣17.0百萬元），且資本負債比率（借款總額除以權益總額）為0.02（2024年12月31日：0.02）。

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Foreign exchange risk

Substantially all of the Group's revenues and expenditures are denominated in RMB. As at 31 December 2025, the Group had not entered into any hedging transaction. The Group manages its foreign exchange risk by closely monitoring the movement of the foreign exchange rates and will consider hedging significant foreign currency exposure should the need arise.

CAPITAL COMMITMENTS

As at 31 December 2025, the Group did not have any capital commitments contracted for but not provided for.

CONTINGENT LIABILITIES AND PLEDGE OF ASSETS

As at 31 December 2025, none of the Company, its subsidiaries nor its associates had issued any financial guarantees, provide guarantees or mortgage for loans, nor had other significant contingent liabilities.

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

During the Reporting Period, Shandong Land Group (Heze) Dexin Asset Operation Co., Ltd. (山東土地集團(菏澤)德信資產運營有限公司), in which Dexin Shengquan Property Services Co., Ltd. (德信盛全物業服務有限公司) (a subsidiary of the Company) ("**Shengquan Property**") invested, passed a resolution at its shareholders' meeting on 25 April 2025, to proceed with dissolution and liquidation. Dexin Shengquan Property Services Co., Ltd. (德信盛全物業服務有限公司) received RMB0.52 million from the distribution of its 49% shareholding.

外匯風險

本集團的絕大部分收入和支出均以人民幣計值。截至2025年12月31日，本集團並未訂立任何對沖交易。本集團透過密切監察外匯匯率變動管理外匯風險，必要時亦會考慮對沖重大外匯敞口。

資本承擔

截至2025年12月31日，本集團概無任何已訂約但並無計提撥備之資本承擔。

或然負債及抵押資產

截至2025年12月31日，本公司、其附屬公司及聯營公司並無作出任何財務擔保、為貸款提供擔保或按揭，亦無其他重大或然負債。

重大投資、重大收購及出售附屬公司、聯營公司及合營企業

於本報告期間，德信盛全物業服務有限公司(本公司附屬公司)(「**盛全物業**」)投資的山東土地集團(菏澤)德信資產運營有限公司，其於2025年4月25日通過解散清算的股東會決議，德信盛全物業服務有限公司以持有49%的股份分配取得人民幣0.52百萬元。

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On 31 July 2025, Shengquan Property and Shanghai Xuquan Trading Co., Ltd. (上海栩全商貿有限公司) (“**Shanghai Xuquan**”) (a subsidiary of the Company) entered into an equity transfer agreement with Deqing Changzhuo Enterprise Management Co., Ltd. (德清常卓企業管理有限公司) (the “**2025 Equity Transfer Agreement**”), pursuant to which Shengquan Property and Shanghai Xuquan have conditionally agreed to acquire, and Deqing Changzhuo Enterprise Management Co., Ltd. (德清常卓企業管理有限公司) has conditionally agreed to sell 95% and 5% equity interest in Deqing Moganshan Ruijing Real Estate Co., Ltd. (德清莫干山瑞璟置業有限公司) at a total consideration of RMB74,100,000 and RMB3,900,000 respectively (the “**2025 Equity Acquisition**”). The principal asset of Deqing Moganshan Ruijing Real Estate Co., Ltd. (德清莫干山瑞璟置業有限公司) is Moganshan Yungu Dexin New Century Mingting Hotel (莫干山雲谷德信開元名庭酒店), located at No. 66 Sanmo Line, Moganshan Town, Deqing County, Huzhou, Zhejiang Province, the PRC. The completion of the 2025 Equity Acquisition took place on 18 March 2026. For details, please refer to the announcements of the Company dated 31 July 2025, 10 October 2025 and 18 March 2026.

On 15 September 2025, Zhejiang Shengquan Technology Co., Ltd. (浙江盛全科技有限公司) (“**Shengquan Technology**”), Zhi Da Xiao Rui (Hong Kong) Limited (“**Zhida Xiaorui**”) and Shengquan Property, the indirect non-wholly owned subsidiaries of the Company, entered into a capital increase agreement with Deqing Kaisibo Enterprise Management Partnership Enterprise (Limited Partnership) (德清凱思博企業管理合夥企業(有限合夥)) (“**Deqing Kaisibo**”), pursuant to which Deqing Kaisibo conditionally agreed to contribute RMB10,300,000 to subscribe for approximately 4.9% of the equity interest of Shengquan Property as enlarged by the capital increase. The completion took place on 24 September 2025. Immediately after the completion, Shengquan Technology, Zhida Xiaorui and Deqing Kaisibo owned approximately 90.3%, 4.8% and 4.9% of the equity interest of Shengquan Property, respectively. The aforementioned capital increase constituted a deemed disposal under Rule 14.29 of the Listing Rules for the Company. Shengquan Property remained as a non-wholly owned subsidiary of the Company after the completion of the capital increase. For details, please refer to the announcement of the Company dated 23 February 2026 and the circular of the Company dated 24 February 2026.

於2025年7月31日，盛全物業及上海栩全商貿有限公司(「**上海栩全**」)(本公司附屬公司)與德清常卓企業管理有限公司訂立股權轉讓協議(「**2025年股權轉讓協議**」)，據此，盛全物業及上海栩全有條件同意購買而德清常卓企業管理有限公司有條件同意出售德清莫干山瑞璟置業有限公司95%及5%股權，總代價分別為人民幣74,100,000元及人民幣3,900,000元(「**2025年收購股權**」)。德清莫干山瑞璟置業有限公司之主要資產為莫干山雲谷德信開元名庭酒店，位於中國浙江省湖州市德清縣莫干山鎮三莫線66號。2025年收購股權已於2026年3月18日完成。詳情請參閱本公司日期為2025年7月31日、2025年10月10日及2026年3月18日的公告。

於2025年9月15日，浙江盛全科技有限公司(「**盛全科技**」)、智大曉瑞(香港)有限公司(「**智大曉瑞**」)及盛全物業(均為本公司的間接非全資附屬公司)與德清凱思博企業管理合夥企業(有限合夥)(「**德清凱思博**」)訂立增資協議，據此，德清凱思博有條件同意出資人民幣10,300,000元認購盛全物業於增資後經擴大約4.9%的股權。於2025年9月24日完成。緊隨完成後，盛全科技、智大曉瑞及德清凱思博分別擁有盛全物業約90.3%、4.8%及4.9%的股權。上述增資將構成就本公司而言上市規則第14.29條項下的視為出售。增資完成後，盛全物業仍為本公司非全資附屬公司。詳情請參閱本公司日期為2026年2月23日的公告及本公司日期為2026年2月24日的通函。

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FUTURE PLANS FOR MATERIAL INVESTMENTS

The Group intends to utilise part of the net proceeds raised from the listing to acquire or invest in other property management companies as part of its strategies to expand its business scale and market share. As at the date of this report, the Group did not have any other future plans for material investments or acquisition of capital assets.

SIGNIFICANT EVENTS AFTER THE END OF THE REPORTING PERIOD

On 23 February 2026, Shengquan Technology, Zhida Xiaorui and Shengquan Property, the indirect non-wholly owned subsidiaries of the Company, entered into a capital increase agreement with Deqing Kaisibo, pursuant to which, Deqing Kaisibo conditionally agreed to contribute RMB96,912,442.40 to subscribe for approximately 30.0% of the equity interest of Shengquan Property as enlarged by the capital increase. The transaction was approved by the shareholders of the Company at the extraordinary general meeting held on 11 March 2026. The completion of the capital increase took place on 14 April 2026. Immediately after the completion, Shengquan Technology, Zhida Xiaorui and Deqing Kaisibo will own approximately 61.8%, 3.3% and 34.9% of the equity interest of Shengquan Property, respectively. The aforementioned capital increase constituted deemed disposal under Rule 14.29 of the Listing Rules for the Company. Shengquan Property remains as a non-wholly owned subsidiary of the Company after the completion of the capital increase. For details, please refer to the announcements of the Company dated 23 February 2026, 11 March 2026 and 14 April 2026, and the circular of the Company dated 24 February 2026.

On 18 March 2026, the completion of the 2025 Equity Acquisition took place. Upon completion, Deqing Moganshan Ruijing Real Estate Co., Ltd. (德清莫干山瑞璟置業有限公司) has become an indirect wholly owned subsidiary of the Company and its financial results will be consolidated into the consolidated financial statements of the Company. For details of the 2025 Equity Acquisition, please refer to the announcements of the Company dated 31 July 2025, 10 October 2025 and 18 March 2026.

Save as disclosed herein, there are no significant events of the Group subsequent to 31 December 2025 and up to the date of this report.

重大投資的未來計劃

本集團擬將部分上市所籌集的所得款項淨額用於收購或投資其他物業管理公司，作為其擴大業務規模及市場份額策略的一部分。截至本報告日期，本集團並無任何其他重大投資或收購資本資產的未來計劃。

本報告期末後重大事項

於2026年2月23日，盛全科技、智大曉瑞及盛全物業（均為本公司的間接非全資附屬公司）與德清凱思博訂立增資協議，據此，德清凱思博有條件同意出資人民幣96,912,442.40元認購盛全物業於增資後經擴大約30.0%的股權。交易已於2026年3月11日舉行的股東特別大會上獲本公司股東批准。增資已於2026年4月14日完成。緊隨完成後，盛全科技、智大曉瑞及德清凱思博將分別擁有盛全物業約61.8%、3.3%及34.9%的股權。上述增資構成就本公司而言上市規則第14.29條項下的視為出售。增資完成後，盛全物業仍為本公司非全資附屬公司。詳情請參閱本公司日期為2026年2月23日、2026年3月11日及2026年4月14日的公告及本公司日期為2026年2月24日的通函。

於2026年3月18日，2025年收購股權完成。完成後，德清莫干山瑞璟置業有限公司已成為本公司間接全資附屬公司，其財務業績將併入本公司綜合財務報表。有關2025年收購股權的詳情，請參閱本公司日期為2025年7月31日、2025年10月10日及2026年3月18日的公告。

除本報告所披露者外，於2025年12月31日之後及直至本報告日期，本集團並無任何重大事項。

EMPLOYEE AND REMUNERATION POLICY

As at 31 December 2025, the total number of in-service employees of the Group was 2,469 (as at 31 December 2024: 2,465), comprising 1,152 male employees and 1,317 female employees (representing 46.7% and 53.3% respectively). During the year of 2025, the total cost paid by the Group to its employees amounted to RMB258.0 million.

In 2025, the Group continued to deepen the outcomes of its organisational transformation, further refining its flat management structure and project-based operating model. By reducing management layers and shortening decision-making chains, the Group significantly enhanced its organisational responsiveness and decision-making efficiency. Through the streamlining of core business processes and the clarification of responsibilities and authority boundaries for each position, internal communication costs were effectively reduced, and team collaboration efficiency was further improved.

Concurrently, the Group advanced the iterative upgrade of its digital management tools, enhancing the functional modules of its intelligent collaboration platform. This enabled the fully online management of process approvals, task allocation, and progress tracking, with process approval efficiency increasing by 15% compared to the previous year. The in-depth application of digital tools injected new momentum into the organisation's efforts to improve quality and increase efficiency, while also providing employees with a more convenient working and collaborative environment, thereby supporting the rapid expansion of the Group's business.

The Group's remuneration system is designed around the core principle of "external equity, internal equity, and individual equity." It comprehensively considers key factors such as local salary levels, industry remuneration trends, economic inflation, the Company's operational performance, and individual employee performance to construct a scientific and reasonable salary structure.

We are committed to providing employees with competitive salary packages that are commensurate with market levels, ensuring we maintain an advantage in the competition for talent. In accordance with current Chinese laws and regulations, the Group provides comprehensive social insurance coverage for its employees in Mainland China, including medical, work-related injury, pension, maternity, and unemployment insurance, as well as a housing provident fund, safeguarding employee rights and interests in all aspects. Additionally, the Group has established incentive mechanisms such as annual performance bonuses and special awards to fully mobilise employees' work enthusiasm and creativity.

僱員及薪酬政策

截至2025年12月31日，本集團的在職員工總數為2,469名（截至2024年12月31日：2,465名），其中男女僱員人數分別為1,152名及1,317名（分別佔46.7%及53.3%）。2025年度，本集團為員工支付的總成本為人民幣258.0百萬元。

2025年，本集團持續深化組織變革成果，進一步優化扁平化管理與項目制運作模式，減少管理層級，縮短決策鏈條，顯著提升了組織響應速度與決策效率。通過梳理核心業務流程，明確各崗位權責邊界，有效降低了內部溝通成本，團隊協作效率得到進一步提升。

同時，集團推進數字化管理工具的迭代升級，完善智能協同平台功能模塊，實現了流程審批、任務分配、進度追蹤的全線上化管理，流程審批時效較上年提升15%。數字化工具的深度應用，為組織提質增效注入新動能，也為員工提供了更便捷的工作協作環境，助力集團業務的快速拓展。

本集團薪酬體系以「外部公平、內部公平、個人公平」為核心設計原則，綜合考量當地薪資水平、行業薪酬動態、經濟通脹情況、公司營運效能以及員工個人績效表現等關鍵要素，構建科學合理的薪酬架構。

我們致力於為員工提供與市場水平相匹配且富有競爭力的薪資待遇，確保在人才競爭中保持優勢。依據中國現行法律法規，本集團為內地員工提供全面的社會保險保障，包括醫療、工傷、養老、生育、失業保險及住房公積金等，全方位守護員工權益。此外，集團還設立了年度績效獎金、專項獎勵等激勵機制，充分調動員工的工作積極性與創造力。

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The Board conducts systematic reviews of the remuneration policy on a regular basis, dynamically adjusting salary levels and structures in light of changes in the market environment, industry remuneration trends, and the Company's business development strategy, thereby ensuring the policy's scientific basis and competitiveness.

In 2025, the Group strictly implemented its performance management system, establishing a full-cycle performance appraisal system covering "monthly, quarterly, and annual" periods to comprehensively evaluate employee work performance. The results of these appraisals are directly linked to matters such as employee salary adjustments, position promotions, and annual awards and commendations. Through this comprehensive performance management system, the Group achieved a two-way drive, aligning individual employee development with the Company's performance growth.

董事會定期對薪酬政策進行系統性覆檢，結合市場環境變化、行業薪酬趨勢及公司業務發展戰略，動態調整薪資水平與薪酬結構，確保薪酬政策的科學性與競爭力。

2025年，本集團嚴格執行績效管理制度，建立了「月度 — 季度 — 年度」全週期績效評估體系，對員工工作表現進行綜合評定。評估結果直接關聯員工薪資調整、職位晉升以及年度評優評先等事項。通過完善的績效管理體系，實現了員工個人發展與公司業績增長的雙向驅動。

Biographical Details of Directors and Senior Management

董事及高級管理層履歷詳情

DIRECTORS

Executive Directors

Mr. Hu Yiping (胡一平), aged 59, was appointed as our Director on 22 October 2020 and was re-designated as our executive Director and appointed as the chairman of our Board on 31 December 2020. He is responsible for the overall operational management of business development and strategic planning of our Group. Mr. Hu served as executive director of Dexin Shengquan Property Services Co., Ltd. from March 2004 to December 2004 and consecutively served as the executive director, the chairman of the board and the director from April 2013 to September 2020, primarily responsible for its major business decisions.

Mr. Hu has over 25 years of experience in the PRC real estate industry and property management. From January 1987 to August 1995, Mr. Hu worked at Deqing County Construction Surveying Design Studio (德清縣建築勘察設計所), a PRC government authority responsible for planning of urban and rural development and construction, where he consecutively served as a technician for the survey and design office, the assistant engineer and the engineer mainly responsible for design work. He established Dexin Real Estate Group Co., Ltd. (德信地產集團有限公司) (formerly known as Zhejiang Dexin Real Estate Co., Ltd. (浙江德信置業有限公司) and Deqing County Real Estate Co., Ltd (德清縣中房置業有限公司)) in September 1995 and has been the director and chairman of the board of directors since then, mainly responsible for its overall development, investment strategies and major business decisions. He has been an executive director and the chairman of the board of Dexin China Holdings Company Limited, (whose shares were listed on the Main Board of the Stock Exchange, stock code: 2019, and the listing of whose shares has been cancelled with effect from 7 January 2026) since August 2018, primarily responsible for its overall development, investment strategies and major business decisions.

Mr. Hu graduated from Zhejiang School of Construction (浙江省建築工業學校) in the PRC in January 1987 with a diploma's degree in civil engineering specialty, and from Zhejiang Yucai Workers' University (浙江育才職工大學) in the PRC in June 1995 with an associate's degree in architecture. He obtained his bachelor's degree in financial management (online course) from Tianjin University (天津大學) in the PRC in 2013 and obtained his executive master of business administration (EMBA) from Xiamen University (廈門大學) in the PRC in September 2018. He obtained a qualification for senior economist (高級經濟師) issued by Zhejiang Human Resources and Social Security Department (浙江省人力資源和社會保障廳) in December 2007. He also obtained a qualification for engineer issued by Huzhou Personnel Department (湖州市人事局) in September 1996. Currently, Mr. Hu is the president of Zhejiang Real Estate Industry Association (浙江省房地產協會) and the chairman of Huzhou Chamber of Commerce in Hangzhou (杭州市湖州商會).

董事

執行董事

胡一平先生，59歲，於2020年10月22日獲委任為董事及於2020年12月31日調任為執行董事，並獲委任為主席。其負責本集團業務發展的整體運營管理及戰略規劃。胡先生於2004年3月至2004年12月擔任德信盛全物業服務有限公司執行董事，並於2013年4月至2020年9月先後擔任執行董事、董事長兼董事，主要負責重大業務決策。

胡先生在中國房地產行業和物業管理方面擁有超過25年的經驗。胡先生於1987年1月至1995年8月在德清縣建築勘察設計所(負責城市和農村發展與建設規劃的中國政府機構)工作，並在該院先後擔任勘察設計處技術員、助理工程師及主要負責設計工作的工程師。其於1995年9月成立德信地產集團有限公司(前稱浙江德信置業有限公司及德清縣中房置業有限公司)，自此一直擔任董事及董事長，主要負責整體發展、投資戰略及重大業務決策。自2018年8月以來，其一直擔任德信中國控股有限公司(其股份曾於聯交所主板上市，股份代號：2019，由2026年1月7日起，其上市地位已被取消)的執行董事及董事會主席，主要負責整體發展、投資戰略以及重大業務決策。

胡先生於1987年1月畢業於中國浙江省建築工業學校，獲得工民建專業中專學歷，並於1995年6月畢業於中國浙江育才職工大學，獲得建築學大專學歷。其亦於2013年獲得中國天津大學財務管理(在線課程)本科學歷，於2018年9月獲得中國廈門大學高級管理人員工商管理碩士學位(EMBA)。其於2007年12月獲得浙江省人力資源和社會保障廳頒發的高級經濟師資格。其亦於1996年9月獲得湖州市人事局頒發的工程師資格。胡先生現為浙江省房地產協會會長及杭州市湖州商會會長。

Biographical Details of Directors and Senior Management

董事及高級管理層履歷詳情

Mr. Hu is a director of Dexin China, which was ordered to be wound up by the High Court of the Hong Kong Special Administrative Region on 11 June 2024, afterwards the listing of the company's shares was cancelled with effect from 9:00 am on 7 January 2026 under Rule 6.01A(1) of the Listing Rules. Mr. Hu has been a director and chairman of the board of directors of Dexin China from 14 August 2018.

Mr. Tang Junjie (唐俊杰), aged 51, was appointed as our Director on 22 October 2020 and was re-designated as our executive Director and appointed as our president on 31 December 2020. He is responsible for the formulation and implementation of the business strategy, annual operation planning and financial planning of our Group.

Mr. Tang joined our Group as the chairman of the board and general manager of Dexin Shengquan Property Services Co., Ltd. in November 2018 where he was primarily responsible for the formulation and implementation of the business strategy, annual operation and financial planning. Prior to joining our Group, Mr. Tang worked at Wenzhou Planning Bureau of Zhejiang Province (浙江省溫州市規劃局) (now known as Wenzhou Natural Resources and Planning Bureau (溫州市自然資源和規劃局)), where he served various positions from August 1996 to January 2013, the deputy division chief of the municipal office, primarily responsible for urban comprehensive transportation system, urban planning and engineering approval, and the deputy director-general of Longwan Branch, where he was mainly responsible for detailed planning of the city and construction engineering approval. From January 2013 to March 2018, he worked at Wenzhou High and New Technology Industrial Development Zone (溫州市高新技術產業開發區), where he consecutively served as the deputy director and the director of the land planning office at the Management Committee of the Science and Technology Park of Wenzhou High-Tech Zone (溫州市高新區科技園管委會), where he was mainly responsible for land use planning and management and urban management; the division chief at the Industrial Planning Division of Wenzhou High-Tech Zone (溫州市高新區產業規劃處), where he was mainly responsible for strategic planning of the management committee and investment and operation of the high-tech industries; the director-general of the Planning and Construction of Wenzhou South Zhejiang Science and Technology City (溫州市浙南科技城規劃建設局), where he was mainly responsible for land development and utilization, spatial planning, implementation and management of the construction projects. From March 2018 to October 2020, he worked at Dexin Holdings Group Limited as assistant to the chairman of the board, where he was mainly responsible for strategic investment and operation of the property management sector.

胡先生為德信中國董事，該公司於2024年6月11日被香港特別行政區高等法院頒令清盤，後由2026年1月7日上午9時起，其上市地位根據《上市規則》第6.01A(1)條予以取消。胡先生自2018年8月14日起擔任德信中國董事會董事及主席。

唐俊杰先生，51歲，於2020年10月22日獲委任為董事及於2020年12月31日調任為執行董事，並獲委任為總裁。其負責本集團業務策略、年度運營及財務計劃的制定與實施。

唐先生於2018年11月加入本集團，擔任德信盛全物業服務有限公司董事長兼總經理，主要負責業務策略、年度運營及財務計劃的制定與實施。於加入本集團之前，於1996年8月至2013年1月，唐先生曾在浙江省溫州市規劃局(現稱溫州市自然資源和規劃局)工作並擔任多個職務，即擔任市政處的副處長，主要負責城市綜合交通體系、城市規劃與工程審批；擔任龍灣分局副局長，主要負責城市具體規劃與建築工程審批。其於2013年1月至2018年3月在溫州市高新技術產業開發區工作，相繼在溫州市高新區科技園管委會國土規劃辦擔任副主任及主任，主要負責土地使用規劃及管理及城市管理；在溫州市高新區產業規劃處擔任處長，主要負責管理委員會的戰略規劃及高新產業的投資與經營；擔任溫州市浙南科技城規劃建設局局長，主要負責土地開發與利用、空間規劃、建設項目的實施與管理。其於2018年3月至2020年10月在德信控股集團有限公司工作，擔任董事長助理，主要負責物業管理部門的戰略投資及運營。

Biographical Details of Directors and Senior Management 董事及高級管理層履歷詳情

Mr. Tang obtained his bachelor's degree in civil engineering and architectural engineering from Zhejiang University (浙江大學) in the PRC in July 1996. He obtained his master's degree in public administration from Tongji University (同濟大學) in the PRC in November 2005. Mr. Tang was awarded as the "2019 Top 100 China Property Manager" (2019中國物業經理人100強) in 2019, "2020 Top 50 China Property Manager Election of the Yangtze River Delta Region (the Fourth)" (2020 (第四屆)中國物業經理人評選長三角50強) in December 2020 and "Top 30 Property CEO of the Year in China" (中國物業年度CEO 30強) in December 2021. Mr. Tang obtained a qualification for Engineer of Urban Planning (城市規劃工程師) issued by Wenzhou Engineering Technician Position Second Review Committee (溫州市工程技術人員職務第二評審委員會) in November 2001. Mr. Tang obtained a qualification for Registered Urban Planner (註冊城市規劃師) issued by MOHURD in January 2014. Mr. Tang was qualified as a senior economist on 15 December 2024. Mr. Tang is currently the director of China Property Management Association, Vice President of Hangzhou Property Management Association and Vice President of Wenzhou Chamber of Commerce.

唐先生於1996年7月獲得中國浙江大學土木工程學建築工程專業學士學位。其於2005年11月獲得中國同濟大學公共管理碩士學位。唐先生於2019年榮獲「2019中國物業經理人100強」，於2020年12月榮獲「2020(第四屆)中國物業經理人評選長三角50強」，於2021年12月榮獲「中國物業年度CEO 30強」。唐先生於2001年11月獲得溫州市工程技術人員職務第二評審委員會頒發的城市規劃工程師資格。於2014年1月獲得住建部頒發的註冊城市規劃師資格。於2024年12月15日被評定為高級經濟師。唐先生為現任中國物業管理協會理事，杭州市物業管理協會副會長、溫州商會副會長。

Biographical Details of Directors and Senior Management 董事及高級管理層履歷詳情

Ms. Zheng Peng, aged 45, was appointed as the executive director of the Company since 14 April 2023. She was appointed as the chief financial officer on 21 July 2022 and was appointed as the vice president on 1 November 2024, who is responsible for the operation of the Group's financial management affairs, financial system construction and overall supervision and management of financial management work. Meanwhile, she oversees the strategic planning and operational management of the Capital Investment Center, including capital operations, investment project evaluation, resource allocation and other related work. Ms. Zheng has over 17 years of experience in accounting and financial management industry. Ms. Zheng obtained a bachelor's degree from Dongbei University of Finance and Economics (東北財經大學) in 2004. Ms. Zheng has been serving as a director of Kaibang International Limited (a substantial shareholder of the Company) since 6 February 2024. She joined our Group in July 2017 as the finance manager of the finance department in Hangzhou region and was mainly responsible for the overall financial management of the Company in the Hangzhou region. Ms. Zheng also served as the deputy director at our financial management centre (the "**Centre**") in January 2020 and was mainly responsible for the Group's budget, final accounts management and financial informationisation construction, and assisting the then chief financial officer in the operation of financial affairs. She was promoted to be the deputy general manager of the Centre in March 2022, primarily responsible for the overall management of the Group's financial affairs, and was further promoted to be the general manager of the Centre in July 2022, primarily responsible for the overall supervision and management of the Group's financial affairs. Prior to joining the Company, Ms. Zheng served as an accountant in the Huangshan State Taxation Bureau (黃山國家稅務局) from April 2005 to August 2013. She also served as financial director of Hangzhou Chengnan Real Estate Property Company (杭州城南房地產物業公司) from September 2013 to June 2017 and was mainly responsible for the daily business and management of the finance department.

鄭鵬女士，45歲，自2023年4月14日起獲委任為本公司執行董事。彼於2022年7月21日獲委任為首席財務官，並於2024年11月1日獲委任為副總裁，負責本集團財務管理事務運作、財務體系建設及對財務管理工作的全面監督、管理。同時統籌資本投資中心的戰略規劃與運營管理，包括資本運作、投資項目評估及資源配置等相關工作。鄭女士於會計及財務管理行業擁有逾17年經驗。鄭女士於2004年獲得東北財經大學學士學位。鄭女士自2024年2月6日起擔任凱邦國際有限公司(本公司的主要股東)的董事。彼於2017年7月加入本集團，擔任杭州地區財務部財務經理。主要負責公司杭州地區的全面財務管理工作，鄭女士亦於2020年1月擔任財務管理中心(「該中心」)副總監，主要負責本集團預算、決算管理及財務資訊化建設工作，協時任首席財務官負責財務事務運作。於2022年3月晉升為該中心副總經理，主要負責本集團財務事務的全面管理，並於2022年7月再次晉升為該中心總經理，全面負責本集團財務事務的監督及管理。於加入本公司前，鄭女士於2005年4月至2013年8月擔任黃山國家稅務局的會計。於2013年9月至2017年6月，彼亦擔任杭州城南房地產物業公司的財務部主任，主要負責財務部門的日常業務及管理。

Biographical Details of Directors and Senior Management

董事及高級管理層履歷詳情

Independent non-executive Directors

Dr. Wong Wing Kuen Albert, aged 74, was appointed as an independent non-executive Director with effect from 14 April 2023. Dr. Wong has 29 years of experience in accounting. Dr. Wong is the principal consultant of KND Associates CPA Limited since January 2018. He is an independent non-executive director of APAC Resources Limited (a company listed on the Main Board of the Stock Exchange, stock code: 1104) from July 2004 to 21 November 2025, Solargiga Energy Holdings Limited (a company listed on the Main Board of the Stock Exchange, stock code: 757) since January 2008, China Merchants Land Limited (a company listed on the Main Board of the Stock Exchange, stock code: 978) since June 2012, China Wan Tong Yuan (Holdings) Limited (a company listed on the Main Board of the Stock Exchange, stock code: 6966) since September 2017, Tian An Medicare Limited (a company listed on the Main Board of the Stock Exchange, stock code: 383) since December 2018, served as an independent non-executive director of Capital Finance Holdings Limited (a company listed on the GEM Board of the Stock Exchange, stock code: 8239) from January 2018 to January 2022, China VAST Industrial Urban Development Company Limited (a company previously listed on the Main Board of the Stock Exchange, stock code: 6166, which was privatized and delisted from the Stock Exchange since December 2022) from August 2014 to December 2022, and served as an independent non-executive director of Dexin China Holdings Limited (whose shares were listed on the Main Board of the Stock Exchange, stock code: 2019, and the listing of the shares has been cancelled with effect from 7 January 2026) from January 2019 to 11 June 2024.

Notwithstanding Dr. Wong's engagement as an independent non-executive director of numerous companies listed on the Stock Exchange, Dr. Wong confirmed that he would devote sufficient time to act as our independent non-executive Director based on the following:

- Dr. Wong is neither a full-time member of the above-named companies nor involved in the day-to-day operations or management of such companies. As such, he has no executive and management responsibility therein;
- Dr. Wong is primarily required to attend relevant board meetings, committee meetings and shareholders' meetings of the abovenamed listed companies. He has maintained a high attendance rate for board meetings, committee meetings and shareholders' meetings for such listed companies during the respective latest financial period since his respective appointment dates;

獨立非執行董事

王永權博士，74歲，自2023年4月14日起獲委任為獨立非執行董事。王博士擁有29年的會計經驗。自2018年1月起，王博士擔任冠泓會計師有限公司的首席顧問。彼自2004年7月至2025年11月21日期間擔任亞太資源有限公司（聯交所主板上市公司，股份代號：1104）的獨立非執行董事，自2008年1月起於陽光能源控股有限公司（聯交所主板上市公司，股份代號：757）、自2012年6月起於招商局置地有限公司（聯交所主板上市公司，股份代號：978）、自2017年9月起於中國萬桐園（控股）有限公司（聯交所主板上市公司，股份代號：6966）、自2018年12月起於天卓健有限公司（聯交所主板上市公司，股份代號：383）的獨立非執行董事。自2018年1月至2022年1月期間擔任首都金融控股有限公司（一間於聯交所GEM上市的公司，股份代號：8239）的獨立非執行董事，自2014年8月至2022年12月期間擔任中國宏泰產業市鎮發展有限公司（一間先前於聯交所主板上市的公司，股份代號：6166，自2022年12月起私有化及自聯交所除牌）的獨立非執行董事及自2019年1月至2024年6月11日期間，擔任德信中國控股有限公司（其股份曾於聯交所主板上市，股份代號：2019，由2026年1月7日起，其上市地位已被取消）的獨立非執行董事。

儘管王博士擔任多家於聯交所上市公司的獨立非執行董事，但王博士確認其將會投入足夠的時間擔任獨立非執行董事，依據如下：

- 王博士既非上述公司的全職人員，亦不參與該等公司的日常運營或管理，因此，其對該等公司並無執行及管理職責；
- 王博士主要須出席上述上市公司的相關董事會會議、委員會會議及股東大會。自其獲委任之相關日期，於各最近財政期間王博士一直保持於該等上市公司的董事會會議、委員會會議及股東大會的高出席率；

Biographical Details of Directors and Senior Management 董事及高級管理層履歷詳情

- Dr. Wong's role as principal consultant of KND Associates CPA Limited is on a part-time basis and he is not involved in the daily management of KND Associates CPA Limited;
- With his background and experience, Dr. Wong is fully aware of the responsibilities and expected time involvements for independent non-executive directors of listed companies. He has not found difficulties in devoting to, and managing his time with, numerous companies and he is confident that with his experience in being responsible for several roles concurrently, he will be able to discharge his duties to our Company;
- None of the above-named listed companies that he has directorship with has questioned or complained about his time devoted to such companies; and
- Dr. Wong's role in our Group is non-executive in nature and he will not be involved in the daily management of our Group's business, thus his engagement as our independent non-executive Director will not require his full-time participation.
- 王博士擔任冠泓會計師行有限公司的首席顧問兼職性質，且其不參與冠泓會計師行有限公司的日常管理；
- 憑藉其背景及經驗，王博士充分知悉上市公司獨立非執行董事的職責及預計投入時間。就向多家公司投入及管理其時間而言，彼並無任何困難，且其堅信，憑藉彼同時擔任多個職務的經驗，彼有能力履行其對本公司的職責；
- 彼任職董事的上述上市公司均無質疑或投訴其對該等公司投入的時間；及
- 王博士於本集團的職務屬非執行性質，且彼將不參與本集團業務的日常管理。因此，就擔任獨立非執行董事而言，其無須全職參與。

Based on the foregoing, our Directors do not have reasons to believe that the various positions currently held by Dr. Wong will result in Dr. Wong not having sufficient time to act as our independent non-executive Director or not properly discharging his fiduciary duties as a director of our Company.

Dr. Wong obtained his bachelor's degree in commerce from a joint program held by Shenzhen University (深圳大學) in Shenzhen, the PRC and Clayton University in Missouri, the United States of America in May 1990. He also obtained a bachelor's degree in business management (online course) and a master's degree in business administration (online course) from Nottingham Trent University in Nottingham, the United Kingdom in December 2005 and December 2007, respectively. He also obtained his doctoral degree in philosophy in business administration from the Bulacan State University, Republic of the Philippines in December 2010.

基於上述，我們董事並無理由認為王博士目前擔任的多個職位將會造成彼並無充足時間擔任本公司獨立非執行董事或無法妥為履行其作為本公司董事的受信責任。

王博士於1990年5月從位於中國深圳的深圳大學與位於美利堅合眾國密蘇里州的克萊頓大學舉行的聯合課程獲得商業學士學位。彼亦分別於2005年12月和2007年12月自英國諾丁漢的諾丁漢特倫特大學獲得工商管理(在線課程)學士學位和工商管理(在線課程)碩士學位。彼亦於2010年12月自菲律賓共和國的布拉卡國立大學獲得工商管理哲學博士學位。

Biographical Details of Directors and Senior Management 董事及高級管理層履歷詳情

Dr. Wong was elected or admitted and has remained a member of a number of institutions, including being a fellow member of The Taxation Institute of Hong Kong since January 1999, a fellow member of The Institute of Chartered Accountants in Ireland (formerly known as The Institute of Certified Public Accountants in Ireland before merger) since August 2000, a fellow member of The Hong Kong Chartered Governance Institute since February 2002, a member of The Chartered Institute of Arbitrators since May 2002, a fellow member of The Chartered Governance Institute since September 2002, a fellow member of the Association of International Accountants since September 2005 and a member of the Hong Kong Securities and Investment Institute since November 2012.

Dr. Wong was a director of Dexin China, which was ordered to be wound up by the High Court of the Hong Kong Special Administrative Region on 11 June 2024, afterwards the listing of the company's shares was cancelled with effect from 9:00 am on 7 January 2026 under Rule 6.01A(1) of the Listing Rules. Dr. Wong served as an independent non-executive director of Dexin China from 11 January 2019 and he had ceased to be a director of Dexin China on 11 June 2024.

王博士曾獲選為或獲接納為且目前仍為許多機構的成員，包括自1999年1月獲選為香港稅務學會資深會員；自2000年8月獲選為愛爾蘭特許會計師協會（合併前稱愛爾蘭註冊會計師協會）資深會員；自2002年2月獲選為香港公司治理公會資深會員；自2002年5月獲選為英國皇家特許仲裁員協會會員；自2002年9月獲選為特許公司治理公會資深會員；自2005年9月獲選為國際會計師公會資深會員；及自2012年11月獲選為香港證券及投資學會會員。

王博士曾任德信中國董事，該公司於2024年6月11日被香港特別行政區高等法院頒令清盤，後由2026年1月7日上午9時起，其上市地位根據《上市規則》第6.01A(1)條予以取消。王博士於2019年1月11日起擔任德信中國之獨立非執行董事，彼於2024年6月11日起不再擔任德信中國董事。

Biographical Details of Directors and Senior Management 董事及高級管理層履歷詳情

Mr. Rui Meng (芮萌), aged 58, was appointed as our independent non-executive Director on 21 June 2021 and is primarily responsible for providing independent advice on the operations and management of our Group. He has been a Professor in Accounting since January 2012 and a Parkland Chair in Finance (鵬瑞集團金融學教席教授) since March 2019 at China Europe International Business School (中歐國際工商學院). From October 2015 to October 2019, he served as the Zhongkun Group Chair in Finance (中坤集團金融學教席教授) at China Europe International Business School.

芮萌先生，58歲，於2021年6月21日獲委任為獨立非執行董事，主要負責就本集團的運營及管理提供獨立意見。彼自2012年1月起擔任中歐國際工商學院的會計學教授及自2019年3月起擔任鵬瑞金融學教席教授。於2015年10月至2019年10月，彼於中歐國際工商學院擔任中坤集團金融學教席教授。

In addition to the working experience above, Mr. Rui served or has been serving as independent director or independent non-executive director of the following listed companies:

除上述工作履歷外，芮先生曾任或現任以下上市公司獨立董事或獨立非執行董事職務：

Period of service 服務年期	Name of company 公司名稱	Principal business, place of listing and stock code 主要業務、上市地及股份代號	Position(s) 職位
From April 2017 to May 2023 2017年4月至2023年5月	Shang Gong Group Co., Ltd. (上工申貝(集團)股份有限公司) 上工申貝(集團)股份有限公司	A machinery company listed on the Shanghai Stock Exchange (stock code: 600843) 一家於上海證券交易所上市的機械公司(證券代碼：600843)	Independent director 獨立董事
Since August 2017 自2017年8月起	China Education Group Holdings Limited (中國教育集團控股有限公司) 中國教育集團控股有限公司	An education company listed on the Main Board of the Stock Exchange (stock code: 839) 一家於聯交所主板上市的教育機構(股份代號：839)	Independent non-executive director and the chairman of the audit committee 獨立非執行董事及審計委員會主席
Since May 2018 自2018年5月起	Country Garden Services Holdings Company Limited (碧桂園服務控股有限公司) 碧桂園服務控股有限公司	A property management company listed on the Main Board of the Stock Exchange (stock code: 6098) 一家於聯交所主板上市的物業管理公司(股份代號：6098)	Independent non-executive director and the chairman of the audit committee 獨立非執行董事及審計委員會主席
From May 2019 to 20 June 2025 自2019年5月至2025年6月20日止	Landsea Green Group Co, Ltd. (朗詩綠色集團有限公司) 朗詩綠色集團有限公司	A real estate company listed on the Main Board of the Stock Exchange (stock code: 106) 一家於聯交所主板上市的房地產公司(股份代號：106)	Independent non-executive director and the chairman of the audit committee 獨立非執行董事及審計委員會主席

Biographical Details of Directors and Senior Management 董事及高級管理層履歷詳情

Notwithstanding Mr. Rui's engagement as an independent non-executive director of numerous companies listed on the Stock Exchange, as advised and confirmed by Mr. Rui, he has sufficient time to act as an independent non-executive Director based on the following:

- (i) Other than serving as Professor in Accounting at China Europe International Business School, Mr. Rui has not taken up any full-time employment in any capacity except serving as an independent non-executive director in the above listed companies. With his background and experience, Mr. Rui is fully aware of the responsibilities and expected time involvements for serving as independent non-executive director. He has not found difficulties in devoting and managing his time to these companies and he is confident that with his experience in being responsible for multiple roles, he will be able to discharge his duties to our Company; and
- (ii) Mr. Rui's role in our Group is non-executive in nature and he will not be involved in the daily management of our Group's business, thus his engagement as an independent non-executive Director will not require his full-time participation.

Based on the foregoing, our Directors do not have reasons to believe that the various positions currently held by Mr. Rui will result in Mr. Rui not having sufficient time to act as an independent non-executive Director or not properly discharging his fiduciary duties as a director of our Company.

Mr. Rui obtained his bachelor's degree in international economics from China Europe International Business School (中歐國際工商學院) in the PRC in July 1990. He received a master of science in economics from Oklahoma State University in the United States as well as a master of business administration degree and a doctor of philosophy degree in business administration from the University of Houston in the United States in May 1993, December 1996 and August 1997, respectively. Mr. Rui has been professional designated as a Certified Financial Analyst by the Association for Investment Management and Research since September 2000 and a Financial Risk Manager by the Global Association of Risk Professionals since April 2010.

儘管芮先生擔任多家聯交所上市公司的獨立非執行董事，經芮先生告知及確認，根據下列內容，其有充足時間擔任獨立非執行董事：

- (i) 除擔任中歐國際工商學院會計學教授，芮先生除於上述上市公司擔任獨立非執行董事外並未以任何身份從事任何全職工作。憑藉其背景及經驗，芮先生深知擔任獨立非執行董事涉及的責任及預期時間。在投身入於該等公司並管理其分配在該等公司上的時間方面，其並未發現有任何困難，且其堅信，其擔任多個職務的經驗將使其能夠履行其對本公司的職責；及
- (ii) 芮先生於本集團的角色為非執行性質，彼並不會涉及本集團業務日常管理，因此，聘用彼為獨立非執行董事不須其全職參與。

基於上述，我們董事並無理由認為芮先生目前擔任的多個職位會造成彼並無充足時間擔任本公司獨立非執行董事或無法適當履行其作為董事的受信責任。

芮先生於1990年7月獲得中國中歐國際工商學院國際經濟學學士學位。其分別於1993年5月、1996年12月及1997年8月在美國俄克拉荷馬州立大學獲得經濟學理學碩士學位，並在美國休斯敦大學獲得工商管理碩士學位和工商管理哲學博士學位。自2000年9月起，芮先生獲投資管理與研究協會專業認證為註冊金融分析師，並自2010年4月起獲全球風險管理專業人士協會專業認證為金融風險管理師。

Biographical Details of Directors and Senior Management

董事及高級管理層履歷詳情

Mr. Yang Xi (楊熙), aged 45, was appointed as our independent non-executive Director on 21 June 2021 and is primarily responsible for providing independent advice on the operations and management of our Group.

From February 2008 to January 2015, he worked at Beijing Yisheng Leju Information Services Ltd. (北京怡生樂居信息服務有限公司), a real estate online to offline service provider and a company listed on New York Stock Exchange (stock code: LEJU), where he served as editor-in-chief mainly responsible for publication editing of the websites. From January 2015 to February 2019, he worked at Shanghai Weimi Business Information Consulting Co., Ltd. (上海帷米商務信息諮詢有限公司), a company primarily engaged in business information consulting, where he served as the chief operating officer mainly responsible for operation and management of the company. From February 2019 to February 2023, he worked at Beijing Zhongwuyanxie Information Technology Co., Ltd. (北京中物研協信息科技有限公司), a company primarily engaged in information technology, where he served as the general manager mainly responsible for management of the company. Since February 2023, he has been working at Beijing Zhongwu Zhihui Information Technology Co., Ltd. (北京中物智匯信息科技股份公司), a company primarily engaged in information technology services, where he served as the general manager mainly responsible for management of the company. He has been an independent non-executive Director of First Services Holdings (a company listed on the Stock Exchange, stock code: 2107.HK) since September 2024. He served as an external supervisor of Roiserv Lifestyle Services Co., Ltd. (a company listed on the Stock Exchange, stock code: 2146) from 2 March 2023 to 21 October 2025.

Mr. Yang obtained his bachelor's degree of arts from Beijing Technology and Business University (北京工商大學) in the PRC in June 2001. Mr. Yang was a supervisor and shareholder of Beijing Tianlun Real Estate Brokerage Co., Ltd. (北京天倫房地產經紀有限公司) whose business license was revoked on 30 December 2008. He confirmed that, to the best of his knowledge and belief, as of the date of this annual report, no claims had been made against him and he was not aware of any threatened or potential claims made against him and there are no outstanding claims and/or liabilities as a result of the revocation of the above company.

楊熙先生，45歲，於2021年6月21日獲委任為獨立非執行董事，主要負責就本集團的運營及管理提供獨立意見。

其於2008年2月至2015年1月在北京怡生樂居信息服務有限公司工作，擔任總編，主要負責網站出版編輯，該公司為一家線上至線下房地產服務提供者，及一家於紐約證券交易所上市（股份代號：LEJU）的公司。其於2015年1月至2019年2月在上海帷米商務信息諮詢有限公司工作，擔任首席運營官，主要負責該公司的運營及管理，該公司主要從事商務資訊諮詢服務。自2019年2月至2023年2月，在北京中物研協信息科技有限公司工作，擔任總經理，主要負責該公司管理，該公司主要從事信息技術業務。自2023年2月起，在北京中物智匯信息科技股份公司工作，擔任總經理，主要負責該公司管理，該公司主要從事信息技術服務。自2024年9月起，擔任第一服務控股（一家於聯交所上市的公司，股份代號：2107.HK）獨立非執行董事。於2023年3月2日至2025年10月21日期間擔任榮萬家生活服務股份有限公司（一家於聯交所上市的公司，股份代號：2146）的外部監事。

楊先生於2001年6月獲得中國北京工商大學文學學士學位。楊先生曾為北京天倫房地產經紀有限公司的監事及股東，該公司的營業執照於2008年12月30日被吊銷。其確認，據其所深知及確信，截至本年報日期，未對其提出任何申索且其並不知悉任何針對其的申索威脅或潛在申索且並無由於上述公司的註銷導致的未決申索及／或負債。

Biographical Details of Directors and Senior Management

董事及高級管理層履歷詳情

SENIOR MANAGEMENT

Mr. Liu Yibing (劉義兵), aged 48, was appointed as our executive vice president in June 2015 and is mainly responsible for the operation and management of the Group's Investment and Development Center, enterprise business department, as well as overseeing the operations in Zhejiang Region. He joined our Group as the manager of the marketing department of Dexin Shengquan Property Services Co., Ltd. in March 2006, primarily responsible for management of the marketing department. Mr. Liu has over 14 years of experience in property management. Prior to joining our Group, Mr. Liu worked at Hangzhou Lvheng Property Management Co., Ltd. (杭州綠恒物業管理有限公司), a property management company.

In addition, Mr. Liu served in several subsidiaries of our Group. From March 2006 to June 2015, he consecutively served as manager of the marketing department, regional manager of Hangzhou district, manager and vice general manager of Dexin Shengquan Property Services Co., Ltd. and as its executive deputy general manager since June 2015. Since June 2015, he also serves as the director and general manager of Zhejiang Shengquan Security Services Co., Ltd. (浙江盛全保安服務有限公司). Besides, Mr. Liu has been serving as the person in charge of several branch offices of Shengquan Property since October 2013, where he is mainly responsible for the overall operation. Mr. Liu obtained his associate's degree in tourism management from West Anhui University (皖西學院) in the PRC in July 1999.

Mr. Chen Xin (陳昕), aged 43, was appointed as an assistant to the president in July 2018 and is mainly responsible for the strategic development, the operation and management of the business and brand building and promotion of the listed group. He assists the president in managing the operation and quality control centre, information technology centre, and oversees the operation of the environmental company, Enjieli, Julin, Youai Technology and Dexiao Energy Company. He joined our Group in October 2013 as the planning manager, general manager of the third business department and assistant to general manager of Dexin Shengquan Property Services Co., Ltd., primarily responsible for the project named "Shengquan Youjia" (盛全優家), for building smart community platform and expanding the community business cooperation.

高級管理層

劉義兵先生，48歲，於2015年6月獲委任為常務副總裁，主要負責本集團投資發展中心及商企事業部的運營及管理以及監督浙江區的運營。其於2006年3月加入本集團，擔任德信盛全物業服務有限公司營銷部經理，主要負責營銷部的管理。劉先生擁有超過14年的物業管理經驗。於加入本集團之前，劉先生於一家物業管理公司杭州綠恒物業管理有限公司工作。

此外，劉先生曾於本集團多個附屬公司任職。於2006年3月至2015年6月在德信盛全物業服務有限公司先後擔任營銷部經理、杭州區區域經理、經理及副總經理，及自2015年6月起擔任常務副總經理。自2015年6月起，其亦擔任浙江盛全保安服務有限公司的董事及總經理。此外，劉先生自2013年10月起一直擔任盛全物業多個分公司的負責人，主要負責整體運營。劉先生於1999年7月從中國皖西學院獲得旅遊管理大專學歷。

陳昕先生，43歲，於2018年7月獲委任為總裁助理，主要負責上市集團戰略發展、業務運營管理和品牌建設與推廣，協助總裁分管運營品控中心、信息技術中心、監督環境公司、恩杰力、桔鄰、尤愛科技、德曉能源公司的運營。其於2013年10月加入本集團，曾擔任第三事業部的策劃經理、總經理及德信盛全物業服務有限公司總經理助理，主要負責「盛全優家」項目，致力建立智能小區平台及擴大小區業務合作。

Biographical Details of Directors and Senior Management 董事及高級管理層履歷詳情

Prior to joining our Group, from July 2005 to April 2010, he worked at Hangzhou Dukuai Newsreader Media Co., Ltd. (杭州都快讀報人傳媒有限公司) (formally known as Hangzhou Newsreader Advertising Media Co., Ltd. (杭州讀報人廣告傳媒有限公司) and Hangzhou Newsreader E-Commerce Co., Ltd. (杭州讀報人電子商務有限公司)), a company principally engaged in commercial operation, where he served as an account manager mainly responsible for planning and organization of reader activities. From May 2010 to March 2011, he worked at Zhejiang Transportation Travel Media Co., Ltd. (浙江交通旅遊傳媒有限公司), a company principally engaged in media events planning, where he served as a planning manager of the planning department mainly responsible for advertisement design and marketing plan. From November 2011 to September 2013, he worked at Hangzhou HONYAR Electrical Co., Ltd. (杭州鴻雁電器有限公司), an architectural electric products manufacturing enterprise, where he served as the manager of the public relations department mainly responsible for brand building, corporate culture promotion and media relationship maintenance.

Mr. Chen obtained his bachelor's degree in arts from Shanghai Jiao Tong University (上海交通大學) in the PRC in July 2005.

Ms. Zhao Lixiang (趙麗湘), aged 47, was appointed as our chief human resources and administration officer in June 2013 and is primarily responsible for the management of human resources and administration affairs, construction of enterprise culture and development of human resources service system of our Group.

在加入本集團之前，其於2005年7月至2010年4月在杭州都快讀報人傳媒有限公司(前稱杭州讀報人廣告傳媒有限公司、杭州讀報人電子商務有限公司)工作，擔任客戶經理，主要負責策劃及組織讀者活動，而該公司主要從事商業活動運營。2010年5月至2011年3月，其在浙江交通旅遊傳媒有限公司工作，擔任策劃部策劃經理，主要負責廣告創意與營銷方案，而該公司主要從事媒體活動策劃。2011年11月至2013年9月，其於杭州鴻雁電器有限公司工作，擔任公共關係部經理，主要負責品牌建設、企業文化宣傳與媒體關係維護，而該公司為一家建築電器產品製造企業。

陳先生於2005年7月從中國上海交通大學獲得文學學士學位。

趙麗湘女士，47歲，於2013年6月獲委任為首席人力資源官，主要負責本集團人力資源及行政事務管理、企業文化建設及人力資源服務體系建設。

Biographical Details of Directors and Senior Management 董事及高級管理層履歷詳情

Ms. Zhao has over 21 years of experience in human resources and administration management. Prior to joining our Group, from January 2000 to December 2003, she worked at Huasheng Construction Group Co., Ltd. (華升建設集團有限公司), a company principally engaged in construction, where she served as the manager of the overseas business department mainly responsible for daily management of human resources. From January 2004 to July 2006, she worked at Zhejiang Jinke Daily Chemical Co., Ltd. (浙江金科日化原料有限公司), where she served as human resources manager mainly responsible for improvement of human resources policies and procedures and other daily affairs of human resources. From July 2006 to June 2010, she worked at Shaoxing Shangyu Jinjin Hotel Co., Ltd. (紹興市上虞金錦大酒店有限公司), where she served as the head of general manager office mainly responsible for the daily affairs of the general manager office. From July 2010 to September 2011, she served as the manager of administration and human resources department at Zhejiang Geshan Pinyue Travel Co., Ltd. (浙江歌山品悅旅業有限公司) (formally known as Zhejiang Geshan Pinyue Hotel Co., Ltd. (浙江歌山品悅大酒店有限公司)), where she was mainly responsible for the daily management of human resources and administration affairs. From October 2011 to July 2012 and from August 2012 to June 2013, she successively served as the human resources and administration director at Zhejiang Shimao Junlan Hotel Management Co., Ltd. (浙江世貿君瀾酒店管理有限公司) and Zhejiang Denghao Hotel Co., Ltd. (浙江登豪酒店有限公司), respectively, where she was mainly responsible for the daily management of human resources and administration affairs.

Ms. Zhao obtained her bachelor's degree in business management from Nankai University (南開大學) in the PRC through distance learning in July 2018. She obtained the human resources management division (Level 1) (企業人力資源管理人員一級) issued by the Occupational Skill Testing Authority of the Ministry of Human Resources and Social Security (人力資源和社會保障部職業技能鑑定中心) in November 2015.

趙女士在人力資源及行政管理方面擁有超過21年的經驗。於加入本集團之前，其於2000年1月至2003年12月在華升建設集團有限公司(一家主要從事建築的公司)工作，擔任海外事業部經理，主要負責人力資源日常管理。其於2004年1月至2006年7月在浙江金科日化原料有限公司工作，擔任人力資源經理，主要負責改善人力資源政策和程序以及其他日常人力資源事務。其於2006年7月至2010年6月在紹興市上虞金錦大酒店有限公司工作，擔任總經理辦公室主任，主要負責總經理辦公室的日常事務。其於2010年7月至2011年9月擔任浙江歌山品悅旅業有限公司(原浙江歌山品悅大酒店有限公司)行政人事部經理，主要負責人力資源及行政事務的日常管理。2011年10月至2012年7月以及2012年8月至2013年6月，其先後分別擔任浙江世貿君瀾酒店管理有限公司和浙江登豪酒店有限公司的人力行政總監，主要負責人力資源及行政事務的日常管理。

趙女士通過遠程學習於2018年7月獲得中國南開大學的工商管理學士學位。其於2015年11月獲得人力資源和社會保障部職業技能鑑定中心頒發的企業人力資源管理人員一級的評級。

Directors' Report

董事會報告書

The Board is pleased to present this annual report together with the audited consolidated financial statements of the Group for the year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Group has three main business lines, namely (i) property management services, (ii) value-added services to non-property owners and (iii) community value-added services, forming an integrated service offering to its customers that cover the entire value chain of property management.

Analysis of the principal activities of the Group during the year ended 31 December 2025 is set out in the section headed "Management Discussion and Analysis" of this annual report.

FINANCIAL STATEMENTS

The consolidated annual results of the Group for the year ended 31 December 2025 are set out on pages 108 to 183 of this annual report.

FINAL DIVIDEND

The Board does not recommend the payment of any final dividend for the year ended 31 December 2025 (2024: nil).

To the knowledge of the Directors, there is no arrangement that a shareholder of the Company has waived or agreed to waive any dividend.

PROPERTY, PLANT AND EQUIPMENT

For the year ended 31 December 2025, details of the changes in the property, plant and equipment of the Group for the Year are set out in the Note 17 to the consolidated financial statements of the Group.

RESERVES

Details of movement in reserves of the Group during the year ended 31 December 2025 are set out in the consolidated statement of changes in equity and Note 33 to the consolidated financial statements.

董事會欣然呈報彼等的報告，連同本集團截至2025年12月31日止年度的經審核綜合財務報表。

主要業務

本集團擁有三條主要業務線，即(i)物業管理服務、(ii)非業主增值服務及(iii)社區增值服務，構成提供給客戶的綜合服務產品，涵蓋整個物業管理價值鏈。

本集團於截至2025年12月31日止年度之主要業務分析載於本年報「管理層討論及分析」一節。

財務報表

本集團截至2025年12月31日止年度的綜合年度業績載於本年報第108頁至183頁。

末期股息

董事會不建議就截至2025年12月31日止年度派付末期股息(2024年：無)。

就董事所知，概無本公司股東已經放棄或同意放棄任何股息之安排。

物業、廠房及設備

截至2025年12月31日止年度，本集團物業、廠房及設備於本年度的變動詳情載於本集團綜合財務報表附註17。

儲備

本集團於截至2025年12月31日止年度的儲備變動詳情載於綜合權益變動表及綜合財務報表附註33。

DISTRIBUTABLE RESERVES

Details of reserves available for distribution to shareholders are set out in Note 33 of the consolidated financial statements on page 173 of this annual report. At 31 December 2025, the Company's reserves available for distribution to equity holders comprising share premium and retained earnings amounted to approximately RMB365,307,000 (2024: approximately RMB385,051,000). Under the Companies Law (Revised) of the Cayman Islands, the share premium of the Company is distributable to the shareholders provided that immediately following the date on which the dividend is proposed to be distributed, the Company will be in a position to pay off its debts as they fall due in the ordinary course of business.

BUSINESS REVIEW

A review of the business of the Group during the year and a discussion on the Group's future business development are set out in the Chairman's Statement, as well as the Management Discussion and Analysis on pages 7 to 12 and pages 13 to 30, respectively, of this annual report. Save as disclosed in the section headed "Management Discussion and Analysis — Significant Events after the End of the Reporting Period" in this annual report, the Group has no significant events after the end of the financial year ended 31 December 2025 and up to the date of this annual report.

RELATIONSHIP WITH EMPLOYEES

The Group believes that high-quality employees who value its corporate culture are essential elements to promote the Group's sustainable growth. The Group intends to attract and retain skilled and talented employees from reputable universities of PRC through various initiatives, including its creative trainee programs, competitive compensation packages and effective incentive system.

For details regarding employees and staff costs and the emolument policy of the Group, please refer to the section headed "Directors' Report — Employees and Remuneration Policy".

RELATIONSHIP WITH SUPPLIERS

The Group is dedicated to developing good relationship with suppliers as long-term business partners to ensure stability of the Group's businesses. We reinforce business partnerships with suppliers by conducting ongoing communication in a proactive and effective manner.

For further details regarding our major suppliers, please refer to the section headed "Directors' Report — Major Customers and Suppliers".

可供分派儲備

可供分派予股東的儲備詳情載於本年報第173頁綜合財務報表附註33。於2025年12月31日，本公司可供分派予股權持有人的儲備(包括股份溢價及保留盈利)約為人民幣365,307,000元(2024年：約人民幣385,051,000元)。根據開曼群島公司法(經修訂)，於本公司股份溢價賬的資金可分派予股東，惟須待緊隨擬分派股息當日後方可進行。本公司將作好準備於日常業務過程中償還其到期債務。

經營回顧

本集團於本年度之經營回顧及本集團未來業務發展之討論分別載於本年報第7至12頁的主席報告及第13至30頁的管理層討論及分析內。除本年報「管理層討論及分析 — 本報告期末後重大事項」一節所披露者外，於截至2025年12月31日止財政年度結束後及直至本年報日期，本集團並無任何重大事項。

與僱員的關係

本集團相信，重視其企業文化的優質僱員，是促進本集團可持續發展的必要元素。本集團擬通過各種激勵措施，包括創新的培訓生課程、具競爭力的薪酬待遇以及有效的激勵制度，以吸引及挽留來自中國名校有技能和才幹的僱員。

有關本集團僱員及員工成本及薪酬政策的詳情，請參閱「董事會報告 — 僱員及薪酬政策」一節。

與供應商的關係

本集團致力於與作為長期業務夥伴的供應商發展良好關係，以確保本集團的業務穩定。透過積極有效的持續溝通，我們與供應商的業務關係得到加強。

有關主要供應商的進一步詳情，請參閱「董事會報告 — 主要客戶及供應商」一節。

RELATIONSHIP WITH CUSTOMERS

Customers' satisfaction with our services and products has a profound effect on our profitability. Our dedicated sales team is in constant communication with our customers and potential customers to uncover and create customer needs and help customers make informed decisions. Identification of customers' pain points alongside grasping the market trend are critical for the Group to timely adjust the Group's operating strategies to match the market requirements. For details regarding the Group's major customers, please refer to the sections headed "Directors' Report – Major Customers and Suppliers".

SHARE CAPITAL

Details of the movements in share capital of the Company during the year ended 31 December 2025 are set out in Note 31 to the consolidated financial statements of this annual report.

PRINCIPAL RISKS AND UNCERTAINTIES

Principal risks and uncertainties which the Group faces include (i) its future growth may not materialize as planned; (ii) uncertainty as to securing new or renewing the existing property management service agreements on favourable terms, or at all; (iii) uncertainty related to acquisitions which may not be successful and the Group may face difficulties in integrating acquired operations with its existing operations; (iv) no control over a majority of revenue generated from connected persons of the Company; (v) risks related to development in the government policies and regulations regarding the PRC property management services; (vi) risks related to the increasing raw material prices and labor costs; and (vii) risks relating to the recoverability of deposits with Dexin China Group.

The Group is not subject to significant credit risk and liquidity risk. The Group's financial risk is mainly due to foreign exchange rate risk. The majority of the Group's operations are conducted in the PRC and are denominated in Renminbi. Foreign currency transactions mainly comprise the receipt of listing proceeds and payment of professional fees (denominated in Hong Kong dollars and United States dollars). As at 31 December 2025, the major non-RMB assets were cash and cash equivalents denominated in Hong Kong dollars with a corresponding amount of RMB1.6 million and cash and cash equivalents denominated in United States dollars with a corresponding amount of RMB0.15 million. Fluctuations in the exchange rate of Renminbi against foreign currencies may affect the Group's results of operations. The Group currently does not have a foreign currency hedging policy and manages its foreign exchange risk by closely monitoring movements in foreign exchange rates. The Group will make foreign exchange hedging arrangements as and when necessary.

與客戶的關係

客戶滿意我們的服務和產品，對我們的盈利能力產生深遠的影響。我們專業的銷售團隊與客戶及潛在客戶不斷的溝通，發現及創造客戶需要並最終協助客戶在知情的基礎上作出決策。把握市場走勢同時識別客戶痛點對本集團及時調整本集團的經營策略以適應市場需求至關重要。有關本集團主要客戶的詳情，請參閱「董事會報告 – 主要客戶及供應商」一節。

股本

本公司股本於截至2025年12月31日止年度之變動詳情載於本年報綜合財務報表附註31。

主要風險及不確定因素

本集團面臨的主要風險及不確定因素包括(i)其未必能按計劃實現未來增長；(ii)無法確定能按有利條款取得新的物業管理服務協議或重續現有物業管理服務協議，或根本無法取得或重續該等協議；(iii)無法確定未來的收購是否會成功且本集團在將所收購業務與其現有業務進行整合方面或會面臨困難；(iv)無法控制來自本公司關連人士的大部分收益；(v)與中國物業管理服務的政府政策及法規的發展相關的風險；(vi)與原材料價格及勞工成本上升相關的風險；及(vii)與德信中國集團按金可收回性有關的風險。

本集團並無面臨重大信用風險及流動資金風險。本集團的財務風險主要為外匯匯率風險。由於本集團的大部分業務於中國進行並以人民幣計值。外幣交易主要包括收取上市所得款項及支付專業費用（以港元和美元計值）。於2025年12月31日，主要非人民幣資產為以港元計值的現金及現金等價物相應金額人民幣1.6百萬元及以美元計值的現金及現金等價物相應金額人民幣0.15百萬元。人民幣兌外幣的匯率波動可能影響本集團的經營業績。本集團現時並無外幣對沖政策，而通過密切監察外匯匯率變動管理其外匯風險。本集團將於必要時作出外匯對沖安排。

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

During the year ended 31 December 2025, the Company repurchased a total of 270,000 Shares on the Stock Exchange at an aggregate consideration of HK\$205,200. As at the date of this report, 35,588,000 repurchased shares of the Company remain to be cancelled but have not yet been cancelled.

購買、出售或贖回本公司上市證券

截至2025年12月31日止年度，本公司於聯交所按總代價205,200港元購回合共270,000股股份。於本報告日期，本公司尚有35,588,000股購回股份擬註銷但尚未註銷。

Trading Month	交易月份	Number of Shares Repurchased 購回股份數目	Highest Price Per Share Paid 所支付每股最高價 (HK\$) (港元)	Lowest Price Per Share Paid 所支付每股最低價 (HK\$) (港元)	Total Consideration Paid 所支付總代價 (HK\$) (港元)
June	6月	270,000	0.76	0.76	205,200
Total	合計	270,000			205,200

Save as disclosed above, during the Reporting Period, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares, if any). As at 31 December 2025, the Company did not hold any treasury shares.

除上文所披露外，於本報告期間，本公司及其任何附屬公司概無購買、出售或贖回任何本公司上市證券(包括出售庫存股份(如有))。於2025年12月31日，本公司概無持有任何庫存股份。

CONTINUING DISCLOSURE OBLIGATIONS PURSUANT TO THE LISTING RULES

Save as disclosed in this annual report, the Company does not have any other disclosure obligations under Rules 13.20, 13.21 and 13.22 of the Listing Rules.

根據上市規則持續披露責任

除本年報所披露者外，本公司並無上市規則第13.20、13.21及13.22條項下的任何其他披露責任。

ANNUAL GENERAL MEETING

The forthcoming 2026 AGM will be held on Tuesday, 19 May 2026 and its notice and all other relevant documents will be published and despatched to the Shareholders in April 2026.

股東週年大會

即將召開的2026年度股東週年大會將於2026年5月19日(星期二)舉行，其通告及所有其他相關文件將於2026年4月發佈並寄發予股東。

Directors' Report

董事會報告書

CLOSURE OF REGISTER OF MEMBERS

The register of members of the Company will be closed from Thursday, 14 May 2026 to Tuesday, 19 May 2026, both days inclusive and during which no share transfer will be effected, for the purpose of ascertaining shareholders' entitlement to attend and vote at the 2026 AGM. The record date for determining the entitlement of the Shareholders to attend and vote at the AGM is Tuesday, 19 May 2026. In order to be eligible to attend and vote at the 2026 AGM, all transfer documents accompanied by the relevant share certificates must be lodged for registration with the Company's share registrar in Hong Kong, Computershare Hong Kong Investor Services Limited, at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, not later than 4:30 pm on Wednesday, 13 May 2026.

ENVIRONMENTAL POLICIES AND PERFORMANCE

It is the Group's corporate and social responsibility in promoting a sustainable and environmentally friendly environment, and the Group strives to minimize its environmental impact and comply with the applicable environmental laws and regulations. The Group has implemented reasonable measures in the operation of its businesses to comply with all applicable requirements. Given the nature of the Group's operations, it is believed that the Group is not subject to material environmental liability risk or compliance costs.

The measures the Group took to ensure compliance with the applicable environmental laws and regulations include: (i) formulating and improving management measures and operational guidelines for energy conservation, emission reduction and waste management; and (ii) actively adopting environmentally friendly equipment and designs.

The Group had not received any material fines or penalties associated with the breach of any environmental laws or regulations during the year ended 31 December 2025.

The 2025 Environmental, Social and Governance Report of the Group shall be published separately and will be posted on the websites of the Stock Exchange (www.hkexnews.hk) and the Company (www.dexinfuwu.com).

暫停辦理股份過戶登記

為確定股東有權出席2026年度股東週年大會並於會上投票，本公司將於2026年5月14日(星期四)至2026年5月19日(星期二)(包括首尾兩日)暫停辦理股份過戶登記，在此期間，將不會進行任何股份轉讓。釐定股東出席股東週年大會並於會上投票資格的記錄日期為2026年5月19日(星期二)。為符合資格出席2026年度股東週年大會並進行投票，所有過戶文件及相關股票須於2026年5月13日(星期三)下午4時30分前送交本公司香港股份過戶登記處香港中央證券登記有限公司登記，地址為香港灣仔皇后大道東183號合和中心17樓1712-1716號舖。

環境政策及表現

促進可持續發展及有利保護的環境是本集團的企業及社會責任，且本集團致力儘可能降低其環境影響，並遵守適用環保法律及法規。本集團已在業務運營過程中採取合理措施，以遵守所有適用規定。鑑於本集團的業務性質，本集團認為其無須承擔重大的環境責任風險或合規成本。

本集團為遵守適用環保法律及法規而採取的措施包括：(i)制訂並完善節能減排和廢棄物管理的管理辦法和操作指引；及(ii)積極採用環保設備及設計。

於截至2025年12月31日止年度，本集團並無收到任何與違反任何環保法律或法規有關的重大罰款或處罰。

2025年環境、社會及管治報告將獨立刊發並將於聯交所網站(www.hkexnews.hk)及本公司網站(www.dexinfuwu.com)刊載。

PRE-EMPTIVE RIGHTS AND TAX RELIEF

There is no provision for pre-emptive rights under the Articles of Association, nor restrictions against such rights under the laws of the Cayman Islands, which would oblige the Company to offer new Shares on a pro-rata basis to its existing Shareholders.

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

USE OF PROCEEDS FROM THE GLOBAL OFFERING

The shares of the Company have been listed on the Main Board of The Stock Exchange since 15 July 2021 (the "Listing Date"). The net proceeds amounted to HK\$763.5 million. Reference is made to the announcements of the Company dated 16 December 2022, 22 March 2023 and 14 January 2025 (the "Announcements"). The prospectus (the "Prospectus") of the Company dated 29 June 2021 originally indicated that approximately 65.0% of the net proceeds would be used for the expansion of business scale and increase in market share through multiple channels, and the net proceeds that would be applied for this purpose amounted to approximately HK\$496.0 million. The unutilised portion of the net proceeds originally intended for such purpose in the amount of HK\$426.6 million is not required for immediate use by the Group at that moment.

Entering into the Loan Agreement and Supplemental Loan Agreement

On 16 December 2022, Shanghai Xuquan Trading Co., Ltd. (上海栩全商貿有限公司), an indirect wholly-owned subsidiary of the Company (the "Lender" or "Shanghai Xuquan" and as the lender), entered into a loan agreement (the "Loan Agreement") with Hangzhou Ruiyang, a business partner of the Company and an independent third party (the "Borrower" and as the borrower). Pursuant to the Loan Agreement, the Lender has agreed to advance to the Borrower a loan in the principal amount of up to RMB315 million, secured by the Charged Assets (defined as below). The loans to be provided to the Borrower by the Lender will be financed by the net proceeds not utilised by the Company since 2021. Having considered the commercial benefits to the Group in deploying the unutilised net proceeds as a loan secured by the Charged Assets (the "Charged Assets"), which comprise car parking spaces, located at Dexin Airport City, Xiaoshan District, Hangzhou City, Zhejiang Province, the PRC, this allows the Group to improve the efficiency and the effectiveness of the Group's temporarily idle funds with better investment returns. As at 31 December 2024,

優先購買權及稅項寬免

組織章程細則並無有關優先購買權(其令本公司有義務按比例向其現有股東發售新股)的規定,開曼群島法律亦無對有關權利施加限制。

本公司並不知悉股東因持有本公司證券而可享有任何稅項寬免及豁免。

全球發售所得款項用途

本公司股份自2021年7月15日(「上市日期」)起在聯交所主板上市。所得款項淨額為763.5百萬港元。茲提述本公司日期為2022年12月16日、2023年3月22日及2025年1月14日的公告(「該等公告」)。本公司日期為2021年6月29日之招股章程(「招股章程」)原表示,所得款項淨額約65.0%將用於透過多渠道擴大業務規模及增加市場份額,而用於此用途的所得款項淨額約為496.0百萬港元。原本擬作此用途的所得款項淨額426.6百萬港元的未使用部分當時並無由本集團立即使用。

訂立貸款協議及補充貸款協議

於2022年12月16日,本公司間接全資附屬公司上海栩全商貿有限公司(「貸款人」或「上海栩全」,作為貸款人)與本公司的一名業務夥伴及獨立第三方杭州瑞揚(「借款人」,作為借款人)訂立貸款協議(「貸款協議」)。根據貸款協議,貸款人同意向借款人墊付本金最高為人民幣315百萬元的貸款,並以押記資產(定義見下文)作抵押。貸款人將使用本公司自2021年以來尚未動用的所得款項淨額向借款人提供貸款。考慮將未使用的所得款項淨額分配用作押記資產(「押記資產」)(包括位於中國浙江省杭州市蕭山區德信空港城的停車位)擔保的貸款對本集團的商業利益,讓本集團能夠提高本集團暫時閒置資金的效率和效益,並帶來更好的投資回報。於2024年12月31日,借款人已以現金

Directors' Report 董事會報告書

the Borrower had repaid the principal amount of approximately RMB55,488,000 in cash under the Loan Agreement; and the outstanding principal amount of RMB259,512,000 (the “**Outstanding Loan**”) and the outstanding interests of approximately RMB8,903,000 (the “**Outstanding Interest**”) accrued during the last two quarters under the Loan Agreement remained overdue by the Borrower. Pursuant to the terms of the Loan Agreement, in the event the Borrower defaults in repaying any amount due and payable under the Loan Agreement, the Lender shall be entitled to exercise its rights to realise all or any part of the Charged Assets. As the Borrower has failed to perform its repayment obligations on time in accordance with the Loan Agreement, the Lender has enforced its rights to realise 1,400 car parking spaces under the Charged Assets. On 28 March 2025, the Lender and the Borrower entered into the Supplemental Agreement to the Loan Agreement. Pursuant to the Supplemental Agreement, the Company has agreed to acquire the rights-of-use of Additional Assets, and such Additional Assets shall be applied to offset the remaining Outstanding Loan on a dollar-for-dollar basis. The acquisition of the rights-of-use of Additional Assets constitutes a notifiable transaction under the Listing Rules. For details, please refer to the announcement of the Company dated 28 March 2025.

2025 Equity Acquisition

As disclosed in the 2024 annual report of the Company, as at 31 December 2024, the net proceeds from the Global Offering which were and remained unutilised were approximately HK\$138.0 million (the “**Unutilised Net Proceeds**”), among which, (i) approximately HK\$82.4 million (the “**Intended Application**”) was expected to expand our business scale and improve market share through multiple channels, and (ii) approximately HK\$55.6 million was expected to invest in information technologies and our internal management system(s) to improve service quality and customer experience. The Directors consider that the 2025 Equity Acquisition represents a unique opportunity for the Group to expand its business scale and diversify into new and more profitable business areas, which is in line with the Intended Application. The Directors have also considered that the 2025 Equity Acquisition represents an opportunity for the Company to increase its brand recognition in the locations where the principal asset (Moganshan Yungu Dexin New Century Mingting Hotel) is situated, strengthen the Group's relationship with its customers, enhance the management efficiency and achieve synergy with the Group's property services business, all of which are also consistent with the Intended Application. Therefore, the Directors are of the view that the 2025 Equity Acquisition fits within the stated Intended Application, namely, to expand the Group's business scale and increase market share through multiple channels. Considering the above, the 2025 Equity Acquisition will be partly funded by the above-mentioned HK\$82.4 million (equivalent to approximately RMB75.0 million) of the Unutilised Net Proceeds and the remaining balance of the consideration of the 2025 Equity Acquisition (equivalent to approximately RMB3.0 million) will be partly funded by the internal resources of the Company.

償還貸款協議項下的本金約人民幣55,488,000元；而借款人仍未償還貸款協議項下尚未償還本金人民幣259,512,000元（「**尚未償還貸款**」）及最後兩個季度應計的尚未償還利息約人民幣8,903,000元（「**尚未償還利息**」）根據貸款協議的條款，倘借款人拖欠償還貸款協議項下的任何到期應付款項，貸款人將有權行使權利變現全部或任何部分抵押資產。由於借款人未能根據貸款協議按時履行其還款責任，貸款人已強制執行權利變現抵押資產項下的1,400個停車位。於2025年3月28日，貸款人與借款人訂立貸款協議的補充協議。根據補充協議，本公司已同意收購額外資產的使用權，以及有關額外資產用於按等額基準抵銷剩餘尚未償還貸款。取得額外資產的使用權構成上市規則項下的須予公佈交易。詳情請參閱本公司日期為2025年3月28日的公告。

2025年收購股權

誠如本公司2024年年報所披露，於2024年12月31日，尚未動用的全球發售所得款項淨額約為138.0百萬港元（「**尚未動用所得款項淨額**」），其中 (i)約82.4百萬港元（「**擬定用途**」）預期用於擴大我們的業務規模及通過多渠道提高市場份額，及(ii)約55.6百萬港元預期用於投資信息技術和我們的內部管理系統，以此改善服務質量和客戶體驗。董事認為，2025年收購股權為本集團擴大其業務規模及多元化拓展至更具盈利潛力的新業務領域提供了難得的機會，與擬定用途相符。董事亦認為，2025年收購股權可為本公司提供機會，藉以提升其於主要資產（莫干山雲谷德信開元名庭酒店）所在地的品牌知名度、加強本集團與其客戶的關係、提高管理效率並與本集團的物業服務業務發揮協同效應，而上述各項亦與擬定用途相符。因此，董事認為2025年收購股權符合既定的擬定用途，即擴大本集團的業務規模及通過多渠道增加市場份額。有鑒於此，2025年收購股權的資金將部分來自上述尚未動用所得款項淨額中的82.4百萬港元（相當於約人民幣75.0百萬元），2025年收購股權的代價餘額（相當於約人民幣3.0百萬元）將部分由本公司內部資源撥付。

Directors' Report

董事會報告書

For further information, please refer to the announcements of the Company dated 16 December 2022, 22 March 2023, 14 January 2025, 28 March 2025, 31 July 2025 and 10 October 2025.

有關進一步資料，請查閱本公司日期為2022年12月16日、2023年3月22日、2025年1月14日、2025年3月28日、2025年7月31日及2025年10月10日之公告。

The table below sets out the allocation of the net proceeds before the Announcements, the changes in use and the revised position after the changes in use:

下表載列於該等公告前的所得款項淨額分配、用途變更及用途變更後的修訂狀況：

Usages	Planned use of net proceeds as disclosed in the Prospectus	Revised allocation of unutilised net proceeds at 16 December 2022	Unutilised net proceeds at 1 January 2025	Utilised net proceeds during the Reporting Period	Unutilised net proceed as at 31 December 2025	Expected timetable of the proceeds to be utilised ^(Note 1)
用途	招股章程所披露所得款項淨額之計劃用途	對尚未動用所得款項淨額之經修訂分配	於2025年1月1日尚未動用所得款項淨額	於本報告期間已動用所得款項淨額	截止2025年12月31日未動用所得款項淨額	動用所得款項淨額的預期時間表 ^(附註1)
	HKD million 百萬港元	HKD million 百萬港元	HKD million 百萬港元	HKD million 百萬港元	HKD million 百萬港元	
1. Expand our business scale and improve market share through multiple channels 擴大我們的業務規模及通過多渠道提高市場份額	496.0	83.7	82.4	82.4 ^(note 附註2)	0.0	Nil 無
2. Diversify and expand our service offerings 多元化及擴展我們的服務產品	76.4	7.1	0.0	0.0	0.0	Nil 無
3. Invest in information technologies and our internal management system(s) to improve service quality and customer experience 投資信息技術和我們的內部管理系統，以此改善服務質量和客戶體驗	76.4	70.2	55.6	1.3	54.3	By June 2026 2026年6月之前
4. Improve human resource management and enhance corporate culture 完善人力資源管理並提升企業文化	38.3	12.7	0.0	0.0	0.0	Nil 無
5. Working capital and other general corporate purposes 營運資金及其他一般公司目的	76.4	7.5	0.0	0.0	0.0	Nil 無
6. Provide loans to borrowers 向借款人貸款	N/A 不適用	342.9	0.0	0.0	0.0	Nil 無
	763.5	524.1	138.0	83.7	54.3	

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Notes:

- (1) The expected timeline for utilising the unutilised funds is based on the best estimation of the future market conditions made by the Group. It may be subject to change based on the current and future development of market conditions.
- (2) Such fund was applied to the 2025 Equity Acquisition. For details, please refer to the announcements of the Company dated 31 July 2025 and 10 October 2025.

DIRECTORS

The Directors during the year ended 31 December 2025 and up to the date of this annual report are:

Executive Directors

Mr. Hu Yiping (*Chairman*)
Mr. Tang Junjie
Ms. Zheng Peng

Independent non-executive Directors

Mr. Rui Meng
Mr. Yang Xi
Dr. Wong Wing Kuen Albert

BOARD OF DIRECTORS AND SENIOR MANAGEMENT

The biographical details of the Directors and senior management are set out in the section headed "Biographical Details of Directors and Senior Management" of this annual report.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS OF SIGNIFICANCE

Save for the related party transactions as disclosed in note 14 and note 38 to the consolidated financial statements, no transactions, arrangements or contracts of significance to which the Company or any of its subsidiaries was a party and in which a Director had a material interest, whether directly or indirectly, subsisted at the end of the year ended 31 December 2025 or at any time during the year.

附註：

- (1) 動用尚未動用資金的預期時間表乃基於本集團對未來市場狀況的最佳估計。其可能根據當前及未來市場條件的發展而發生變化。
- (2) 該資金已用於2025年收購股權。詳情請參閱本公司日期為2025年7月31日及2025年10月10日的公告。

董事

於截至2025年12月31日止年度及直至本年報日期，董事如下：

執行董事

胡一平先生(主席)
唐俊杰先生
鄭鵬女士

獨立非執行董事

芮萌先生
楊熙先生
王永權博士

董事會及高級管理層

董事和高級管理層的履歷詳情載於本年報的「董事及高級管理層履歷詳情」一節。

董事於重大交易、安排及合約之權益

除綜合財務報表附註14及附註38所披露的關聯方交易外，本公司或其任何附屬公司於截至2025年12月31日止年度之年末或年內任何時間，概無訂立任何董事直接或間接擁有重大權益且存續的重大交易、安排或合約。

TERMS OF OFFICE AND SERVICE CONTRACTS OF DIRECTORS

Each of the executive Directors has entered into a service contract with the Company for a term of three years, which may be terminated by not less than three months' notice in writing served by either party on the other.

Each of the independent non-executive Directors has entered into a letter of appointment with the Company for a term of three years, which may be terminated by not less than three months' notice in writing served by either party on the other.

Save as disclosed above, none of the Directors has entered into any service contract with any member of the Group that is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

COMPENSATION OF DIRECTORS AND SENIOR MANAGEMENT

The emoluments of the Directors and senior management of the Group are decided by the Board with reference to the recommendation given by the Remuneration Committee.

Details of the Directors' emoluments and emoluments of the five highest paid individuals in the Group are set out in note 14 to the consolidated financial statements of this annual report.

For the year ended 31 December 2025, no emoluments were paid by the Group to any Director or any of the five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office.

None of the Directors has waived or agreed to waive any emoluments for the year ended 31 December 2025.

Save as disclosed in this annual report, no other payments have been made or are payable by the Group to or on behalf of any of the Directors for the year ended 31 December 2025.

董事之任期及服務合約

各執行董事已與本公司訂立服務合約，為期三年，可由任何一方向另一方發出不少於三個月的書面通知予以終止。

各獨立非執行董事已與本公司訂立委任書，為期三年，可由任何一方向另一方發出不少於三個月的書面通知予以終止。

除上文所披露者外，概無董事與本集團成員公司訂立本集團不可於一年內免付賠償（法定賠償除外）而終止的服務合約。

董事及高級管理層之薪酬

本集團董事及高級管理層之薪酬由董事會參照薪酬委員會提供之推薦建議決定。

董事之薪酬及本集團五名最高薪酬人士之薪酬詳情載於本年報綜合財務報表附註14。

截至2025年12月31日止年度，本集團並無向任何董事或任何五名最高薪酬人士支付酬金，作為加入或加入本集團的獎勵或作為離職補償。

截至2025年12月31日止年度，概無任何董事放棄或同意放棄任何酬金。

除本年報所披露者外，截至2025年12月31日止年度，本集團並無向任何董事或代表任何董事作出其他付款或應付款。

Directors' Report

董事會報告書

DIRECTORS' INTERESTS IN COMPETING BUSINESS

As at the date of this annual report, none of the Directors and directors of the Company's subsidiaries, or their respective associates had interests in businesses, which compete or are likely to compete either directly or indirectly, with the businesses of the Company and its subsidiaries as required to be disclosed pursuant to the Listing Rules.

NON-COMPETITION UNDERTAKING BY CONTROLLING SHAREHOLDERS

In order to restrict competition activities with the Company, the controlling shareholders of the Company (the "**Controlling Shareholders**"), namely Mr. Hu Yiping and Shengfu International Limited, entered into the deed of non-competition in favour of the Company on 22 June 2021 (the "**Deed of Non-competition**"). Pursuant to the Deed of Non-competition, the Controlling Shareholders have undertaken, among others, not to compete with the business of the Group, and details of the Deed of Non-competition are set out in the sub-section headed "Deed of Non-competition" in the section headed "Relationship with Controlling Shareholders" of the Prospectus.

Each of the Controlling Shareholders has made a written confirmation to the Board in respect of their compliance with the undertakings in the Deed of Non-competition (the "**Undertakings**") during the Reporting Period. Upon receiving the confirmations from the Controlling Shareholders, the independent non-executive Directors had reviewed the same as part of the annual review process. In determining whether the Controlling Shareholder had fully complied with the Undertakings in the Reporting Period for the annual assessment, the independent non-executive Directors noted that: (a) the Controlling Shareholders declared that they had fully complied with the Undertakings in the Reporting Period; (b) no new competing business was reported by the Controlling Shareholders during the Reporting Period; and (c) there was no particular situation rendering the full compliance of the Undertakings being questionable. In view of the above, the independent non-executive Directors confirmed that, as far as they are aware, the Controlling Shareholders had complied with all the Undertakings in the Reporting Period.

董事於競爭性業務的權益

於本年報日期，董事及本公司附屬公司的董事或其各自的聯繫人概無於直接或間接與本公司及其附屬公司的業務構成或可能構成競爭的業務中擁有權益而須根據上市規則予以披露。

控股股東作出的不競爭承諾

為限制與本公司的業務競爭，本公司控股股東（「**控股股東**」）胡一平先生、盛富國際有限公司於2021年6月22日訂立以本公司為受益人的不競爭契據（「**不競爭契據**」）。根據不競爭契據，控股股東承諾（其中包括）不會與本集團的業務競爭，不競爭契據詳情載於招股章程「與控股股東的關係」一節「不競爭契據」分節。

各控股股東已就於報告期遵守不競爭契據中的承諾（「**承諾**」）向董事會作出書面確認。收到控股股東的確認後，獨立非執行董事已進行審查作為年度審閱程序的一部分。在為釐定控股股東於報告期是否已全面遵守承諾而進行的年度評估中，獨立非執行董事注意到：(a) 控股股東聲明彼等於報告期已全面遵守承諾；(b) 控股股東於報告期並無報告新的競爭業務；及(c) 並無任何特定情況致使全面遵守承諾受到質疑。鑑於以上所述，獨立非執行董事確認，盡其所悉控股股東已於報告期遵守所有承諾。

MANAGEMENT CONTRACTS

No contracts concerning the management and administration of the whole or any substantial part of the business of the Company were entered into or existed during the year ended 31 December 2025.

EQUITY-LINKED AGREEMENTS

During the year ended 31 December 2025, the Company had not entered into any equity-linked agreements.

MATERIAL LEGAL PROCEEDINGS

The Group was not involved in any material legal proceedings during the year ended 31 December 2025.

LOAN AND GUARANTEE

During the year ended 31 December 2025 and saved as disclosed below, the Group had not made any loans or provided any guarantee for loans, directly or indirectly, to the senior management of the Company, the Directors, the controlling shareholders or their respective associates.

INTERESTS AND SHORT POSITIONS OF DIRECTORS AND CHIEF EXECUTIVES IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

As at 31 December 2025, the interests and short positions of Directors or chief executives of the Company in the Shares, underlying Shares or debentures of the Company and any of its associated corporations (within the meaning of Part XV of the SFO), which were required to be (i) notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO), or (ii) entered in the register kept by the Company pursuant to section 352 of the SFO, or (iii) notified to the Company and the Stock Exchange under the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) set out in Appendix C3 to the Listing Rules, were as follows:

管理合同

概無有關本公司任何業務整體或任何重大環節的管理及行政方面的合同於截至2025年12月31日止年度訂立或仍然有效。

股權掛鈎協議

於截至2025年12月31日止年度，本公司並無訂立任何股權掛鈎協議。

重大法律訴訟

截至2025年12月31日止年度，本集團概無涉及任何重大法律訴訟。

貸款及擔保

截至2025年12月31日止年度及除下文披露者外，本集團並無直接或間接向本公司高級管理層、董事、控股股東或彼等各自的聯繫人作出貸款及提供貸款擔保。

董事及最高行政人員於本公司及其相聯法團的股份、相關股份及債權證的權益及淡倉

於2025年12月31日，本公司董事或最高行政人員於本公司及其任何相聯法團（定義見證券及期貨條例第XV部）的股份、相關股份或債權證中擁有(i)根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的權益及淡倉（包括根據證券及期貨條例有關條文被當作或視為擁有的權益或淡倉），或(ii)根據證券及期貨條例第352條須記入本公司存置的登記冊的權益及淡倉，或(iii)根據上市規則附錄C3所載上市發行人董事進行證券交易的標準守則（「**標準守則**」）須知會本公司及聯交所的權益及淡倉如下：

Directors' Report

董事會報告書

(i) Interest in Shares of the Company

(i) 於本公司股份的權益

Name of Director 董事名稱	Nature of interest 權益性質	Number of Shares interested ⁽¹⁾ 擁有權益的股份數目 ⁽¹⁾	Approximate percentage of interest ⁽³⁾ 概約權益百分比 ⁽³⁾
Mr. Hu Yiping ("Mr. Hu") 胡一平先生(「胡先生」)	Interest in corporation ⁽²⁾ 法團權益 ⁽²⁾ Interest of spouse ⁽²⁾ 配偶權益 ⁽²⁾	529,202,279 (L)	57.65%
Mr. Tang Junjie 唐俊杰先生	Beneficial Owner 實益擁有人	14,265,741 (L)	1.55%

Notes:

- (1) The letter "L" denotes the person's long positions in our Shares.
- (2) Shengfu International is owned as to 91.6% by Mr. Hu and 8.4% by Ms. Wei Peifen ("Ms. Wei"), the spouse of Mr. Hu. By virtue of the SFO, Mr. Hu and Ms. Wei are deemed to be interested in the Shares held by Shengfu International.
- (3) Calculated based on the total number of issued Shares of 917,881,000 Shares as at 31 December 2025.

附註：

- (1) 字母「L」表示該人士於該等股份的好倉。
- (2) 盛富國際由胡先生擁有91.6%及由胡先生的配偶魏佩芬女士(「魏女士」)擁有8.4%。根據證券及期貨條例，胡先生及魏女士被視為於盛富國際擁有的股份當中擁有權益。
- (3) 根據於2025年12月31日的已發行股份總數917,881,000股計算。

(ii) Interest in associated corporation of the Company

(ii) 於本公司相聯法團的權益

Name of Director 董事名稱	Name of associated corporation 相聯法團名稱	Nature of interest 權益性質	Number of Shares interested ⁽¹⁾ 擁有權益的 股份數目 ⁽¹⁾	Approximate percentage of interest in associated corporation 於相聯法團的 權益概約百分比
Mr. Hu Yiping 胡一平先生	Shengfu International 盛富國際	Beneficial Owner 實益擁有人	458 (L)	91.60%
Ms. Zheng Peng 鄭鵬女士	Zhi Da Xiao Rui (Hong Kong) Limited 智大曉瑞(香港)有限公司	Interested in controlled Corporation ⁽²⁾ 受控制法團權益 ⁽²⁾	1 (L)	0.99%
Mr. Tang Junjie 唐俊杰先生	Sheng Quan Holding (Hong Kong) Limited 盛全控股(香港)有限公司	Interested in controlled Corporation ⁽³⁾ 受控制法團權益 ⁽³⁾	9 (L)	0.09%
Mr. Tang Junjie 唐俊杰先生	Dexin Shengquan Property Services Co., Ltd. 德信盛全物業服務有限公司	Interested in controlled Corporation ⁽⁴⁾ 受控制法團權益 ⁽⁴⁾	10,300,000 (L)	4.9%

Directors' Report

董事會報告書

Notes:

- (1) The letter "L" denotes the person's long positions in the shares of the associated corporation.
- (2) Ms. Zheng Peng held 100% interest in Sanchi International Enterprises Development Limited, which in turn held 1 share in Zhida Xiaorui. Therefore, Ms. Zheng Peng is deemed to be interested in the shares of Zhida Xiaorui held by Sanchi International Enterprises Development under the SFO.
- (3) Mr. Tang Junjie held 100% interest in Chongping Hiuchi Company Limited, which in turn held 9 shares in Sheng Quan Holding (Hong Kong) Limited. Therefore, Mr. Tang Junjie is deemed to be interested in the shares held by Chongping Hiuchi Company Limited in Sheng Quan Holding (Hong Kong) Limited under the SFO.
- (4) Mr. Tang Junjie held a 46.91% partnership interest in Deqing Kaisibo Enterprise Management Partnership Enterprise (Limited Partnership) (德清凱思博企業管理合夥企業(有限合夥)), which in turn held a 4.9% equity interest in Dexin Shengquan Property Services Co., Ltd. (德信盛全物業服務有限公司). Therefore, Mr. Tang Junjie is deemed to be interested in the shares held by Deqing Kaisibo Enterprise Management Partnership Enterprise (Limited Partnership) (德清凱思博企業管理合夥企業(有限合夥)) in Dexin Shengquan Property Services Co., Ltd. (德信盛全物業服務有限公司) under the SFO.

Save as disclosed above and to the best knowledge of the Directors, as at 31 December 2025, none of the Directors or chief executives of the Company has any interests and/or short positions in the Shares, underlying Shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) which were required to be (i) notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they were taken or deemed to have under such provisions of the SFO), or (ii) entered in the register kept by the Company pursuant to section 352 of the SFO, or (iii) notified to the Company and the Stock Exchange under the Model Code.

附註：

- (1) 字母「L」表示該人士於相聯法團股份的好倉。
- (2) 鄭鵬女士全資擁有晨智國際企業發展有限公司，而該公司持有智大曉瑞1股股份。因此，根據證券及期貨條例，鄭鵬女士被視為於晨智國際企業發展有限公司所持有的智大曉瑞股份中擁有權益。
- (3) 唐俊杰先生全資擁有創平曉智有限公司，而該公司持有盛全控股(香港)有限公司9股股份。因此，根據證券及期貨條例，唐俊杰先生被視為於創平曉智有限公司所持有的盛全控股(香港)有限公司股份中擁有權益。
- (4) 唐俊杰先生持有德清凱思博企業管理合夥企業(有限合夥)的合夥權益46.91%。而該公司持有德信盛全物業服務有限公司4.9%權益，因此，根據證券及期貨條例，唐俊杰先生被視為於德清凱思博企業管理合夥企業(有限合夥)所持有德信盛全物業服務有限公司股份中擁有權益。

除上文所披露者外，據董事所知，於2025年12月31日，本公司董事或最高行政人員概無於本公司或其相聯法團(定義見證券及期貨條例第XV部)的股份、相關股份或債權證中擁有(i)根據證券及期貨條例第XV部第7及8分部須知會本公司及聯交所的任何權益及／或淡倉(包括根據證券及期貨條例有關條文被當作或視為擁有的權益或淡倉)，或(ii)記錄於本公司根據證券及期貨條例第352條存置的登記冊的權益及／或淡倉，或(iii)根據標準守則須知會本公司及聯交所的權益及／或淡倉。

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

So far as is known to any Director or chief executive of the Company, as at 31 December 2025, the following corporations/persons (other than the Directors or chief executives of the Company) had interests of 5% and more in the issued Shares of the Company according to the register of interests required to be kept by the Company under section 336 of the SFO:

主要股東於股份及相關股份之權益及淡倉

據本公司任何董事或最高行政人員所知，於2025年12月31日，以下人士（本公司董事或最高行政人員除外）於本公司已發行股份擁有根據證券及期貨條例第336條須記入該條所指的登記冊之5%及以上權益：

Name of corporation/person 公司名稱／人士姓名	Nature of interest 權益性質	Number of shares interested ⁽¹⁾ 擁有權益的股份數目 ⁽¹⁾	Approximate percentage of interest ⁽⁵⁾ 權益的概約百分比 ⁽⁵⁾
Shengfu International ⁽²⁾ 盛富國際 ⁽²⁾	Beneficial owner 實益擁有人	529,202,279 (L)	57.65%
Mr. Hu ⁽²⁾ 胡先生 ⁽²⁾	Interested in controlled corporation 受控制法團權益	529,202,279 (L)	57.65%
Ms. Wei ⁽²⁾ 魏女士 ⁽²⁾	Interest of spouse 配偶的權益	529,202,279 (L)	57.65%
Kaibang International Limited ("Kaibang") ⁽³⁾ 凱邦國際有限公司(下稱「凱邦」) ⁽³⁾	Beneficial owner 實益擁有人	115,363,889 (L)	12.57%
HONG KONG MEI LUN INT'L CO., LIMITED ("HK Mei Lun") ⁽⁴⁾ 香港美倫國際有限公司(下稱「香港美倫」) ⁽⁴⁾	Beneficial owner 實益擁有人	53,418,803 (L)	5.82%
Ms. Shen Yuehua ("Ms. Shen") ⁽⁴⁾ 沈月華女士(下稱「沈女士」) ⁽⁴⁾	Interest in controlled corporation 受控制法團權益	53,418,803 (L)	5.82%
Mr. Jin Liang ("Mr. Jin") ⁽⁴⁾ 金糧先生(下稱「金先生」) ⁽⁴⁾	Interest of spouse 配偶的權益	53,418,803 (L)	5.82%

Notes:

- (1) The letter "L" denotes the person's long positions in our Shares.
- (2) Shengfu International is owned as to 91.6% by Mr. Hu and 8.4% by Ms. Wei, the spouse of Mr. Hu. By virtue of the SFO, Mr. Hu and Ms. Wei are deemed to be interested in the Shares held by Shengfu International.
- (3) Based on the disclosure of interest form filed by Kaibang, Kaibang repurchased from Ms. Zhu Hong 7,944 ordinary shares of Kaibang for cancellation in consideration of 10,297,778 ordinary shares in the Company on 8 January 2026. As at the date of this report, Kaibang is interested in 105,066,111 Shares, representing 11.45% of the total issued Shares.
- (4) HK Mei Lun is owned as to approximately 93.9% by Ms. Shen and approximately 6.1% by Mr. Jin, the spouse of Ms. Shen. By virtue of the SFO, Ms. Shen and Mr. Jin are deemed to be interested in the Shares held by HK Mei Lun.
- (5) Calculated based on the total number of issued Shares of 917,881,000 Shares as at 31 December 2025.

Save as disclosed above and to the best knowledge of the Directors, as at 31 December 2025, no person (other than the Directors or chief executives of the Company) had registered an interest or a short position in the Shares or underlying Shares of the Company as recorded in the register required to be kept by the Company under section 336 of the SFO.

SHARE OPTION SCHEME

On 21 June 2021, the Company adopted the share option scheme (the "**Share Option Scheme**"), which falls within the ambit of, and is subject to, the requirements under Chapter 17 of the Listing Rules. The purpose of the Share Option Scheme is to recognize and acknowledge the contributions that the eligible participants had or may have made to the Group. The Directors consider that the Share Option Scheme, with its broad basis of participation, will enable the Group to reward employees, Directors and other selected participants for their contributions to the Group. It is expected that the Share Option Scheme will (i) motivate the eligible participants to optimize their performance efficiency for the benefit of the Group; and (ii) attract and retain or otherwise maintain an on-going business relationship with the eligible participants whose contributions will be beneficial to the long-term growth of the Group.

附註：

- (1) 字母「L」表示該人士於該等股份的好倉。
- (2) 盛富國際由胡先生擁有91.6%股權及由胡先生的配偶魏女士擁有8.4%股權。根據證券及期貨條例，胡先生及魏女士被視為於盛富國際擁有的股份當中擁有權益。
- (3) 根據凱邦提交的權益披露表格，凱邦於2026年1月8日向朱紅女士購回7,944股凱邦普通股作註銷，代價為本公司10,297,778股普通股。於本報告日期，凱邦於105,066,111股股份中擁有權益，佔已發行股份總數的11.45%。
- (4) 香港美倫由沈女士擁有約93.9%股權及沈女士的配偶金先生擁有約6.1%股權。根據《證券及期貨條例》，沈女士及金先生被視為在香港美倫持有的股份中擁有權益。
- (5) 根據於2025年12月31日的已發行股份總數917,881,000股計算。

除上文披露者外及就董事所深知，於2025年12月31日，概無任何人士（本公司的董事或最高行政人員除外）於本公司股份或相關股份中擁有須記錄在本公司根據證券及期貨條例第336條須存置的登記冊上的權益或淡倉。

購股權計劃

於2021年6月21日，本公司採納購股權計劃（「**購股權計劃**」），該計劃屬上市規則第17章項下之範疇，並須受該等規定所規限。購股權計劃是為了認可及表彰合資格參與者對本集團所作出或可能已作出的貢獻。董事認為，購股權計劃具有廣泛的參與基礎，將使本集團可就僱員、董事及其他選定參與者對本集團所作出的貢獻給予獎勵。預期購股權計劃將(i)激勵合資格參與者為本集團利益而優化其表現效率；及(ii)吸引及挽留合資格參與者或以其他方式與合資格參與者維持持續的業務關係，而彼等的貢獻將有利於本集團的長期增長。

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The total number of shares which may be issued upon exercise of all options to be granted under the Share Option Scheme and any other share option schemes of the Company shall not in aggregate exceed 100,000,000 (excluding treasury shares), being 10% of the shares in issue on the day on which trading of the shares commences on the Stock Exchange (1,000,000,000 shares), but excluding any shares which may be issued upon the exercise of the Over-allotment Option. The scheme limit of 100,000,000 shares represents 10.89% of the total issued shares of the Company as at the date of this report, all of which may be available for issue under the Share Option Scheme.

The total number of Shares issued and which may fall to be issued upon exercise of the options granted under the Share Option Scheme and any other share option schemes of the Company (including both exercise and outstanding options) to each eligible participant in any 12-month period shall not exceed 1% of the total number of Shares in issue for the time being.

The Share Option Scheme will remain in force for a period of 10 years from 15 July 2021 and the options granted have a 10-year exercise period. The period during which an option may be exercised will be determined by the Board in its absolute discretion subject to compliance with the requirements under any applicable laws, regulations or rules, save that no option may be exercised more than 10 years after it has been granted.

The subscription price per Share under the Share Option Scheme will be a price determined by the Directors, but shall not be less than the highest of (i) the official closing price of the Shares as stated in the Stock Exchange's daily quotations sheet on the date of grant, which must be a business day; (ii) the average official closing price of the Shares as stated in the Stock Exchange's daily quotations sheet for the five business days immediately preceding the date of grant; and (iii) the nominal value of a Share on the date of grant.

A nominal consideration of HK\$1.00 is payable upon acceptance of the grant of an option.

No options were granted, exercised, cancelled or lapsed by the Company under the Share Option Scheme nor were there outstanding share options under the Share Option Scheme during the Reporting Period and up to the date of this annual report.

A summary of the terms of the Share Option Scheme has been set out in the section headed "D. Share Option Scheme" in Appendix IV of the Prospectus.

因行使根據購股權計劃及本公司任何其他購股權計劃將予授出的所有購股權而可能發行的股份總數，合共不得超過100,000,000股（不包括庫存股份），即股份於聯交所開始買賣當日已發行股份的10%（1,000,000,000股股份），惟不包括因行使超額配股權而可能發行的任何股份。計劃上限為100,000,000股股份，佔本報告日期本公司已發行股份總數的10.89%，所有股份均可根據購股權計劃發行。

於任何12個月期間因行使根據購股權計劃及本公司任何其他購股權計劃授出的購股權而向每名合資格參與者發行及將予發行的股份總數（包括已行使及尚未行使的購股權），不得超過當時已發行股份總數的1%。

購股權計劃自2021年7月15日起計十年期間一直生效，而獲授出的購股權的行使期為十年。在遵守任何適用法例、法規或規則規定下，董事會可全權酌情決定購股權的行使期，惟概無任何購股權可於授出後十年後行使。

根據購股權計劃，每股股份的認購價將由董事釐定，惟不得低於以下最高者：(i)批授當日（必須為營業日）聯交所每日報價表中所列的股份官方收市價；(ii)緊接批授日期前五個營業日聯交所每日報價表所列的股份平均官方收市價；及(iii)股份於批授日期的面值。

於接納授出的購股權時應付名義代價1.00港元。

本公司概無根據購股權計劃授出、行使、註銷或失效購股權，且自報告期間起至本年報日期止，概無購股權計劃下之尚未行使之購股權。

購股權計劃之條款概要已載於招股章程附錄四「D.購股權計劃」一節。

ARRANGEMENTS TO PURCHASE SHARES OR DEBENTURES

Other than the Share Option Scheme as disclosed under the section headed "Share Option Scheme" in this annual report, at no time during the year under review was the Company, its holding company, or any of its subsidiaries, a party to any arrangement to enable the Directors to acquire benefits by means of the acquisition of Shares in, or debt securities including debentures of, the Company or any other body corporate.

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 December 2025, revenue derived from its top five customers accounted for 6.1% of the Group's total revenue and the revenue amount from the Group's single largest customer, Dexin China Group, accounted for 3.3% of the Group's total revenue.

Other than Dexin China Group, or their joint ventures or associates, the Group's customers during the year ended 31 December 2025 were all independent third parties.

Save as disclosed above, none of the Directors, their close associates or any Shareholders who, to the knowledge of the Directors, own more than 5% of the Company's issued shares (excluding treasury shares), had any interest in any of the Group's five largest customers. During the year ended 31 December 2025, none of the Group's major customers was also one of the Group's five largest suppliers.

For the year ended 31 December 2025, the purchases from its top five suppliers accounted for 15.5% of the Group's total purchase cost and the purchases amount from the Group's single largest supplier, accounted for 9.0% of the Group's total purchases.

For the year ended 31 December 2025, none of the Group's major suppliers was also one of the Group's five largest customers and all of the Group's major suppliers were independent third parties.

None of the Directors, their close associates or any Shareholders who, to the knowledge of the Directors, owned more than 5% of the Company's issued shares (excluding treasury shares), had any interest in any of the Group's five largest suppliers.

購回股份或債券的安排

除本年報「購股權計劃」一節所披露者外，於回顧年度內任何時間，本公司、其控股公司或其任何附屬公司概無訂立任何安排，以使董事可藉購入本公司或任何其他法人團體的股份或債務證券（包括債權證）而獲益。

主要客戶及供應商

於截至2025年12月31日止年度，從五大客戶獲得的收益佔本集團總收益6.1%及從本集團單一最大客戶德信中國集團獲得的收益佔本集團總收益3.3%。

除德信中國集團或其合營企業或聯營公司外，本集團於截至2025年12月31日止年度的客戶均為獨立第三方。

除上文所披露者外，概無董事、彼等緊密聯繫人或（據董事所知）任何擁有逾5%的本公司已發行股份（不包括庫存股份）的股東於任何本集團五大客戶持有任何權益。截至2025年12月31日止年度，概無本集團的主要客戶亦為本集團五大供應商之客戶。

於截至2025年12月31日止年度，自五大供應商的採購金額佔本集團總採購成本的15.5%及自本集團單一最大供應商的採購金額佔本集團總採購金額的9.0%。

於截至2025年12月31日止年度，概無本集團的主要供應商亦為本集團五大客戶之一且本集團所有主要供應商均為獨立第三方。

概無董事、監事、彼等之緊密聯繫人或（據董事所知）擁有逾5%的本公司已發行股份（不包括庫存股份）的任何股東於任何本集團五大供應商擁有任何權益。

Directors' Report

董事會報告書

EMPLOYEES AND REMUNERATION POLICY

As of 31 December 2025, the Group had a total of 2,469 (31 December 2024: 2,465) employees, of which 1,152 were male and 1,317 were female, representing 46.7% and 53.3% of the total workforce, respectively. For the year ended 31 December 2025, the total staff costs of the Group amounted to RMB258.0 million.

In 2025, the Group continued to deepen its organizational reforms by further optimizing flat management and project-based operation models. By reducing management layers and shortening decision-making chains, we significantly enhanced organizational responsiveness and decision-making efficiency. Through streamlining core business processes and clearly defining the roles and responsibilities of each position, the Group effectively reduced internal communication costs and further improved team collaboration efficiency.

Meanwhile, the Group promoted the iterative upgrade of digital management tools and refined the functional modules of its intelligent collaborative platform. This achieved fully online management for process approvals, task allocation, and progress tracking, resulting in a 15% increase in process approval efficiency compared to the previous year. The deep integration of digital tools has injected new momentum into the Group's efforts to enhance quality and efficiency, while providing employees with a more convenient collaborative environment, thereby supporting the rapid expansion of the Group's business.

The Group's remuneration system is built on the core design principles of "External Equity, Internal Equity, and Individual Equity". We have constructed a scientific and rational compensation framework by comprehensively considering key factors such as local salary levels, industry trends, economic inflation, corporate operational efficiency, and individual performance.

We are committed to providing employees with competitive remuneration packages that align with market standards, ensuring a competitive edge in the talent market. In accordance with applicable laws and regulations in the Mainland, the Group provides comprehensive social insurance coverage for mainland employees, including medical, work-related injury, pension, maternity, and unemployment insurance, as well as the housing provident fund, fully safeguarding employee rights and interests. Additionally, the Group has established incentive mechanisms such as annual performance bonuses and special awards to fully motivate employees' initiative and creativity.

僱員及薪酬政策

截至2025年12月31日，本集團的在職員工總數為2,469名（截至2024年12月31日：2,465名），其中男女僱員人數分別為1,152名及1,317名（分別佔46.7%及53.3%）。2025年度，本集團為員工支付的總成本為人民幣258.0百萬元。

2025年，本集團持續深化組織變革成果，進一步優化扁平化管理與項目制運作模式，減少管理層級，縮短決策鏈條，顯著提升了組織響應速度與決策效率。通過梳理核心業務流程，明確各崗位權責邊界，有效降低了內部溝通成本，團隊協作效率得到進一步提升。

同時，集團推進數字化管理工具的迭代升級，完善智能協同平台功能模塊，實現了流程審批、任務分配、進度追蹤的全線上化管理，流程審批時效較上年提升15%。數字化工具的深度應用，為組織提質增效注入新動能，也為員工提供了更便捷的工作協作環境，助力集團業務的快速拓展。

本集團薪酬體系以「外部公平、內部公平、個人公平」為核心設計原則，綜合考量當地薪資水平、行業薪酬動態、經濟通脹情況、公司營運效能以及員工個人績效表現等關鍵要素，構建科學合理的薪酬架構。

我們致力於為員工提供與市場水平相匹配且富有競爭力的薪資待遇，確保在人才競爭中保持優勢。依據中國現行法律法規，本集團為內地員工提供全面的社會保險保障，包括醫療、工傷、養老、生育、失業保險及住房公積金等，全方位守護員工權益。此外，集團還設立了年度績效獎金、專項獎勵等激勵機制，充分調動員工的工作積極性與創造力。

The Board regularly conducts systematic reviews of the remuneration policy. By aligning with changes in the market environment, industry trends, and the Group's strategic development goals, the Board dynamically adjusts salary levels and structures to ensure the policy remains scientific and competitive.

In 2025, the Group strictly implemented its performance management system, establishing a full-cycle evaluation framework consisting of "monthly, quarterly, and annual" assessments. Employees' performance is comprehensively evaluated on a monthly, quarterly, and annual basis, with results directly linked to salary adjustments, promotions, and annual awards or honors. Through this robust performance management system, the Group has achieved a dual-driven synergy between individual employee development and corporate growth.

The Group adopts a formal and transparent remuneration policy to determine the remuneration packages of Directors and employees of the Company and its subsidiaries.

- The Remuneration Committee is mandated to formulate the Group's remuneration policy for the Board's approval, and to make recommendations to the Board on the Group's annual salary adjustment, the annual performance bonus and share award.
- The objective of remunerating Directors is to ensure that there is an appropriate level of remuneration to attract and retain experienced people of high calibre to oversee the Group's business and development. Their remuneration is reviewed annually with reference to companies of comparable business or scale, and any changes are subject to Shareholders' approval.
- Quality and committed staff are valuable assets contributing to the Group's success. In terms of talent training, the Group will further enhance its employee training program with internal and external resources. The employee training programs primarily cover key areas in the Group's business operations, which provide continuous training to its existing employees at different levels to specialise and strengthen their skill sets.
- In determining the remuneration and compensation packages of the Directors and senior management, the Group will take into account salaries paid by comparable companies, time commitment and responsibilities of the Directors and performance of the Group.

集團董事會定期對薪酬政策進行系統性覆檢，結合市場環境變化、行業薪酬趨勢及公司業務發展戰略，動態調整薪資水平與薪酬結構，確保薪酬政策的科學性與競爭力。

2025年，本集團嚴格執行績效管理制度，建立了「月度 — 季度 — 年度」全週期績效評估體系，按年／季／月對員工工作表現進行綜合評定。評估結果直接關聯員工薪資調整、職位晉升以及年度評優評先等事項。通過完善的績效管理體系，實現了員工個人發展與公司業績增長的雙向驅動。

本集團採納正規及透明的薪酬政策，以釐定本公司及其附屬公司的董事及僱員的薪酬待遇。

- 薪酬委員會負責制定本集團的薪酬政策，以供董事會批准，及就本集團的年薪調整、年度表現分紅及股份獎勵向董事會提出建議。
- 董事薪酬的目標是確保有可吸引及挽留經驗豐富的高級人才的適當水準的薪酬，以監察本集團的業務及發展。彼等之薪酬將參照業務及規模可資比較公司進行年度審閱，且任何變動須得到股東的批准。
- 高質量且忠誠的員工乃為本集團成功作出貢獻的寶貴資產。在人才培訓方面，本集團將通過內部及外部資源進一步加強員工培訓計劃。員工培訓計劃主要涵蓋本集團業務運營中的關鍵領域，該等培訓為現有不同級別的員工提供持續的培訓，使其專業化並強化彼等的技能。
- 在釐定董事及高級管理層的薪酬及報酬待遇時，本集團將考慮可資比較公司所付的薪金、董事的時間投入及職責以及本集團的表現。

Directors' Report

董事會報告書

- In general, the Group determines employee salaries based on each employee's qualification, position and seniority. As required by relevant regulations, the Group is subject to social insurance contribution plans or other pension schemes prescribed by the local governments and is required to pay on behalf of its employees, monthly contribution to social insurance funds covering pension fund, medical insurance, work-related injury insurance, maternity insurance and unemployment insurance, and the housing provident fund, or to contribute regularly to mandatory provident fund schemes on behalf of its employees.

The Company enters into labor contracts with all of its employees. The Company offers its employees competitive remuneration packages that include basic salaries, discretionary bonuses, performance-based payments and year-end bonuses.

To incentivise its employees and promote the long-term growth of the Company, the Company has conditionally adopted a share option scheme (the **"Share Option Scheme"**). Details of the Share Option Scheme are set out in the sections headed "Directors' report — Share Option Scheme".

During the year ended 31 December 2025, the Group did not experience any significant labour disputes or any difficulty in recruiting employees.

RETIREMENT BENEFITS SCHEME

Details of the pension obligations of the Company are set out in Note 14 of the consolidated financial statements in this annual report.

SUFFICIENCY OF PUBLIC FLOAT

Rule 8.08 of the Listing Rules requires there to be an open market in the securities for which listing is sought and a sufficient public float of an issuer's listed securities to be maintained. This normally means that at least 25% of the issuer's total issued share capital must at all times be held by the public. Based on the information that is publicly available to the Company and to the knowledge of the Directors as at the latest practicable date prior to the issue of this annual report, the Company has maintained a sufficient public float as required under the Listing Rules.

- 一般而言，本集團按照各僱員的資質、職位及資歷釐定僱員薪金。根據相關法規的要求，本集團須參與地方政府組織的社會保險供款計劃或其他退休計劃，代表員工支付每月社會保險基金，涵蓋養老金基金、醫療保險、工傷保險、生育保險及失業保險以及住房公積金，或為僱員定期向強積金計劃做出供款。

本公司與全體員工簽訂勞動合同。本公司向員工提供具有競爭力的薪酬待遇，包括基本薪金、酌情分紅、基於績效的薪酬及年終分紅。

為激勵員工以及促進本公司的長期發展，本公司有條件地採納購股權計劃（「購股權計劃」）。購股權計劃之詳情載於「董事會報告 — 購股權計劃」一節。

於截至2025年12月31日止年度，本集團概無任何重大勞資糾紛或招募員工的困難。

退休福利計劃

本公司之退休金責任詳情載於本年報綜合財務報表附註14。

足夠公眾持股量

上市規則第8.08條規定尋求上市的證券必須有公開市場且發行人的上市證券須維持足夠公眾持股量。該規定通常表示在任何時間發行人的已發行股本總數最少25%必須由公眾持有。基於本公司所獲公開資料及就董事所知，於刊發本年報前的最後實際可行日期，本公司已維持上市規則規定的足夠公眾持股量。

CONTRACTS WITH CONTROLLING SHAREHOLDERS

Other than disclosed in the sections headed “Related Party Transactions and Connected Transactions” and related disclosures in this report under “Management Discussion and Analysis” and Note 38 to the consolidated financial statements contained in this annual report, no contract of significance was entered into between the Company or any of its subsidiaries and the Controlling Shareholders or any of its subsidiaries during the year ended 31 December 2025 or subsisted at the end of the year and no contract of significance for the provision of services to the Company or any of its subsidiaries by a Controlling Shareholder or any of its subsidiaries was entered into during the year ended 31 December 2025 or subsisted at the end of the year.

RELATED PARTY TRANSACTIONS AND CONNECTED TRANSACTIONS

Details of the related party transactions of the Group for the year ended 31 December 2025 are set out in Note 38 to the consolidated financial statements.

The related party transactions set out in Note 38 to the consolidated financial statements include related party transactions disclosed under accounting standards and related party transactions which also constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules. The related party transactions in respect of the remuneration of Directors and chief executives of the Company constitute continuing connected transactions as defined in Chapter 14A of the Listing Rules. However, these transactions are exempt from reporting, announcement and independent shareholders' approval requirements under Chapter 14A of the Listing Rules. The Directors believe the other related party transactions set out in Note 38 to the consolidated financial statements do not fall within the definition of “connected transactions” or “continuing connected transactions” under Chapter 14A of the Listing Rules (as the case may be). The Company confirmed that it was in compliance with the disclosure requirements in Chapter 14A of the Listing Rules for the year ended 31 December 2025 or a waiver from such provisions has been obtained from the Stock Exchange.

控股股東合約

除本年報「關聯方交易及關連交易」、在本年報「管理層討論及分析」章節內的相關披露以及本年報綜合財務報表附註38所披露者外，截至2025年12月31日止年度，本公司或其任何附屬公司概無與控股股東或其任何附屬公司訂立重大合約且概無有關合約於年底存續，截至2025年12月31日止年度，亦無就控股股東或其任何附屬公司向本公司或其任何附屬公司提供服務而訂立重大合約且概無有關合約於年底存續。

關聯方交易及關連交易

本集團截至2025年12月31日止年度的關聯方交易詳情載於綜合財務報表附註38。

載於綜合財務報表附註38之關聯方交易包括根據會計準則披露之關聯方交易及根據上市規則第14A章亦構成本公司的持續關連交易之關聯方交易。關於本公司董事及最高行政人員之薪酬的關聯方交易已構成上市規則第14A章所界定的持續關連交易。然而，根據上市規則第14A章，這些交易可豁免申報、公告及獨立股東批准規定。董事認為，綜合財務報表附註38所載其他關聯方交易並不屬於上市規則第14A章下「關連交易」或「持續關連交易」(視情況而定)的定義。本公司確認其於截至2025年12月31日止年度已遵守上市規則第14A章的披露規定或已獲聯交所批准豁免遵守有關條文。

Directors' Report

董事會報告書

During the Reporting Period, the Group had the following connected transactions, details of which were disclosed in compliance with the requirements of Chapter 14A of the Listing Rules.

Partially-exempt Continuing Connected Transactions (subject to Reporting, Annual Review and Announcement Requirements)

1(a). Dexin China Smart Community Solution Services

On 15 December 2023, the Company (for ourselves and on behalf of our other subsidiaries) entered into a master smart community solutions services agreement (the “**Master Dexin China Smart Community Solutions Services Agreement**”) with Dexin China (for itself and on behalf of its subsidiaries), pursuant to which our Group agreed to provide Dexin Group with smart community solutions with hardware and software that integrate, among other things, visitor management, traffic control, carpark management, security control, energy conservation and fire control capabilities for properties developed by Dexin Group (the “**Dexin China Smart Community Solutions Services**”).

The initial term of the Master Dexin China Smart Community Solutions Services Agreement commenced from 1 January 2024 to 31 December 2026, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The amount received in respect of the Dexin China Smart Community Solutions Services under the Master Dexin China Smart Community Solutions Services Agreement for the year ended 31 December 2025 is RMB1.4 million.

於報告期內，本集團有以下關連交易，有關詳情已遵守上市規則第14A章之規定予以披露。

部分獲豁免持續關連交易(須遵守申報、年度審核及公告規定)

1(a). 德信中國智能社區解決方案服務

於2023年12月15日，本公司(為其本身及代表我們的其他附屬公司)與德信中國(為其本身及代表其附屬公司)訂立一項智能社區解決方案服務總協議(「**德信中國智能社區解決方案服務總協議**」)，據此，本集團同意向德信集團提供智能社區解決方案，該解決方案的硬件及軟件為德信集團開發的物業集成了(其中包括)訪客管理、交通管制、停車場管理、秩序維護控制、節省能耗及消防控制等功能(「**德信中國智能社區解決方案服務**」)。

德信中國智能社區解決方案服務總協議的初始期限為自2024年1月1日起至2026年12月31日，且經雙方相互同意後，該期限可予以延期，惟須遵守上市規則第14A章及所有其他適用法律法規的規定。

截至2025年12月31日止年度，就德信中國智能社區解決方案服務總協議項下德信中國智能社區解決方案服務收取的數額為人民幣1.4百萬元。

The annual cap in respect of the Master Dexin China Smart Community Solutions Services Agreement for each of the year ended 31 December 2025 and the year ending 31 December 2026 is RMB3.3 million and RMB3.4 million. Therefore, the amount received in respect of the Dexin China Smart Community Solutions Services under the Master Dexin China Smart Community Solutions Services Agreement for the year ended 31 December 2025 has not exceeded the annual cap for the year ended 31 December 2025 under the Master Dexin China Smart Community Solutions Services Agreement.

1(b). Mr. Hu Smart Community Solution Services

On 15 December 2023, the Company (for ourselves and on behalf of our other subsidiaries) entered into a master smart community solutions services agreement (the “**Master Mr. Hu Smart Community Solutions Services Agreement**”) with Mr. Hu (for and on behalf of the associates of Mr. Hu (excluding Dexin Group but including the associates of Dexin China), pursuant to which our Group agreed to provide Mr. Hu's Companies with smart community solutions with hardware and software that integrate, among other things, visitor management, traffic control, carpark management, security control, energy conservation and fire control capabilities for properties developed by Mr. Hu's Companies (the “**Mr. Hu Smart Community Solutions Services**”).

The initial term of the Master Mr. Hu Smart Community Solutions Services Agreement commenced from 1 January 2024 to 31 December 2026, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The amount received in respect of the Mr. Hu Smart Community Solutions Services under the Master Mr. Hu Smart Community Solutions Services Agreement for the year ended 31 December 2025 is RMB0.6 million.

截至2025年12月31日止年度及截至2026年12月31日止年度各年，有關德信中國智能社區解決方案服務總協議的年度上限分別為人民幣3.3百萬元及人民幣3.4百萬元。因此，截至2025年12月31日止年度，就德信中國智能社區解決方案服務總協議項下德信中國智能社區解決方案服務收取的數額並未超過德信中國智能社區解決方案服務總協議項下截至2025年12月31日止年度的年度上限。

1(b). 胡先生智能社區解決方案服務

於2023年12月15日，本公司（為其本身及代表我們的其他附屬公司）與胡先生（為及代表胡先生的聯繫人（不包括德信集團但包括德信中國的聯繫人））訂立智能社區解決方案服務總協議（「**胡先生智能社區解決方案服務總協議**」），據此，本集團同意向胡先生的公司提供智能社區解決方案，該解決方案的硬件及軟件為胡先生的公司開發的物業集成了（其中包括）訪客管理、交通管制、停車場管理、秩序維護控制、節省能耗及消防控制等功能（「**胡先生智能社區解決方案服務**」）。

胡先生智能社區解決方案服務總協議的初始期限由2024年1月1日起至2026年12月31日止，且經雙方相互同意後，該期限可予以延期，惟須遵守上市規則第14A章以及所有其他適用法律法規的規定。

截至2025年12月31日止年度，就胡先生智能社區解決方案服務總協議項下胡先生智能社區解決方案服務收取的數額為人民幣0.6百萬元。

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The annual cap in respect of the Master Mr. Hu Smart Community Solutions Services Agreement for each of the year ended 31 December 2025 and the year ending 31 December 2026 is RMB3.1 million and RMB3.3 million. Therefore, the amount received in respect of the Mr. Hu Smart Community Solutions Services under the Master Mr. Hu Smart Community Solutions Services Agreement for the year ended 31 December 2025 has not exceeded the annual cap for the year ended 31 December 2025 under the Master Mr. Hu Smart Community Solutions Services Agreement.

Non-exempt Continuing Connected Transactions (subject to the Reporting, Annual Review, Announcement, Circular and Independent Shareholders' Approval Requirements)

1(a). Dexin China Property Management and Related Services

On 15 December 2023, Shengquan Property (for itself and on behalf of its subsidiaries) entered into a master property management and related services agreement (the "**Master Dexin China Property Management and Related Services Agreement**") with Dexin China (for itself and on behalf of its subsidiaries), pursuant to which Shengquan Property agreed to provide Dexin Group with property management and related services, including but not limited to (i) preliminary planning and design consultancy services; (ii) management services for the sales offices and the display units; (iii) (a) house inspection; (b) pre-delivery cleaning services; (c) pre-delivery preparation; and (d) repair and maintenance services for house and auxiliary facilities after delivery; and (iv) property management services (such as cleaning and security services) for the properties developed and owned by Dexin Group, including but not limited to the unsold residential property units, car parking lots, office buildings and commercial properties (the "**Dexin China Property Management and Related Services**").

The initial term of the Master Dexin China Property Management and Related Services Agreement commenced from 1 January 2024 to 31 December 2026, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

截至2025年12月31日止年度及截至2026年12月31日止年度各年，有關胡先生智能社區解決方案服務總協議的年度上限分別為人民幣3.1百萬元及人民幣3.3百萬元。因此，截至2025年12月31日止年度，就胡先生智能社區解決方案服務總協議項下胡先生智能社區解決方案服務收取的數額並未超過胡先生智能社區解決方案服務總協議項下截至2025年12月31日止年度的年度上限。

不獲豁免持續關連交易(須遵守申報、年度審核、公告、通函及獨立股東批准規定)

1(a). 德信中國物業管理及相關服務

於2023年12月15日，盛全物業(為其本身及代表其附屬公司)與德信中國(為其本身及代表其附屬公司)訂立一項物業管理及相關服務總協議(「**德信中國物業管理及相關服務總協議**」)，據此，盛全物業同意向德信集團提供物業管理及相關服務，包括但不限於(i)前介服務；(ii)為案場及樣板間提供管理服務；(iii)(a)驗房服務；(b)交付前清潔服務；(c)交付前籌備服務；及(d)交付後房屋及配套設施的維修保養服務；及(iv)為德信集團所開發及擁有的物業(包括但不限於未售出住宅物業單位、停車場、寫字樓宇及商業物業)提供清潔及秩序維護等物業管理服務(「**德信中國物業管理及相關服務**」)。

德信中國物業管理及相關服務總協議的初始期限為自2024年1月1日起至2026年12月31日止，且經雙方相互同意後，該期限可予以延期，惟須遵守上市規則第14A章及所有其他適用法律法規的規定。

The amount received in respect of the Dexin China Property Management and Related Services under the Master Dexin China Property Management and Related Services Agreement for the year ended 31 December 2025 is RMB19.7 million.

The annual cap in respect of the Master Dexin China Property Management and Related Services Agreement for each of the year ended 31 December 2025 and the year ending 31 December 2026 is RMB49.5 million and RMB40.3 million. Therefore, the amount received in respect of the Dexin China Property Management and Related Services under the Master Dexin China Property Management and Related Services Agreement for the year ended 31 December 2025 has not exceeded the annual cap for the year ended 31 December 2025 under the Master Dexin China Property Management and Related Services Agreement.

1(b). Mr. Hu Property Management and Related Services

On 15 December 2023, the Company (for ourselves and on behalf of our subsidiaries) entered into a master property management and related services agreement (the **"Master Mr. Hu Property Management and Related Services Agreement"**) with Mr. Hu (for and on behalf of the associates of Mr. Hu (excluding Dexin Group but including the associates of Dexin China) (**"Mr. Hu's Companies"**)), pursuant to which the Group agreed to provide Mr. Hu's Companies with property management and related services, including but not limited to (i) preliminary planning and design consultancy services; (ii) management services for the sales offices and the display units; (iii) (a) house inspection; (b) pre-delivery cleaning services; (c) pre-delivery preparation; and (d) repair and maintenance services for house and auxiliary facilities after delivery; and (iv) property management services (such as cleaning and security services) for the properties developed and owned by Mr. Hu's Companies, including but not limited to the unsold residential property units, car parking lots, office buildings and commercial properties (the **"Mr. Hu Property Management and Related Services"**).

截至2025年12月31日止年度，就德信中國物業管理及相關服務總協議項下德信中國物業管理及相關服務收取的數額為人民幣19.7百萬元。

截至2025年12月31日止年度及截至2026年12月31日止年度各年，有關德信中國物業管理及相關服務總協議的年度上限分別為人民幣49.5百萬元及人民幣40.3百萬元。因此，截至2025年12月31日止年度，就德信中國物業管理及相關服務總協議項下德信中國物業管理及相關服務收取的數額並未超過德信中國物業管理及相關服務總協議項下截至2025年12月31日止年度的年度上限。

1(b). 胡先生物業管理及相關服務

於2023年12月15日，本公司（為其本身及代表我們的附屬公司）與胡先生（為及代表胡先生的聯繫人（不包括德信集團但包括德信中國的聯繫人，「**胡先生的公司**」）訂立物業管理及相關服務總協議（「**胡先生物業管理及相關服務總協議**」），據此，本集團同意向胡先生的公司提供物業管理及相關服務，包括但不限於(i)前介服務；(ii)為案場及樣板間提供管理服務；(iii)(a)驗房服務；(b)交付前清潔服務；(c)交付前籌備服務；及(d)交付後房屋及配套設施的維修保養服務；及(iv)為胡先生的公司所開發及擁有的物業（包括但不限於未售出住宅物業單位、停車場、寫字樓宇及商業物業）提供清潔、秩序維護等物業管理服務（「**胡先生物業管理及相關服務**」）。

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The initial term of the Master Mr. Hu Property Management and Related Services Agreement commenced from 1 January 2024 to 31 December 2026, which may be renewed as the parties may mutually agree, subject to compliance with the requirements under Chapter 14A of the Listing Rules and all other applicable laws and regulations.

The amount received in respect of the Mr. Hu Property Management and Related Services under the Master Mr. Hu Property Management and Related Services Agreement for the year ended 31 December 2025 is RMB8.0 million.

The annual cap in respect of the Master Mr. Hu Property Management and Related Services Agreement for each of the year ended 31 December 2025 and the year ending 31 December 2026 is RMB28.0 million and RMB24.2 million. Therefore, the amount received in respect of the Mr. Hu Property Management and Related Services under the Master Mr. Hu Property Management and Related Services Agreement for the year ended 31 December 2025 has not exceeded the annual cap for the year ended 31 December 2025 under the Master Mr. Hu Property Management and Related Services Agreement.

Confirmation from Independent Non-executive Directors

Pursuant to Rule 14A.55 of the Listing Rules, the independent non-executive Directors have reviewed the above continuing connected transaction agreements, and confirmed the transactions under the agreements have been entered into:

- (1) in the ordinary and usual course of business of the Group;
- (2) on normal commercial terms or better; and
- (3) according to the agreements governing them on terms that are fair and reasonable and in the interests of the Shareholders as a whole.

The independent non-executive Directors further confirmed that the annual caps in respect of the continuing connected transactions under the continuing connected transaction agreements are fair and reasonable and in the interests of the Company and its shareholders as a whole, and that the transactions were conducted in accordance with the pricing policies disclosed in the Prospectus.

胡先生物業管理及相關服務總協議的初始期限為自2024年1月1日起至2026年12月31日止，且經雙方相互同意後，該期限可予以延期，惟須遵守上市規則第14A章及所有其他適用法律法規的規定。

截至2025年12月31日止年度，就胡先生物業管理及相關服務總協議項下胡先生物業管理及相關服務收取的數額為人民幣8.0百萬元。

截至2025年12月31日止年度及截止2026年12月31日止年度各年，有關胡先生物業管理及相關服務總協議的年度上限分別為人民幣28.0百萬元及人民幣24.2百萬元。因此，截至2025年12月31日止年度，就胡先生物業管理及相關服務總協議項下胡先生物業管理及相關服務收取的數額並未超過胡先生物業管理及相關服務總協議項下截至2025年12月31日止年度的年度上限。

獨立非執行董事的確認

根據上市規則第14A.55條，獨立非執行董事已審閱上述持續關連交易協議，並確認協議項下的交易：

- (1) 於本集團日常及一般業務過程中訂立；
- (2) 按一般商業條款或更佳條款進行；及
- (3) 根據該等協議，其條款屬公平合理，且符合股東的整體利益。

獨立非執行董事進一步確認，有關持續關連交易協議項下持續關連交易之年度上限屬公平合理，並符合本公司及其股東的整體利益，而該等交易乃根據招股章程所披露之定價政策進行。

Confirmations from the Company's Independent Auditor

In accordance with Rule 14A.56 of the Listing Rules, the Group has engaged its auditor (the “**Auditor**”) to report on the Group's 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 “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 its unqualified letter containing its findings and conclusions in respect of the aforesaid continuing connected transactions conducted by the Group for the year ended 31 December 2025 and confirmed that nothing has come to its attention in relation to the above continuing connected transactions with regard to the matters set out in Rule 14A.56 of the Listing Rules.

EVENTS AFTER THE REPORTING PERIOD

Details of the events after the Reporting Period of the Company are set out in “Management Discussion and Analysis — Significant Events after the End of the Reporting Period” and Note 40 to the consolidated financial statements in this annual report.

PERMITTED INDEMNITY PROVISION

Subject to applicable laws, the Directors shall be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them may incur or sustain by or by reason of any act done, concurred in or omitted in or about the execution of their duty, or supposed duty, in their respective offices, pursuant to the Articles of Association.

Such permitted indemnity provision has been in force for the year ended 31 December 2025. The Company has arranged for appropriate insurance cover for Directors' liabilities in respect of legal actions that may be brought against the Directors.

本公司獨立核數師的確認

根據上市規則第14A.56條，本集團已委聘核數師（「**核數師**」），以根據香港會計師公會頒佈之香港核證委聘準則第3000號（經修訂）「歷史財務資料審計或審閱以外之核證工作」及參考實務守則第740號「關於香港上市規則下持續關連交易的核數師函件」，對本集團持續關連交易進行報告。核數師已發出無保留意見函件，當中載有其就本集團於截至2025年12月31日止年度所進行的上述持續關連交易的發現及結論及確認並無發現任何與上述持續關連交易有關的事宜與上市規則第14A.56條所載的事宜有關。

報告期後事項

本公司報告期後事項之詳情載於本年報「管理層討論與分析 — 本報告期末後重大事項」及本年報綜合財務報表附註40內。

獲准許的彌償條文

在適用法律規限下及根據組織章程細則，董事可從本公司的資產及溢利獲得彌償，並確保董事免就執行各自的職務或應有職責或因所作出或發生的作為或不作為而招致或蒙受的所有訴訟、費用、收費、損失、損害及開支招致任何損害。

該等獲准許彌償條文已於截至2025年12月31日止年度生效。本公司已就可能向董事提出的法律訴訟投購適當的董事責任保險。

Directors' Report

董事會報告書

VIEWES OF THE BOARD AND THE AUDIT COMMITTEE ON THE QUALIFIED OPINION

The Board and the Audit Committee noted that the consolidated financial statements of the Company for the year ended 31 December 2025 were subject to the qualified opinion (the “**Qualified Opinion**”) of ZHONGHUI ANDA CPA Limited, the independent auditor of the Company (the “**Independent Auditor**”), on the basis as set out in the section headed “Basis for Qualified Opinion” in the independent auditor’s report (the “**Independent Auditor’s Report**”) under the section “Extract of the Independent Auditor’s Report”.

The Board and the Audit Committee did not express different views from that of the Independent Auditor on the basis of the qualifications as the unresolved qualifications for the year ended 31 December 2025, which might have consequential effect on the Group’s financial performance for the year ended 31 December 2025 and the related disclosure thereof in the consolidated financial statements.

The Audit Committee had critically reviewed the facts and circumstances leading to and fully understood the reasons leading to the qualified opinion, in particular, (i) the liquidation status of Dexin China Holdings Company Limited (“**Dexin China**”) since June 2024 and (ii) the cancellation of listing of the shares of Dexin China with effect from 7 January 2026, which are beyond the control of the Company. The management of the Company has also assessed the expected credit loss of the outstanding trade receivables, other receivables and the deposit in relation to Dexin China based on the latest status. For the details of the views of the management and audit committee on the Qualified Opinion, please refer to the paragraphs “Management’s position and audit committee’s view towards the modifications” below.

Details of the modifications

A deposit of RMB250,000,000 was paid to Dexin China. Due to the fact that, on 11 June 2024, Dexin China was ordered to be wound up by The High Court of Hong Kong Special Administrative Region, there is an uncertainty in the recoverability of the deposit paid with Dexin China. A full impairment of RMB250,000,000 was recognised for the deposit during the year ended 31 December 2025, since the Independent Auditor was unable to ascertain the recoverability of the deposit, also unable to obtain sufficient appropriate audit evidence to ascertain the accuracy of the balance of the deposit of RMBNil as at 31 December 2025 and relevant impairment loss of RMB250,000,000 are appropriately recognised and whether the impairment recognised in the current year or should be recognised in the prior years.

董事會及審核委員會對保留意見之意見

董事會及審核委員會注意到，本公司於截至2025年12月31日止年度之綜合財務報表受本公司獨立核數師（「**獨立核數師**」）中匯安達會計師事務所有限公司根據獨立核數師報告（「**獨立核數師報告**」）「獨立核數師報告摘錄」一節中「保留意見的基準」一節所載基準出具之保留意見（「**保留意見**」）所規限。

由於截至2025年12月31日止年度之未解決保留意見可能會對本集團於截至2025年12月31日止年度之財務表現以及綜合財務報表中的相關披露產生影響，故董事會及審核委員會並未根據保留意見發表有別於獨立核數師之意見。

審核委員會已嚴格審閱導致保留意見的事實及情況，並充分理解導致保留意見的原因，特別是(i)德信中國控股有限公司（「**德信中國**」）自2024年6月起的清盤狀況，及(ii)自2026年1月7日起取消德信中國股份的上市地位，而該等情況並非本公司所能控制。本公司管理層亦已根據最新情況評估與德信中國有關的尚未償還貿易應收款項、其他應收款項以及按金的預期信貸虧損。有關管理層及審核委員會對保留意見的觀點詳情，請參閱下文「管理層對修改意見的立場及審核委員會的意見」各段。

修訂詳情

已向德信中國支付按金人民幣250,000,000元。由於德信中國於2024年6月11日被香港特別行政區高等法院頒令清盤，向德信中國支付的按金的可收回性存在不確定性。由於獨立核數師無法釐定按金是否可收回，亦無法取得足夠適當的審核憑證，以釐定於2025年12月31日按金結餘為人民幣零元的準確性及相關減值虧損人民幣250,000,000元是否確認妥當，以及無法確定減值應於本年度或過往年度確認，因此，截至2025年12月31日止年度已就按金全部確認減值人民幣250,000,000元。

In addition, during the year ended 31 December 2024, an additional impairment loss of approximately RMB14,393,000 was recognised for trade and other receivables in relation to Dexin China. Since the Independent Auditor was unable to ascertain the recoverability of the trade and other receivables as at 31 December 2023 of approximately RMB14,465,000, they have been unable to obtain sufficient appropriate audit evidence to justify whether the relevant impairment loss on trade and other receivables should be recognised in the year ended 31 December 2024 or should be recognised in year ended 31 December 2023.

Management's position and audit committee's view towards the modifications

a) Deposit in relation to Dexin China

In connection with the qualified opinion regarding the deposit (the "Deposit") of RMB250,000,000 paid to Dexin China, a full impairment of RMB250,000,000 was recognised for the deposit during the year ended 31 December 2025.

Based on the publicly available information, Dexin China was ordered to be wound up by the High Court of Hong Kong on 11 June 2024, and its listing status was subsequently cancelled on 7 January 2026. The management of the Company has taken steps to monitor the winding up proceedings of Dexin China and have considered alternative debt recovery procedures based on the current circumstances. In particular, the Board evaluated the substantive legal merits of initiating legal proceedings against Dexin China and/or its subsidiaries.

In view of the uncertainty in the recoverability of the Deposit, the Independent Auditor was unable to ascertain the recoverability of the Deposit, and have been unable to obtain sufficient appropriate audit evidence to ascertain the accuracy of the balance of the deposit of RMB Nil as at 31 December 2025 and relevant impairment loss of RMB250,000,000 are appropriately recognised and whether the impairment recognised in current year should be recognised in the prior years.

The Audit Committee has reviewed the matter and discussed the same with the Independent Auditor and the Board. Taking into account of the foregoing, the Audit Committee does not disagree with the basis of the qualified opinion of the Independent Auditor in this regard.

此外，截至2024年12月31日止年度，就與德信中國有關的貿易及其他應收款項確認額外減值虧損約人民幣14,393,000元。由於獨立核數師未能釐定於2023年12月31日的貿易及其他應收款項約人民幣14,465,000元是否可收回，故無法取得足夠適當的審核憑證，以判斷相關貿易及其他應收款項減值虧損應於截至2024年12月31日止年度確認，亦或應於截至2023年12月31日止年度確認。

管理層對修改意見的立場及審核委員會的意見

a) 與德信中國有關的按金

就有關已付予德信中國的按金（「按金」）人民幣250,000,000元的保留意見而言，於截至2025年12月31日止年度，已就按金確認全額減值虧損人民幣250,000,000元。

根據公開資料，德信中國於2024年6月11日被香港高等法院頒令清盤，其上市地位其後於2026年1月7日被取消。本公司管理層已採取措施監察德信中國的清盤程序，並已根據現時情況考慮其他債務追討方案。具體而言，董事會已評估對德信中國及／或其附屬公司提起法律訴訟的實質法律依據。

鑒於按金的可收回性存在不確定因素，獨立核數師無法釐定按金是否可收回，亦無法取得足夠適當的審核憑證，以釐定於2025年12月31日按金結餘為人民幣零元的準確性及相關減值虧損人民幣250,000,000元是否確認妥當，以及本年度確認的減值是否應於過往年度確認。

審核委員會已審閱有關事項，並與獨立核數師及董事會進行討論。經考慮上述情況，審核委員會並不反對獨立核數師就此提出的保留意見的基準。

b) Impairment of trade and other receivables in relation to Dexin China

During the year ended 31 December 2024, an additional impairment loss of approximately RMB14,393,000 was recognised for trade and other receivables in relation to Dexin China. The Independent Auditor was unable to ascertain the recoverability of the trade and other receivables as at 31 December 2023 of approximately RMB14,465,000, and they have been unable to obtain sufficient appropriate audit evidence to justify whether the relevant impairment loss on trade and other receivables should be recognised in the year ended 31 December 2024 or in the year ended 31 December 2023.

The Audit Committee has reviewed the matter and discussed the same with the Independent Auditor and the Board. In addition, the Group had provided expected credit loss for the outstanding balance as at 31 December 2025. As sufficient expected credit loss had been made, the Board is of the view that the qualified opinion is resolved, except for the qualified opinion regarding the uncertainty in whether the expected credit loss of approximately RMB14,393,000 recognised in 2024 should be recognised in prior year, which is expected not to be carried forward to the year ending 31 December 2026.

Save for the above, the Board's and the Audit Committee's view are not inconsistent with that expressed by Zhonghui Anda CPA Limited.

The Company's action plans and timeline to address the qualified opinion

In view of the qualified opinion mentioned above, the Company has formulated the action plans as follows:

With respect to the Deposit

The Company notes that the difficulty arising from the refund of the Deposits arose due to the liquidation status of Dexin China. On this basis, the Company will closely monitor the progress of Dexin China's liquidation status and take further actions after seeking advice from the Company's legal advisors. In the event that the liquidation status of Dexin China remains uncertain for a prolonged period of time, the Company will seek alternative settlement proposals to resolve the deposits due, and where needed, consult legal advisors and take legal actions.

b) 與德信中國有關的貿易及其他應收款項減值

於截至2024年12月31日止年度，就與德信中國有關的貿易及其他應收款項確認額外減值虧損約人民幣14,393,000元。獨立核數師無法釐定於2023年12月31日貿易及其他應收款項約人民幣14,465,000元是否可收回，亦無法取得足夠適當的審核憑證，以判斷相關貿易及其他應收款項減值虧損應於截至2024年12月31日止年度確認，亦或應於截至2023年12月31日止年度確認。

審核委員會已審閱有關事項，並與獨立核數師及董事會進行討論。此外，本集團已就於2025年12月31日的尚未償還結餘計提預期信貸虧損。由於已計提充足預期信貸虧損，董事會認為該保留意見已獲解決，惟有關於2024年確認的預期信貸虧損約人民幣14,393,000元是否應於上一年度確認的不確定性的保留意見除外，其預期不會結轉至截至2026年12月31日止年度。

除上述情況外，董事會及審核委員會的意見與中匯安達會計師事務所有限公司所表達的意見並無不一致。

公司處理保留意見的行動計劃及時間表

鑑於上述保留意見，本公司已制定以下行動計劃：

關於按金

本公司注意到退還按金出現困難乃由於德信中國之清盤狀況。基於此，本公司將密切監督德信中國清盤狀況的進度並在徵求本公司法律顧問的意見後採取進一步行動。倘德信中國之清盤狀況長期保持不確定，本公司將尋求替代結算方案以處理到期按金，如有必要，將諮詢法律顧問並採取法律行動。

With respect to the impairment of trade and other receivables

In respect of the impairment of trade and other receivables in relation to Dexin China, as mentioned above, as sufficient expected credit loss had been made, the Board is of the view that the qualified opinion is resolved, except for the qualified opinion regarding the uncertainty in whether the expected credit loss of approximately RMB14,393,000 recognised in 2024 should be recognised in prior year, which is expected not to be carried forward to the year ending 31 December 2026.

CORPORATE GOVERNANCE

The Company recognizes the importance of good corporate governance for enhancing the management of the Company as well as preserving the interests of the shareholders as a whole. The Company has adopted the code provisions set out in the Corporate Governance Code (“**CG Code**”) as contained in Appendix C1 to the Listing Rules as its own code to govern its corporate governance practices.

In the opinion of the Directors, the Company had complied with all applicable code provisions contained in the CG Code during the year ended 31 December 2025.

The Board will continue to review and monitor the practices of the Company with an aim to maintaining a high standard of corporate governance. Information on the corporate governance practices adopted by the Company is set out in the Corporate Governance Report on pages 78 to 101 of this annual report.

AUDIT COMMITTEE

The Audit Committee had reviewed together with the management and external auditor the accounting principles and policies adopted by the Company and the audited consolidated financial statements for the year ended 31 December 2025.

AUDITOR

Zhonghui Anda CPA Limited (“**Zhonghui Anda**”) is the auditor of the Group. The financial statements for the year ended 31 December 2025 have been audited by Zhonghui Anda and there has been no change to the auditor of the Company since Zhonghui Anda's appointment in 2022. Zhonghui Anda will retire by rotation and is eligible for re-appointment at the forthcoming AGM of the Company.

關於貿易及其他應收款項減值

關於上述與德信中國有關的貿易及其他應收款項減值，由於已計提充足預期信貸虧損，董事會認為該保留意見已獲解決，惟有關於2024年確認的預期信貸虧損約人民幣14,393,000元是否應於上一年度確認的不確定性的保留意見除外，其預期不會結轉至截至2026年12月31日止年度。

企業管治

本公司深明良好企業管治對提高本公司管理及維護股東整體利益的重要性。本公司已採納上市規則附錄C1所載企業管治守則（「**企業管治守則**」）的守則條文，作為其本身管治其企業管治常規的守則。

董事認為，本公司於截至2025年12月31日止年度已遵守企業管治守則所載的所有適用守則條文。

董事會將繼續檢討及監察本公司的常規，以維持高水平的企業管治。有關本公司採納的企業管治常規的資料載於本年報第78頁至101頁的企業管治報告。

審核委員會

審核委員會已與管理層及外部核數師共同審閱本公司的會計原則及政策及截至2025年12月31日止年度的經審核綜合財務報表。

核數師

本集團的核數師為中匯安達會計師事務所有限公司（「**中匯安達**」）。截至2025年12月31日止年度的財務報表已由中匯安達審核，自2022年委任中匯安達以來本公司核數師並無變更。中匯安達將任滿告退，並符合資格在本公司應屆股東週年大會上接受重新委任。

Directors' Report

董事會報告書

CHANGES IN THE BOARD AND THE DIRECTORS' INFORMATION

Mr. Yang Xi has ceased to be an external supervisor of Roiserv Lifestyle Services Co., Ltd. (a company listed on the Stock Exchange, stock code: 2146) with effect from 21 October 2025.

Mr. Rui Meng has ceased to be an independent non-executive director and chairman of the audit committee of Landsea Green Management Limited (a property company listed on the Main Board of the Stock Exchange, stock code: 106) with effect from 20 June 2025.

Dr. Wong Wing Kuen Albert has ceased to be an independent non-executive director of APAC Resources Limited (a company listed on the Stock Exchange, stock code: 1104) with effective from 21 November 2025.

Save as disclosed in this annual report, as of the date of this report, the Directors confirm that no information is required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

FUTURE PLANS FOR MATERIAL INVESTMENTS

Save as disclosed in this annual report, the Group did not have any future plans for material investments as of the date of this annual report.

COMPLIANCE WITH LAWS AND REGULATIONS

The Group continues to keep itself updated over the requirement of the relevant laws and regulations applicable to it to ensure compliance. During the Reporting Period, the Group had complied with all relevant laws and regulations in all material aspects and have obtained all applicable material licenses, approvals and permits from relevant regulatory authorities. During the year ended 31 December 2025, there was no material breach of, or non-compliance with, applicable laws and regulations by the Group.

董事會及董事資料的變動

楊熙先生自2025年10月21日起不再擔任榮萬家生活服務股份有限公司(一間於聯交所上市的公司，股份代號：2146)的外部監事。

芮萌先生自2025年6月20日起不再擔任朗詩綠色集團有限公司(一家於聯交所上市的房地產公司，股份代號：106)的獨立非執行董事及審計委員會主席。

王永權博士自2025年11月21日起不再擔任亞太資源有限公司(一家於聯交所上市的公司，股份代號：1104)的獨立非執行董事。

除本年報所披露者外，截至本報告日期，董事確認並無須根據上市規則第13.51B(1)條披露任何資料。

重大投資的未來計劃

除本年報所披露者外，截至本年報日期，本集團並無任何未來重大投資計劃。

遵守法律及法規

本集團繼續保持更新及遵守適用的相關法律及法規規定，以確保合規。於報告期間，本集團已在所有重大方面遵守所有相關法律及法規並已從相關監管機關取得所有適用的重要執照、批准及許可證。於截至2025年12月31日止年度，本集團概無嚴重違反或不遵守相關法律及法規。

OTHER INFORMATION

All references above to other sections, reports or notes in this annual report form part of this annual report.

On behalf of the Board
Hu Yiping
Chairman

其他資料

上文有關本年報其他章節、報告或附註的所有提述，構成本報告的一部分。

承董事會命
主席
胡一平

Corporate Governance Report

企業管治報告

The Group is committed to maintaining and strengthening high standards of corporate governance by focusing on principles of integrity, accountability, transparency, independence, responsibility and fairness, in order to safeguard and protect the interests of the Shareholders and to enhance corporate value and accountability system. The Company has adopted the principles and code provisions of the Corporate Governance Code as the basis of the Company's corporate governance practices, and the Corporate Governance Code has been applicable to the Company with effect from the Listing Date.

For the year ended 31 December 2025, the Company has complied with all applicable code provisions set out in the Corporate Governance Code. The Board will continue to review and monitor the practices of the Company for the purpose of complying with the Code and maintaining a high standard of corporate governance practices of the Company.

CORPORATE CULTURE OF THE COMPANY

The management of the Company assumes a leadership role in establishing, promoting and continuously strengthening the desired corporate culture of the Company. The Company strives to create a positive and progressive culture based on its mission and values.

During 2025, the Company continued to strengthen its corporate culture by focusing on the following:

Mission: 1. To build a platform for our employees and create value for our shareholders; 2. To take responsibility for society and be a confidant in the lives of our customers;

Values: 1. Three righteousnesses: being positive, following the right path, and being authentic; 2. Three sharings: to create, to share, and to undertake together.

The management of the Company establishes and promotes a corporate culture, meanwhile, expects and requires all employees to reinforce the corporate culture. All new employees are required to participate in induction and training programmes to enable them to better understand our corporate culture, corporate structure and policies. The Company will continue to improve and enhance its corporate culture so that it is embedded in all aspects of the Group and aligned with the mission, corporate values and strategies of the Company.

本集團透過專注於持正、問責、透明、獨立、盡責及公平原則，致力於維持及強化高標準的企業管治，以維護及保障股東的利益及加強企業價值和問責制度。本公司的企業管治實務採用企業管治守則之原則及守則條文，企業管治守則自上市日期起適用於本公司。

截至2025年12月31日止年度，本公司已遵守企業管治守則中載列的所有適用守則條文。董事會將繼續檢討及監察本公司的慣例，以遵守守則及維持本公司高水平的企業管治常規。

公司企業文化

公司管理層擔當領導角色，建立、促進並持續加強本公司的理想企業文化。本公司致力以其使命和價值觀為本，創建正面、鼓勵進步的文化。

2025年期間，本公司透過專注於下列各項，持續加強公司文化建設：

使命：1. 為員工搭建平台，為股東創造價值；
2. 為社會承擔責任，成為客戶的生活知己；

價值觀：1. 三正：樹正氣、走正道、做正品；
2. 三共：共創、共享、共擔。

公司管理層樹立、推廣企業文化，同時期望並要求所有員工加強企業文化。所有新入職員工均須參與入職及培訓計劃，以便他們更好地瞭解我們的企業文化、公司架構及政策。公司將不斷完善、健全企業文化，使其深入集團各個層面，並與本公司的使命、企業價值觀和策略保持一致。

The Board considers that the corporate culture is aligned with the purpose, values and strategy of the Group.

BOARD OF DIRECTORS

The Board takes on the responsibility to oversee all major matters of the Company and is charged with promoting the success of the Company by directing and supervising its affairs. The Board has general powers for the management and conduct of the Company's business. The day-to-day operations and management are delegated by the Board to the management of the Company, who will implement the strategy and direction as determined by the Board.

The Board will review the structure and composition of the Board from time to time in light of prevailing circumstances, in order to maintain a high standard of corporate governance practices of the Company. The Board has a balance of skills and experience appropriate for the requirements of the business of the Company. The Company has also adopted a board diversity policy which sets out the objective and approach to achieve diversity of the Board.

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

The composition of the Board during the year ended 31 December 2025 and up to the date of this annual report is as follows:

Executive Directors

Mr. Hu Yiping
(Chairman of the Board and Executive Director)
Mr. Tang Junjie (Executive Director and President)
Ms. Zheng Peng (Executive Director and Chief Financial Officer)

Independent Non-executive Directors

Dr. Wong Wing Kuen Albert
Mr. Rui Meng
Mr. Yang Xi

董事會認為企業文化與本集團的宗旨、價值觀及策略一致。

董事會

董事會負責監督本公司所有重大事務並透過指導及監督其事務推動本公司邁向成功。董事會擁有管理及從事本公司業務的一般權力。董事會將日常經營及管理權力授予本公司管理層負責，管理層將執行董事會釐定的策略及指引。

董事會將不時根據現況檢討董事會架構及組成，以保持本公司的高水平企業管治慣例。董事會具備適合本公司業務需要的技能和經驗。本公司亦已採納董事會多元化政策，其中載列實現董事會多元化的目標及方法。

現董事會由六名董事組成，包括三名執行董事及三名獨立非執行董事。

截至2025年12月31日止年度及直至本年報日期，董事會的構成如下：

執行董事

胡一平先生
(董事會主席兼執行董事)
唐俊杰先生(執行董事兼總裁)
鄭鵬女士(執行董事兼首席財務官)

獨立非執行董事

王永權博士
芮萌先生
楊熙先生

Corporate Governance Report

企業管治報告

None of the Board member has other relationship (including financial, business, family or other material relationships) with the other Board members of the Company.

Code provision C.2.1 of the CG Code states that the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. The chairman, Mr. Hu Yiping, focuses on the overall management of the investment strategies and business development of the Group. The executive Director and president, Mr. Tang Junjie is responsible for day-to-day business and management of the Group. Such division of responsibilities helps to reinforce their independence and to ensure a balance of power and authority.

Each of the executive Directors has entered into a service contract with the Company for a term of three years and each of the independent non-executive Directors has entered into a letter of appointment with the Company for a term of three years.

The aggregate remuneration (including fees, salaries, contributions to pension schemes, share-based compensation expenses, discretionary bonuses, housing and other allowances and other benefits in kind) payable to the Directors for the year ended 31 December 2025 was approximately RMB5.0 million.

The remuneration of the Directors and senior management is determined with reference to salaries paid by comparable companies, time commitment and responsibilities of the Directors and performance of the Group.

During the year ended 31 December 2025, the Company has three independent non-executive Directors, which meets the requirement of the Listing Rules that the number of independent non-executive directors must represent at least one-third of the Board and should not be less than three.

The Company has received a written annual confirmation of independence from each of the independent non-executive Directors pursuant to Rule 3.13 of the Listing Rules, and considers them to be independent.

董事會成員與本公司其他董事會成員並無其他關係(包括財務、業務、家庭或其他重大關係)。

企業管治守則的守則條文第C.2.1條列明，主席與行政總裁的角色應有區分，並不應由一人同時兼任。主席胡一平先生負責本集團的整體投資戰略管理及業務開發。執行董事兼總裁唐俊杰先生負責本集團日常業務及管理。職責區分有助加強彼等獨立處事，並確保權力及職權間取得平衡。

各執行董事已與本公司訂立為期三年的服務合約，且各獨立非執行董事已與本公司訂立為期三年的委任函。

截至2025年12月31日止年度，向董事應付的薪酬總額(包括袍金、薪金、退休金計劃供款、以股份為基礎的薪酬開支、酌情花紅、住房及其他津貼以及其他實物福利)約為人民幣5.0百萬元。

董事及高級管理層薪酬乃經參考可資比較公司所支付的薪金、董事需付出的時間及職責以及本集團的業績予以釐定。

截至2025年12月31日止年度，本公司共有三名獨立非執行董事，符合上市規則所規定獨立非執行董事人數須佔董事會成員人數至少三分之一且不得少於三人。

根據上市規則第3.13條，本公司已收到來自各獨立非執行董事對其獨立性的書面年度確認，且認為彼等均為獨立。

Corporate Governance Report

企業管治報告

The Directors have access to the services of the company secretary to ensure that the Board procedures are followed. The company secretary of the Company is Ms. Lin Sio Ngo. The primary personnel at the Company with whom Ms. Lin Sio Ngo, a manager of SWCS Corporate Services Group (Hong Kong) Limited (a company secretarial service provider), has been contacting in respect of company secretarial matters is Ms. Zheng Peng, the executive director and chief financial officer of the Company.

During the year ended 31 December 2025, Ms. Lin has undertaken no less than 15 hours of relevant professional training in compliance with Rule 3.29 of the Listing Rules.

On the first occasion of each Director's appointment, the Company has arranged a comprehensive induction to ensure that he/she has a proper understanding of the Company's operations and business and is fully aware of the director's responsibilities under the Listing Rules and other relevant statutory requirements. The Company will arrange suitable training for all Directors in order to develop and refresh their knowledge and skills as part of their continuous professional development.

According to the training records provided by the Directors, the summary of training received for the year ended 31 December 2025 is as follows:

董事可獲公司秘書提供服務，以確保董事會程序得到遵守。本公司公司秘書為練少娥女士。練少娥女士（方圓企業服務集團（香港）有限公司（一間公司秘書服務供應商）的經理）就公司秘書事務一直與本公司進行聯絡的主要人員為本公司執行董事及首席財務官鄭鵬女士。

截至2025年12月31日止年度，練女士已進行不少於15小時的相關專業培訓，符合上市規則第3.29條的規定。

各董事於首次獲委任時，本公司已安排全面入職培訓，確保其對本公司的運營及業務有適當的了解，且充分知悉董事於上市規則及其他相關法定要求項下的責任。本公司將為全體董事安排合適培訓，以發展及更新其知識與技能，作為其持續專業發展的一部分。

根據董事提供的培訓紀錄，於截至2025年12月31日止年度接受的培訓概要如下：

Name of Directors	董事姓名	Training ^{Note} 培訓 ^{附註}
Mr. Hu Yiping	胡一平先生	√
Mr. Tang Junjie	唐俊杰先生	√
Ms. Zheng Peng	鄭鵬女士	√
Dr. Wong Wing Kuen Albert	王永權博士	√
Mr. Rui Meng	芮萌先生	√
Mr. Yang Xi	楊熙先生	√

Note:

Attendance of trainings on the Listing Rules, internal control compliance, ESG and reading of materials on the Listing Rules, anti-corruption and other related issues.

附註：

出席有關上市規則、內控合規、ESG培訓及閱讀上市規則、反貪污及其他相關議題的材料。

Corporate Governance Report

企業管治報告

Code provision C.5.1 of the CG Code requires that board meetings should be held at least four times a year at approximately quarterly intervals with active participation of the majority of the Directors, either in person or through electronic means of communications.

The Directors expect to convene at least four regular Board meetings in each financial year at approximately quarterly intervals in accordance with code provision C.5.1 of the CG Code.

For the year ended 31 December 2025, 6 Board meetings and 1 general meeting were held by the Company. The table below sets out the details of Board meetings attendance of each Director during the year ended 31 December 2025.

企業管治守則守則條文第C.5.1條規定，董事會每年應至少舉行四次定期會議，大約每季一次，並由大部分董事親身或透過電子通訊方式積極參與。

董事預期根據企業管治守則守則條文第C.5.1條，董事會於每個財政年度至少應舉行四次定期會議，大約每季一次。

截至2025年12月31日止年度，本公司已召開6次董事會會議及1次股東大會。下表載列於截至2025年12月31日止年度各董事出席董事會會議的詳情。

		Attended/Eligible to attend Board meetings 出席／應出席 董事會會議次數	Attended/Eligible to attend general meeting 出席／應出席 股東大會次數
Executive Directors	執行董事		
Mr. Hu Yiping	胡一平先生	6/6	1/1
Mr. Tang Junjie	唐俊杰先生	6/6	1/1
Ms. Zheng Peng	鄭鵬女士	6/6	1/1
Independent Non-executive Directors	獨立非執行董事		
Dr. Wong Wing Kuen Albert	王永權博士	6/6	1/1
Mr. Rui Meng	芮萌先生	5/6	1/1
Mr. Yang Xi	楊熙先生	6/6	1/1

CORPORATE GOVERNANCE FUNCTIONS

The Board is responsible for performing the functions set out in the code provision A.2.1 of the CG Code. The Board reviewed the Company's corporate governance policies and practices, training and continuous professional development of Directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of the Model Code and written employee guidelines, and the Company's compliance with the Code and disclosure in this Corporate Governance Report.

MECHANISMS FOR THE BOARD TO OBTAIN INDEPENDENT VIEWS AND OPINIONS

The Company recognises the importance of Board independence to good corporate governance. The current composition of the Board comprises one-third independent non-executive Directors. The majority of the members of the Audit Committee, the Nomination Committee and the Remuneration Committee are independent non-executive Directors. Both the Audit Committee and the Remuneration Committee are chaired by independent non-executive Directors. The remuneration of the independent non-executive Directors is reviewed regularly to maintain competitive and commensurate with their responsibilities and workload.

A Director shall declare his/her interest, direct or indirect, if any, in a motion or transaction to be considered by the Board at a Board meeting and abstain from voting, if applicable. All Directors, including the independent non-executive Directors, are entitled to seek external independent professional advice if they consider it necessary. The independent non-executive Directors have consistently demonstrated a strong commitment and ability to devote sufficient time to the discharge of their board responsibilities.

The Company has obtained from each of the independent non-executive Directors a confirmation of their independence from the Company pursuant to Rule 3.13 of the Listing Rules. The Company considers that all the independent non-executive Directors are independent.

The Board has reviewed the implementation and effectiveness of such mechanisms during the Year and is of the view that such mechanisms are sufficiently effective in ensuring that the Board is provided with independent views and opinions.

企業管治職能

董事會負責履行企業管治守則之守則條文第A.2.1條所載之職能。董事會已檢討本公司之企業管治政策及慣例、董事及高級管理層之培訓及持續專業發展、本公司在遵守法律法規規定、遵守標準守則及書面員工指引以及遵守守則方面之政策及慣例及於本企業管治報告中作出的披露。

董事會獲得獨立觀點和意見的機制

本公司深明董事會獨立性對良好的企業管治至關重要。董事會當前的構成為包括三分之一的獨立非執行董事。審計委員會、提名委員會及薪酬委員會的大多數成員為獨立非執行董事。審計委員會及薪酬委員會均由獨立非執行董事擔任主席。獨立非執行董事的薪酬會定期進行檢討，以維持競爭力並與其責及工作量相稱。

董事須宣佈其在董事會將於董事會會議上考慮的議案或交易中的直接或間接利益(如有)，並放棄投票(倘適用)。全董事(包括獨立非執行董事)均可在其認為必要時尋求外部獨立專業意見。獨立非執行董事一貫表現出堅定的承諾及能力，投入足夠時間履行其董事會責。

本公司已取得各獨立非執行董事根據上市規則第3.13條就彼等獨立於本公司出具的確認書。本公司認為全體獨立非執行董事均屬獨立。

董事會已於年內檢討該機制的實施及有效性，並認為有關機制足以有效確保董事會獲得獨立觀點和意見。

Corporate Governance Report

企業管治報告

BOARD COMMITTEES

The Company has three principal Board committees, namely the Audit Committee, the Nomination Committee and the Remuneration Committee. Each of the Board committees operates under its terms of reference. The terms of reference of the Board committees are available on the website of the Company and that of the Stock Exchange.

The Board committees are provided with sufficient resources to discharge their duties and, upon reasonable request, are able to seek independent professional advice in appropriate circumstances, at the Company's expense.

AUDIT COMMITTEE

The Company has established the Audit Committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and the CG Code. The Audit Committee consists of three members, three independent non-executive Directors, namely Mr. Rui Meng, Dr. Wong Wing Kuen Albert and Mr. Yang Xi. Mr. Rui Meng has been appointed as the chairman of the Audit Committee, and Mr. Rui Meng has the appropriate professional qualifications or related financial management expertise as required under Rule 3.10(2) of the Listing Rules.

The primary duties of the Audit Committee include, but are not limited to (i) oversight of the Company's financial reporting system, risk management and internal control systems, assisting the Board by providing an independent opinion on the effectiveness of financial reporting process, internal controls and risk management system of the Group; (ii) overseeing the audit procedures and performing other duties and responsibilities designated by the Board; (iii) relationship with the Company's external auditors, making recommendations to the Board on the appointment, re-appointment and removal of external auditors, approving the remuneration and terms of engagement of external auditors, and handling any matters relating to the resignation or dismissal of such external auditors; (iv) review of the Company's financial information, monitoring the completeness of the Company's financial statements, annual report and accounts, and semi-annual report, and reviewing the significant views contained therein relating to financial reporting; (v) to review arrangements that employees of the Company can use, in confidence, to raise concerns about possible improprieties in financial reporting, risk management, internal control or other matters; and (vi) performing the Company's corporate governance functions.

董事委員會

本公司設有三個主要董事委員會，即審核委員會、提名委員會及薪酬委員會。各個董事委員會均按其職權範圍運作。董事委員會之職權範圍於本公司及聯交所網站可供查閱。

董事委員會獲提供履行職責的充足資源，並在適當情況下（在提出合理要求後）可徵詢獨立專業意見，費用由本公司承擔。

審核委員會

本公司根據上市規則第3.21條及企業管治守則成立審核委員會並訂明其書面職權範圍。審核委員會包括三名成員，即三位獨立非執行董事芮萌先生、王永權博士及楊熙先生。芮萌先生獲委任為審核委員會主席，芮萌先生具有上市規則第3.10(2)條所要求的適當專業資格或相關財務管理專長。

審核委員會的主要職責包括（但不限於）：(i) 監管公司之財務申報制度、風險管理及內部監控系統，協助董事會，就本集團的財務申報程序、內部控制及風險管理系統的有效性提供獨立意見；(ii) 監督審計程序並履行董事會指派的其他職責及責任；(iii) 與公司外聘核數師之關係，並就外聘核數師之委任、重新委任及罷免向董事會提供建議、批准外聘核數師之薪酬及聘用條款，及處理任何有關該外聘核數師辭任或辭退該外聘核數師之問題；(iv) 審閱公司之財務資料，監察公司之財務報表及公司年度報告及賬目、半年度報告之完整性，並審閱其中所載有關財務申報之重大意見；(v) 檢討公司設定的以下安排：公司僱員可暗中就財務匯報、風險管理、內部監控或其他方面可能發生的不正當行為提出關注；及(vi) 履行公司之企業管治程序。

Corporate Governance Report

企業管治報告

For the year ended 31 December 2025, 2 meetings of the Audit Committee were held and the attendance record of the Audit Committee members is set out in the table below:

截至2025年12月31日止年度，審核委員會曾舉行2次會議及審核委員會成員的出席記錄載於下表：

		Attended/Eligible to attend 出席／應出席會議次數
Directors	董事	
Dr. Wong Wing Kuen Albert	王永權博士	2/2
Mr. Rui Meng	芮萌先生	2/2
Mr. Yang Xi	楊熙先生	2/2

During the year ended 31 December 2025, the Audit Committee reviewed the annual report and annual results announcement for the year ended 31 December 2024, and the interim report and interim results announcement for the six months ended 30 June 2025, and also reviewed the financial reporting system, compliance procedures, internal control (including the adequacy of resources, staff qualifications and experience, training programs and budget of the Company's accounting and financial reporting functions) and risk management systems, effectiveness of the Company's internal audit function and processes and the reappointment of the external auditor. The Board had not deviated from any recommendation given by the Audit Committee on the selection, appointment, resignation or dismissal of external auditor.

截至2025年12月31日止年度審核委員會已審閱截至2024年12月31日止年度的年報及全年業績公佈及截至2025年6月30日止六個月的中期報告及中期業績公佈，檢討財務報告系統、合規程序、內部監控（包括資源的充足性、員工資格及經驗、本公司會計及財務報告部門的培訓計劃及預算）、風險管理系統、本公司內部審核職能的有效性以及流程以及重新委任外部核數師。董事會並未偏離審核委員會就外部核數師的甄選、委任、辭職或解僱所提出的任何建議。

The Audit Committee also reviewed the annual results of the Company and its subsidiaries for the year ended 31 December 2025.

審核委員會亦審閱本公司及其附屬公司截至2025年12月31日止年度業績。

NOMINATION COMMITTEE

Pursuant to paragraph B.3 of the CG Code as set out in Appendix C1 of the Listing Rules, the Group has established a Nomination Committee with written terms of reference. The Nomination Committee consists of three members, namely Ms. Zheng Peng, Dr. Wong Wing Kuen Albert and Mr. Rui Meng. Dr. Wong Wing Kuen Albert has been appointed as the chairman of the Nomination Committee.

提名委員會

遵照《上市規則》附錄C1所載《企業管治守則》第B.3段，本集團已成立提名委員會並制定書面職權範圍。提名委員會由三名成員組成，分別為鄭鵬女士、王永權博士及芮萌先生。王永權博士已獲委任為提名委員會主席。

Corporate Governance Report

企業管治報告

The primary duties of the Nomination Committee include, but are not limited to, (i) reviewing the structure, size and composition (including the skills, knowledge, experience and diversity of perspectives) of the Board, assist the Board in maintaining a board skills matrix, and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy; (ii) assessing the independence of the independent non-executive Directors; (iii) making recommendations to the Board on relevant matters relating to the appointment of the Directors; (iv) supporting the Company's regular evaluation of the Board's performance; and (v) reviewing the policy on Board diversity and any measurable objectives for implementing such Board Diversity Policy as may be adopted by the Board from time to time and to review the progress on achieving the objectives.

For the year ended 31 December 2025, 1 meeting of the Nomination Committee was held and the attendance record of the Nomination Committee members is set out in the table below:

提名委員會的主要職責包括，但不限於：(i) 檢討董事會的架構、人數及組成（包括技能、知識、經驗及多元化方面），協助董事會編製董事會技能，並就任何為配合公司的公司策略而擬對董事會作出的變動提出建議；(ii) 評估獨立非執行董事的獨立性；(iii) 就委任董事相關事宜向董事會提出推薦建議；(iv) 支援本公司定期評估董事會表現；及(v) 檢討董事會多元化政策及董事會不時地為董事會多元化政策而制定的可計量目標和達標程度。

截至2025年12月31日止年度，提名委員會曾舉行1次會議及提名委員會成員的出席記錄載於下表：

		Attended/Eligible to attend 出席／應出席會議次數
Directors	董事	
Ms. Zheng Peng	鄭鵬女士	1/1
Dr. Wong Wing Kuen Albert	王永權博士	1/1
Mr. Rui Meng	芮萌先生	1/1

During the year ended 31 December 2025, the Nomination Committee has reviewed the nomination policy and the Board Diversity Policy; assessed the independence of independent non-executive Directors; considered the succession plan for Directors and the time commitment of Directors; and made recommendation to the Board in relation to the re-election of retiring Directors at the annual general meeting.

截至2025年12月31日止年度，提名委員會已檢討提名政策及董事會多元化政策；評估獨立非執行董事的獨立性；董事繼任計劃；董事投入時間；及就於股東周年大會上重選退任董事向董事會提出建議。

The Nomination Committee has conducted an annual assessment of the independence of each independent non-executive Director and made recommendations to the Board on the appointment of Directors and senior management of the Company during the year ended 31 December 2025.

提名委員會已就各獨立非執行董事的獨立性進行年度評估，並就截至2025年12月31日止年度本公司董事及高級管理層的委任向董事會提供建議。

REMUNERATION COMMITTEE

Pursuant to Rule 3.25 of the Listing Rules and paragraph E.1 of the CG Code as set out in Appendix C1 of the Listing Rules, the Group has established a Remuneration Committee with written terms of reference. The Remuneration Committee consists of three members, namely Dr. Wong Wing Kuen Albert, Mr. Tang Junjie and Mr. Rui Meng. Dr. Wong Wing Kuen Albert has been appointed as the chairman of the Remuneration Committee.

The primary duties of the Remuneration Committee include, but are not limited to (i) making recommendations to the Board on the policy and structure of remuneration for directors and senior management and on the establishment of a formal and transparent process for developing such remuneration policy; (ii) determining the specific terms of the remuneration packages for all directors and senior management; (iii) reviewing and approving performance-based remuneration with reference to the corporate goals and objectives resolved by the Board from time to time; and (iv) reviewing and approving matters relating to share schemes under Chapter 17 of the Listing Rules.

For the year ended 31 December 2025, 1 meeting of the Remuneration Committee was held and the attendance record of the Remuneration Committee members is set out in the table below:

		Attended/Eligible to attend 出席／應出席會議次數
Directors	董事	
Dr. Wong Wing Kuen Albert	王永權博士	1/1
Mr. Rui Meng	芮萌先生	1/1
Mr. Tang Junjie	唐俊杰先生	1/1

During the year ended 31 December 2025, the Remuneration Committee discussed and reviewed the service agreements, appointment letters and remuneration policy for Directors and senior management of the Company, and made recommendations to the Board on the service agreement, appointment letter and remuneration packages of individual executive Directors and senior management.

薪酬委員會

遵照《上市規則》第3.25條及《上市規則》附錄C1所載《企業管治守則》第E.1段，本集團已成立薪酬委員會並制定書面職權範圍。薪酬委員會由三名成員組成，分別為王永權博士、唐俊杰先生及芮萌先生。王永權博士已獲委任為薪酬委員會主席。

薪酬委員會的主要職責包括，但不限於：(i)就董事及高級管理層薪酬的政策和架構以及就制定有關薪酬政策而設立正式和透明的程序向董事會提出推薦建議；(ii)釐定所有董事及高級管理層的薪酬方案具體條款；(iii)參考董事會不時議決的企業目標及宗旨而審閱及批准績效薪酬；及(iv)審閱及批准上市規則第17章項下之股份計劃相關事宜。

截至2025年12月31日止年度，薪酬委員會曾舉行1次會議及薪酬委員會成員的出席記錄載於下表：

截至2025年12月31日止年度，薪酬委員會已討論及檢討本公司董事及高級管理層的服務協議、委任函及薪酬政策，並已就個別執行董事及高級管理層的服務協議、委任函及薪酬待遇向董事會提出建議。

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code as its code of conduct regarding Directors' securities transactions. The provisions under the Listing Rules in relation to compliance with the Model Code by the Directors regarding securities transactions have been applicable to the Company since the Listing Date. All Directors have confirmed, following specific enquiry by the Company, that they have complied with the Model Code throughout the period ended 31 December 2025.

NOMINATION POLICY

The Company has adopted a nomination policy (the “**Nomination Policy**”) which sets out the selection criteria and procedures to nominate board candidates.

The Nomination Policy aims to nominate suitable candidates to the Board. Pursuant to the Nomination Policy, the Nomination Committee shall identify suitable board candidates and make recommendation to the Board, after assessing a number of factors of a candidate, including, but not limited to, reputation for integrity, accomplishment and experience, commitment in respect of available time and relevant interests, independence of proposed independent non-executive Directors and diversity in all aspects. The Board shall have the final decision in relation to its nomination of any candidates to stand for election at a general meeting.

The Nomination Committee will review the Nomination Policy, as appropriate, and recommend revision to the Board for consideration and approval.

DIVIDEND POLICY

The Company has adopted a dividend policy (“**Dividend Policy**”), pursuant to which the Company may declare and distribute dividends to the Shareholders, provided that the declaration and distribution of dividends is not in excess of the amount recommended by the Board.

董事進行證券交易的標準守則

本公司已採納標準守則，作為有關董事進行證券交易的行為守則。上市規則有關董事遵守進行證券交易的行為守則的條文自上市日期起適用於本公司。經本公司作出具體查詢後，全體董事確認，截至2025年12月31日止整個期間，彼等已遵守標準守則。

提名政策

本公司已採納提名政策（「**提名政策**」），其中載有獲提名董事會候選人的甄選標準及提名程序。

提名政策旨在提名合適人選予董事會。根據提名政策，提名委員會將物色適合的董事會候選人，並經評估候選人的多項因素後向董事會提出推薦意見，包括但不限於，誠信聲譽、成就及經驗、能夠付出的時間及對相關事務的關注、建議獨立非執行董事的獨立性及各方面的多元化。董事會就提名任何候選人於股東大會參選擁有最終決定權。

提名委員會將於有需要時檢討提名政策，並向董事會提出建議修訂以供考慮及批准。

股息政策

本公司已採納股息政策（「**股息政策**」），據此，本公司可向股東宣派及派發股息，惟宣派及派發的股息不可超過董事會建議的數額。

The recommendation of the payment of any dividend is subject to the discretion of the Board, and any declaration of final dividend will be subject to the approval of the Shareholders. In proposing any dividend payout, the Board shall also take into account, among other things, the Group's financial results, Shareholders' interests; general business conditions and strategies, financial condition, capital requirements, taxation considerations, contractual, statutory and regulatory restriction (if any), and any other conditions the Directors may deem relevant at such time. Any payment of the dividend by the Company is also subject to any restrictions under the Companies Law of the Cayman Islands and the Articles of Association.

The Dividend Policy will be reviewed from time to time and there is no assurance that a dividend will be proposed or declared in any specific periods.

DIVIDEND

The Board has resolved not to recommend payment of a final dividend for the year ended 31 December 2025, as the Group did not record a net profit for the year.

The declaration and payment of future dividends will be subject to the Board's discretion and will depend on, among other things, the Group's earnings, financial condition, cash requirements and availability, and other factors the Board considers relevant, in accordance with the Dividend Policy.

BOARD DIVERSITY POLICY

The Company has adopted the Board Diversity Policy which sets out the approach to achieve diversity of the Board. The Company recognises the benefits of having a diversified Board and sees increasing diversity at the Board level as an essential element in supporting the attainment of the Group's strategic objectives and sustainable development. The Group seeks to achieve diversity of the Board through the consideration of a number of factors, including but not limited to professional experience, skills, knowledge, education background, gender, age and ethnicity. In addition, members of the Board has a balanced mix of experience including overall management, brand enhancement, business development, legal, financial, audit and accounting experience. The ages of the Directors range from 45 to 74 years old and their educational backgrounds range from civil engineering, corporate management, public administration, accounting, agricultural economics and management, international economics to journalism and communication studies.

支付任何股息的建議視乎董事會酌情決定，且宣派末期股息須待股東批准後方可作實。於提議派發任何股息時，董事會亦須考慮(其中包括)本集團的財務業績、股東權益；整體業務狀況及策略、財務狀況、資金需求、稅務考慮因素、合約、法定及規管限制(如有)及董事認為當時相關的任何其他條件。本公司支付任何股息亦須受開曼群島公司法及組織章程細則的任何限制所規限。

本公司將不時檢討股息政策，且概不保證於任何特定期間擬派或宣派股息。

股息

由於本集團於年內並無錄得淨利潤，董事會已議決不建議就截至2025年12月31日止年度派付任何末期股息。

根據股息政策，宣派及派付未來股息須由董事會酌情決定，並將取決於(其中包括)本集團的盈利、財務狀況、現金需求及可用性，以及董事會認為相關的其他因素。

董事會多元化政策

本公司已採納董事會多元化政策，其中載列實現董事會多元化的方法。本公司深知董事會多元化帶來的益處並視董事會層面日益多元化為支持本集團達到戰略目標及維持可持續發展的關鍵元素。本集團尋求通過考慮多種因素來實現董事會多元化，包括但不限於專業經驗、技能、知識、教育背景、性別、年齡及種族。此外，董事組合具備均衡的經驗，包括全面管理、品牌提升、業務發展、法律、財務、審計及會計經驗。董事的年齡範圍為45至74歲，教育背景涵蓋土木工程、企業管理、公共管理、會計學、農業經濟與管理、國際經濟到新聞學和傳播學等多個領域。

Corporate Governance Report

企業管治報告

The Company has adopted the Board Diversity Policy with the aim of achieving an appropriate level of diversity among Board members according to the circumstances of the Group from time to time. In summary, the Board Diversity Policy sets out that when considering the nomination and appointment of a Director, with the assistance of the Nomination Committee, the Board would consider a range of diversity of perspectives, including but not limited to the professional experience, skills, knowledge, education background, gender, age and ethnicity, in order to better serve the needs and development of the Company. All Board appointments will be based on merits and candidates will be considered against objective criteria, having due regard to the benefits of diversity to the Board.

The Board currently has one female Director and as such has achieved gender diversity in respect of the Board. We will strive to enhance female representation and achieve an appropriate balance of gender diversity with reference to the stakeholders' expectation and international and local recommended best practices. We will also ensure that there is gender diversity when recruiting staff at mid to senior level and we are committed to provide career development opportunities for female staff so that we will have a pipeline of female senior management and potential successors to our Board in near future.

The Company plans to offer all-rounded trainings to female employees whom we consider to have the suitable experience, skills and knowledge of our operation and business, including but not limited to, business operation, management, accounting and finance, legal and compliance and research and development. The Nomination Committee will review the Board Diversity Policy from time to time to ensure its continued effectiveness.

The Group has a total of 3 senior management members, of whom 66.66% are male and 33.33% are female. For all employees (excluding senior management), 46.7% are male and 53.3% are female.

本公司已採納董事會多元化政策，根據本集團不時的情況，致力達致董事會成員適當的多元化水平。概括而言，董事會多元化政策載列，在提名委員會的協助下，於考慮提名及委任董事時，董事會將會考慮多個方面，包括但不限於專業經驗、技能、知識、教育背景、性別、年齡及種族，以更好地切合本公司需要及發展。董事會所有委任均以用人唯才為基準，並在考慮人選時考慮客觀標準及對董事會多元化的裨益。

董事會目前擁有一名女性董事，故就董事會而言已達致性別多樣化。我們將參考利益相關者的期望以及國際及本地的最佳實踐建議，致力提升女性比例並實現性別多元化的適當平衡。我們亦將確保於中高級員工招聘中促進性別多元化，並致力為女性員工提供職業發展機會，從而於不久將來提供女性高級管理層渠道並擁有董事會潛在繼任者。

本公司計劃為我們認為具備我們營運及業務所需經驗、技能和知識的女性員工提供全面的培訓，包括但不限於業務營運、管理、會計及財務、法律及合規以及研發。提名委員會將不時檢討董事會多元化政策，以確保其持續效力。

本集團高級管理層共3人，其中男性佔66.66%，女性佔33.33%。全體員工(不包括高級管理層)，男性佔46.7%，女性佔53.3%。

REMUNERATION PAYABLE TO MEMBERS OF SENIOR MANAGEMENT

Pursuant to the then applicable code provision B.1.5 of the Corporate Governance Code, the annual remuneration of members of the senior management (other than Directors) by band for the year ended 31 December 2025 is set out below:

應付高級管理層成員薪酬

根據當時適用的企業管治守則第B.1.5條守則條文，截至2025年12月31日止年度，高級管理層成員（董事除外）之年薪按組別載列如下：

Salary	薪資	Number of members of senior management 高級管理層成員人數
Nil to HK\$1,000,000	零至1,000,000港元	1
HK\$1,000,001 to HK\$1,500,000	1,000,001港元至1,500,000港元	1

EXTERNAL AUDITOR

The Company appointed Zhonghui Anda CPA Limited as the external auditor for the year ended 31 December 2025.

Details of the fees paid/payable in respect of the audit and non-audit services provided by Zhonghui Anda CPA Limited for the year ended 31 December 2025 are set out in the table below:

外部核數師

截至2025年12月31日止年度，本公司委任中匯安達會計師事務所有限公司擔任外部核數師。

下表載列截至2025年12月31日止年度就中匯安達會計師事務所有限公司提供的審計及非審計服務已付／應付費用詳情：

	Services rendered 所提供的服務 (RMB'000) (人民幣千元)
Annual audit of the financial statements of the Group 對本集團財務報表的年度審計	2,471

No non-audit services were provided by the external auditor during the year ended 31 December 2025.

截至2025年12月31日止年度，外部核數師並無提供任何非審計服務。

ACCOUNTABILITY AND AUDIT

The Directors are responsible for overseeing the preparation of the financial statements which give a true and fair view of the state of affairs of the Group and of the results and cash flow during the Reporting Period. A statement from the auditor about its reporting responsibilities on the financial statements is set out on pages 108 to 183 of this annual report. In preparing the financial statements for the year ended 31 December 2025, the Directors have selected suitable accounting policies and applied them consistently, made judgments and estimates that are prudent, fair and reasonable and prepared the financial statements on a going concern basis.

問責及審計

董事負責監督財務報表的編製工作，以真實公平地反映本集團的事務狀況以及報告期的業績及現金流量。核數師就其對財務報表的申報責任的聲明載於本年報第108至183頁。於編製截至2025年12月31日止年度的財務報表時，董事已選擇合適的會計政策並貫徹應用，作出審慎、公平及合理的判斷及估計，並按持續基準編製財務報表。

INTERNAL CONTROLS AND RISK MANAGEMENT

Risk Management and Internal Control System

During the reporting year, the Group has complied with Code D.2 of the CG Code through the establishment of an appropriate and effective risk management and internal control system. Management is responsible for the design, implementation and monitoring of such system and the Board continuously monitors the performance of management in discharging its responsibilities and has engaged an external independent internal control consultant to review the Group's risk management and internal control system for the year. The review procedures performed by the independent internal control consultant include reviewing the existing risk management and internal control system, assessing the adequacy of material internal controls for the Group, and reporting key risk information and internal control findings to the Board and management, and the management has reported the internal control findings and risk assessment results identified by the independent internal control consultant to the Board and has implemented an action plan and will provide the Board with regular updates on the remediation progress. The risk management and internal control systems are designed to manage, rather than eliminate business risk; to help safeguard the Group's assets against fraud and other irregularities; and to give reasonable, but not absolute, assurance against material financial misstatement or loss.

The Company acknowledges that it has certain internal control weaknesses for the year ended 31 December 2025, further details of which were set out in the announcement of the Company dated 23 February 2026 in relation to the deemed disposal of a subsidiary which constituted a discloseable transaction of the Company under Chapter 14 of the Listing Rules (the "**Previous Capital Increase**"). The Company has carried/will carry out (as the case may be) the following remedial measures to protect the interest of the Company and the Shareholders as a whole:

- (a) the Company published an announcement on 23 February 2026 disclosing the details of the Previous Capital Increase in accordance with the Listing Rules in order to keep all Shareholders informed. The announcement contains the information about the Previous Capital Increase required for a discloseable transaction under Chapter 14 of the Listing Rules, as well as details of the remedial measures to be taken by the Company;

內部監控及風險管理

風險管理及內部監控系統

於本報告年度，本集團已透過建立合適及有效的風險管理及內部監控系統遵守企業管治守則第D.2條。管理層負責設計、實施及監管有關系統，而董事會持續監控管理層履行其職責，以及委聘外部獨立內控顧問對集團本年度的風險管理及內部監控系統進行審閱。獨立內控顧問進行的審閱程序包括檢討現有的風險管理及內部監控系統，評估重大內部監控措施對本集團而言是否充分足夠，並向董事會及管理層報告關鍵風險資料及內控發現，管理層已向董事會報告獨立內控顧問識別的內部監控發現及風險評估結果，並已落實行動計劃以及將定期向董事會提供補救的後續發展情況。風險管理及內部控制系統旨在管理而非消除業務風險；有助於保障本集團資產免受欺詐及其他違規行為的侵害；並合理但非絕對地保證不會出現重大財務錯報或損失。

本公司承認，於截至2025年12月31日止年度，其內部監控存在某些薄弱環節，進一步詳情載於本公司日期為2026年2月23日的公告，內容有關視作出售一間附屬公司（根據上市規則第14章構成本公司一項須予披露交易）（「**前輪增資**」）。本公司已採取／將採取（視情況而定）以下補救措施，以保障本公司及股東的整體利益：

- (a) 本公司已根據上市規則於2026年2月23日發佈公告，披露前輪增資的詳情，以讓全體股東知情。該公告包含上市規則第14章項下須予披露交易所需的前輪增資資料以及本公司將採取的補救措施的詳情；

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- (b) the Company disclosed details of the Previous Capital Increase in the circular dated 24 February 2026 in order to keep all the independent shareholders informed of the details of the Previous Capital Increase and the subsequent capital increase and allow them to make informed decisions at the general meeting in March 2026 approving the subsequent capital increase;
- (c) the Company has arranged for the Company's finance department to conduct a series of self-inspection actions to scrutinise whether the Company has any other similar incidents. The scope of such self-inspection will cover all transactions completed by the Group since the date of listing of the Company to ascertain whether there are any other transactions that may have given rise to disclosure or compliance obligations under the Listing Rules which have not been fulfilled. As at the date of this report, the self-inspection is still on-going and it is expected that the self-inspection will be completed by the end of April 2026. The findings of such self-inspection will be reported to the Audit Committee. In the event that any other non-compliance is identified, the Company will promptly consult the Stock Exchange and take appropriate remedial actions;
- (d) the Company will seek legal advice and other professional advice from time to time and particularly when there is any proposed transaction to ensure proper disclosure in compliance with the requirements of the Listing Rules;
- (e) the Company has engaged a financial advisor to provide advice and guidance on its compliance with the Listing Rules in relation to similar transactions in the future. The Company will seek advice from the financial advisor on a timely basis in circumstances where any transaction which might be a notifiable or connected transaction is contemplated;
- (f) the Company will arrange an additional training session on the compliance requirements and practical application of, among others, the Listing Rules (in particular Chapter 14 and Chapter 14A of the Listing Rules) and corporate governance to the Board and the officers responsible for review of the Company's compliance with the Listing Rules. It is expected that the training session will be conducted by the end of May 2026; and
- (b) 本公司已在日期為2026年2月24日的通函中披露前輪增資的詳情，以讓全體獨立股東了解前輪增資及後續增資的詳情，並供彼等能在2026年3月的股東大會上，就批准後續增資作出知情決定；
- (c) 本公司已安排其財務部門進行一系列自查行動，以審查本公司是否有任何其他類似事件。自查的範圍將涵蓋本集團自本公司上市日期起完成的所有交易，以查明是否存在任何其他可能根據上市規則產生披露或合規義務，但尚未履行的交易。截至本報告日期，自查仍在進行中，預計自查將於2026年4月底前完成。自查的結果將報告審核委員會。如發現任何其他不合規情況，本公司將即時諮詢聯交所並採取適當的補救措施；
- (d) 本公司將不時尋求法律意見及其他專業意見，尤其是在有任何擬議交易時，以確保遵守上市規則的規定作出適當披露；
- (e) 本公司已委聘財務顧問，對本公司未來類似交易的上市規則合規性提供建議及指導。若涉及可能為須予公佈或關連交易的交易，本公司將及時向財務顧問尋求建議；
- (f) 本公司將為董事會及負責審查本公司是否遵守上市規則的高級管理人員安排額外的培訓課程，(其中包括)上市規則(尤其是第14章及第14A章)及公司治理的合規要求及實務應用。培訓課程預期於2026年5月底前開展；及

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(g) the Company has discussed with its independent internal control consultant to review the Company's internal control systems and to ensure that adequate internal control measures are in place to prevent future occurrence of similar non-compliance incidents. The internal control consultant issued its internal control review report covering, among others, the internal control procedures for notifiable transactions of the Group on 30 March 2026. The Audit Committee will further review and modify the internal control system and financial reporting system and update the internal handbook of the Company with reference to the Listing Rules and the findings of the internal control consultant. The Company proposes to establish (i) a comprehensive transaction identification and review protocol that is not limited to a predefined list of transaction types. The protocol will require that any material corporate action — including but not limited to capital increases, share subscriptions, changes to the shareholding structure of any subsidiary or associate, introduction of new investors at the subsidiary level, group restructurings, disposals of interests (direct or indirect), acquisitions, and financing arrangements — be assessed against Chapter 14 and Chapter 14A before execution; and (ii) a periodic (e.g., quarterly) compliance review process, in which all transactions completed during the period are reviewed against the Listing Rules to identify any that may have been missed.

The Board considers that the remedial measures above are sufficient and effective to prevent recurrence of similar non-compliances in the future. The Board will continue to monitor the implementation and effectiveness of the remedial measures on an ongoing basis and will make further enhancements if necessary.

(g) 本公司已與其獨立內部控制顧問討論，以檢討本公司的內控系統，並確保有足夠的內部控制措施，以防止今後發生類似的合規事件。內部控制顧問已於2026年3月30日發佈其內部控制審查報告，涵蓋(其中包括)本集團須予公佈交易的內部控制程序等內容。審核委員會將進一步審查及修改內部控制制度及財務報告制度，並參照上市規則及內部控制顧問的發現更新本公司的內部手冊。本公司建議建立(i)一套全面的交易識別與審查流程，不限於預先界定的交易類型清單。該流程要求對任何重大公司行動，包括但不限於增資、股份認購、任何附屬公司或聯營公司持股結構變更、附屬公司層面引入新投資者、集團重組、出售(直接或間接)權益、收購及融資安排，在執行前均需依據第14章及第14A章進行評估；及(ii)定期(例如每季度)合規審查程序，對期間內完成的所有交易進行審核，以確認是否有任何交易未符合上市規則要求。

董事會認為上述補救措施足以有效防止將來類似不合規情況的再次發生。董事會將持續監察補救措施的實施及其有效性，如有需要，將進一步加以改進。

Risk Management Process

The Company has developed a risk management process to identify, evaluate and manage significant risks and to resolve material internal control defects (if any). Senior management, through the Company's internal audit function, is responsible for the annual risk reporting process. Members of the internal audit function meet with various members of the senior management to review and assess risks and discuss solutions to address material internal control defects (if any), including any changes relevant to a given year. Risks are compiled, ratings are assigned and mitigation plans are documented. The risk assessment is reviewed by certain members of senior management and presented to the Audit Committee and the Board for their review.

Risks are evaluated by the Board and senior management based on (i) the severity of the impact of the risk on the Company's financial results; (ii) the probability that the risk will occur; and (iii) the velocity or speed at which a risk could occur.

Based on the risk evaluation, the Company will manage the risks as follows:

- **Risk elimination** — senior management may identify and implement certain changes or controls that in effect eliminate the risk entirely.
- **Risk mitigation** — senior management may implement a risk mitigation plan designed to reduce the likelihood, velocity or the severity of the risk to an acceptable level.
- **Risk retention** — senior management may decide that the risk rating is low enough that the risk is acceptable for the Company and that no action is required. The risk would continue to be monitored as part of the risk management program to ensure the level of risk does not increase to an unacceptable level.

風險管理流程

本公司已制定風險管理流程以識別、評估及管理重大風險，解決重大內部監控缺陷（如有）。高級管理層負責透過本公司內部審核職能進行年度風險申報。內部審核職能成員會與不同的高級管理人員舉行會議，以審閱及評估風險，並商討解決重大內部監控缺陷（如有）的解決方案，包括作出與任何特定年度有關的改變。對風險進行匯總，評級並制定減輕風險的計劃。風險評估乃由高級管理層若干成員進行審閱，然後提呈審核委員會及董事會以供審閱。

董事會及高級管理層根據(i)風險對本公司財務業績影響的嚴重程度；(ii)風險發生的可能性；及(iii)風險發生的速度對風險進行評估。

本公司將根據風險評估結果按以下方式管理風險：

- **排除風險** — 高級管理層可確認並實施若干變動或控制，完全排除風險。
- **減低風險水平** — 高級管理層可實施風險緩解計劃，將風險可能性、速度或嚴重性降至可接受水平。
- **維持風險水平** — 高級管理層可確定基於風險評級屬低，對本公司屬可接受，毋須採取措施。作為風險管理計劃的一部分，將繼續監督風險，確保風險水平不會上升至不可接受的水平。

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Reviewing the Effectiveness of Risk Management and Internal Control System

The Board takes the lead to evaluate the risk management and internal control systems of the Group by reviewing the major operations of the Group on a rotational basis every year with review period covering the full financial year. During the reporting year, the Board has conducted a review of the Group's risk management and internal control system, including but not limited to (i) changes in the nature and extent of significant risks and the Company's ability to respond to changes in its business and external environment, (ii) the scope and quality of management's continuing oversight of the risk and internal control system, (iii) communication of oversight results with the Board and the Audit Committee to assess the scope and frequency of the effectiveness of the Company's control and risk management, (iv) significant control deficiencies or weaknesses identified, and (v) the effectiveness of the Company's financial reporting process and compliance with the Listing Rules, and (vi) review of the risk management and internal control reviews conducted by the independent internal control consultant during the year.

The Board acknowledges that it is responsible for the oversight of the Company's risk management and internal control systems and reviewing their effectiveness. Such systems are designed to manage rather than eliminate risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Board, through the Audit Committee, is responsible for reviewing and assessing the major risks facing the Company and reviewing, approving and monitoring the Company's approach to addressing such risks annually.

Based on the above review, save as disclosed above, the Board is of the opinion that throughout the year ended 31 December 2025, the Group's risk management and internal control system is effective and adequate and no material issues have been identified that may have an impact on the financial controls, operational controls, compliance controls and risk management functions of the Group.

In addition, the Board also considers that the resources, staff qualifications and experience, training courses and budget of the Company's accounting, compliance, legal and financial reporting functions were adequate and effective during the reporting year.

檢討風險管理及內部監控系統的有效性

董事會牽頭評估本集團的風險管理及內部監控系統，方式為每年輪流審查本集團的主要業務，且審查期涵蓋整個財政年度。於本報告年度，董事會已對本集團風險管理及內部監控系統進行檢討，包括但不限於(i)重大風險的性質及程度的變化以及本公司應對業務及外部環境變化的能力，(ii)管理層持續監督風險及內部監控系統的範圍及質素；(iii)與董事會及審核委員會溝通監督結果以評估本公司的控制及風險管理有效性的範圍及頻率，(iv)已發現的重大監控缺陷或薄弱環節，及(v)本公司財務報告流程的有效性、上市規則的合規情況，及(vi)審閱獨立內控顧問對本年度進行的風險管理及內部監控審閱。

董事會確認負責監管本公司風險管理及內部監控系統，並評估該等系統的成效。該等系統旨在管理未能達致經營目標的風險，而非排除該風險，僅可為避免重大錯誤陳述或損失提供合理而非絕對保證。

董事會負責透過審核委員會審閱及評估本公司面臨的主要風險，並每年審批及監察本公司處理該等風險的方法。

根據以上的檢討，除上文所披露者外，董事會認為，於截至2025年12月31日止整個年度內，本集團的風險管理及內部監控系統有效及足夠，亦無發現任何可能對集團財務監控、運作監控、合規監控以及風險管理功能可能構成影響的重要事項。

此外，董事會亦認為，本公司於本報告年度內在會計、合規、法律及財務申報職能方面的資源、員工資歷及經驗、培訓課程及預算足夠且有效。

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Under its terms of reference, the Audit Committee is responsible for reviewing and monitoring the risk management and internal control systems of the Company. The Audit Committee oversees the risk management process and reviews the effectiveness of the risk management and internal control systems by conducting the following procedures:

- Reviewing the Company's risk management program and policy.
- Reviewing with senior management at least annually reports demonstrating compliance with the risk management policy.
- Discussing with senior management at least annually the Company's major risk exposures and the steps senior management has taken or should take to assess and treat such exposures.
- Reviewing the ongoing effectiveness of the Company's risk management practices.

The Company's senior management is responsible for administering the Company's risk management program and is accountable for ensuring that the Company's business operations are conducted in compliance with our risk management policy, taking into consideration changes in the business environment and the Company's risk tolerance.

Responsibilities of the Company's senior management include:

- Designing and implementing a Company-wide risk management policy.
- Reviewing and updating the risk management policy on a timely basis, ensuring it remains relevant and adequate, taking into account changes in the environment, industry and the Company's operations and risk profile and, where necessary, recommending changes to the risk management policy for the Audit Committee to review.
- Ensuring that the Company's risk management program is aligned and integrated with the annual strategic and business planning process and vice versa.
- Designing and establishing a risk management methodology which provides the appropriate tools to identify, evaluate, and manage business exposures.

審核委員會負責根據其職權範圍審閱及監管本公司的風險管理及內部監控系統。審核委員會通過下列程序監管風險管理流程和審閱風險管理及內部監控系統的功效：

- 審閱本公司風險管理計劃及政策。
- 至少每年與高級管理層審閱有關風險管理政策合規情況的報告。
- 至少每年與高級管理層討論本公司主要風險以及高級管理層就評估和處理該等風險已採取或須採取的措施。
- 審閱本公司風險管理工作的持續成效。

本公司高級管理層負責管理本公司的風險管理計劃，亦負責因應營商環境變化及本公司風險承受能力，確保本公司業務營運符合風險管理政策。

本公司高級管理層的職責包括：

- 制定及實施公司風險管理政策。
- 因應環境、行業、本公司營運及風險狀況變化，及時審閱並更新風險管理政策，確保已採取相關且充分的政策，並在有需要時提出有關風險管理政策的修訂意見，供審核委員會審閱。
- 確保本公司風險管理計劃與年度策略及業務規劃流程互相配合，反之亦然。
- 制定及設立風險管理辦法，提供合適工具識別、評估及管理業務風險。

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- Establishing a Company-wide risk reporting process to ensure that the Company's senior management, the Audit Committee and the Board of Directors are apprised of all material risk issues and business exposures.
 - Ensuring necessary management controls and oversight processes are in place to monitor compliance with the risk management policy and the risk management methodology.
 - Approving and monitoring key risk positions and exposure trends, risk management strategies and risk management priorities.
 - Reviewing and discussing the Company's overall risk profile, key and emerging risks and risk management activities through periodic risk discussions among senior management.
 - Reviewing the key business strategies and initiatives to assess their impact on the Company's overall risk position.
- 制定公司風險申報流程，確保本公司高級管理層、審核委員會及董事會知悉所有重大風險事宜及業務風險。
 - 確保已實施必要的管理控制及監管程序以監控風險管理政策和風險管理辦法的合規情況。
 - 審批及監控主要風險狀況與風險趨勢、風險管理策略以及風險管理的重點工作。
 - 定期與高級管理層開展風險討論，審閱及討論本公司的整體風險狀況、主要及即將發生的風險和風險管理活動。
 - 審閱主要業務策略及措施，以評估對本公司整體風險狀況的影響。

INSIDE INFORMATION

With respect to procedures and internal controls for the handling and dissemination of inside information, the Company takes seriously of its obligations under the Part XIVA of the SFO and the Listing Rules. The Company has adopted a continuous disclosure compliance policy which sets out guidelines and procedures to the Directors and officers of the Group to ensure inside information of the Group is to be disseminated to the public in equal and timely manner. Briefing session is held regularly for officers to facilitate their understanding and compliance with the policy.

內幕消息

在處理及發放內幕消息之程序及內部監控方面，本公司高度重視其於證券及期貨條例第XIVA部及上市規則下之責任。本公司已採納持續披露合規政策，政策載列對本集團董事及管理人員之指引及程序，以確保本集團之內幕消息公平、及時地公開。本集團定期為管理人員舉行簡報會，協助彼等了解及遵守相關政策。

SHAREHOLDERS

Convening of Extraordinary General Meetings by Shareholders

The Company is incorporated in the Cayman Islands. The Board may whenever it thinks fit call extraordinary general meetings. Pursuant to the Articles of Association, general meetings shall also be convened on the written requisition to the Board or the secretary of the Company of any one or more members of the Company holding, at the date of deposit of the requisition, not less than one-tenth of the paid-up capital of the Company carrying the right of voting at general meetings of the Company. Such meeting shall be held within two (2) months after the deposit of such requisition. If within 21 days of such deposit the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may convene the general meeting in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

Putting forward proposals at general meetings

To safeguard Shareholders' interests and rights, separate resolutions are and will be proposed at general meetings on each substantial issue, including the election of individual Directors.

The procedures for Shareholder to propose a person for election as a Director are available on the Company's website (<https://www.dexinfuwu.com>).

Shareholders may lodge written notice to the company secretary of the Company at 40/F, Dah Sing Financial Centre, 248 Queen's Road East, Wanchai, Hong Kong, provided that the minimum length of the period, during which such written notice is given, shall be at least seven (7) days and that the lodgment of such notice shall commence no earlier than the day after the dispatch of the notice of the general meeting appointed for such election and end no later than seven (7) days prior to the date of such general meeting. The written notice will be verified with the company secretary of the Company and upon their confirmation that the request is proper and in order, they will ask the Nomination Committee and the Board to consider to include the resolution in the agenda for the general meeting proposing such person to be elected as a Director.

股東

股東召開股東特別大會

本公司於開曼群島註冊成立。董事會可於其認為適當的情況下隨時召開股東特別大會。根據組織章程細則，本公司任何一名或以上於提請要求當日持有不少於本公司繳足股本（賦有權利在本公司股東大會投票）十分之一的股東向本公司董事會或秘書發出書面要求後亦可召開股東大會。有關大會應於提請要求後兩(2)個月內舉行。倘於提請要求後21日內董事會未有召開大會，則提請要求的人士自身可按相同方式召開股東大會，而本公司須向提請要求的人士補償因董事會未有召開大會而自行召開大會所產生的所有合理開支。

於股東大會上提呈建議

為保障股東權益及權利，本公司將就各重大事宜（包括選舉個別董事）於股東大會提呈獨立決議案。

股東提名人士參選董事的程序可於本公司網站 (<https://www.dexinfuwu.com>) 查閱。

股東可將書面通知送交本公司的公司秘書（地址為香港灣仔皇后大道東248號大新金融中心40樓），惟遞交該書面通知的最短期限須至少為七(7)天，且提交該通知的期限不應早於寄發就有關選舉而召開有關股東大會通告日期翌日開始，及不得遲於舉行有關股東大會日期前七(7)天完結。書面通知將由本公司的公司秘書核實，當確認請求乃屬妥當合規後，公司秘書將請提名委員會及董事會考慮將決議案納入建議該名人士參選董事的股東大會的議程中。

Corporate Governance Report

企業管治報告

There are no provisions in the Articles of Association for the Shareholders to put forward proposals at general meetings. Shareholders who wish to put forward proposals may request the Company to convene an extraordinary general meeting in accordance with the procedures set out in the above paragraph.

PUTTING FORWARD ENQUIRIES TO THE BOARD

Enquiries about the Company may be put to the Board by contacting the Company or directly by raising the questions at an annual general meeting or extraordinary general meeting. The contact details of the Company are set out in the Company's website (www.dexinfuwu.com).

Shareholders may send their enquiries or requests as mentioned above to the following:

Address:

Room 304, Building 1, Yangfan Business Centre, Liangzhu Street, Yuhang District, Hangzhou, Zhejiang Province

Principal place of business in Hong Kong:

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

Telephone:

+400-100-0887 (Customer Service Centre — Hangzhou, PRC)

+86 0571-88992433

(Investor Relationship's Phone Number — Hangzhou, PRC)

E-mail address:

ir@shengquanwuye.com

Shareholders may also direct their enquiries about their shareholdings to the Company's Hong Kong share registrar, Computershare Hong Kong Investor Services Limited, whose address is Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong.

組織章程細則並無供股東在股東大會上提呈建議的條文。有意提呈建議的股東可按照上一段所載程序要求本公司召開股東特別大會。

向董事會查詢

有關本公司的查詢可通過與本公司聯繫或直接在股東周年大會或股東特別大會上提出質詢提交給董事會。本公司的聯繫方式載於本公司網站(<https://www.dexinfuwu.com>)。

股東可透過以下途徑發出上述查詢或請求：

地址：

浙江省杭州市余杭區良渚街道洋帆商務中心1幢304室

香港主要營業地點：

香港灣仔皇后大道東248號大新金融中心40樓

電話號碼：

+400-100-0887 (客服中心 — 中國杭州)

+86 0571-88992433

(投資者關係電話 — 中國杭州)

電郵地址：

ir@shengquanwuye.com

股東亦可直接向本公司的香港證券登記處香港中央證券登記有限公司(地址為香港灣仔皇后大道東183號合和中心17樓1712-1716號舖)查詢股權。

COMMUNICATION WITH SHAREHOLDERS AND INVESTORS RELATIONS

The Company considers that effective communication with Shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company endeavours to maintain an on-going dialogue with Shareholders and in particular, through annual general meetings and other general meetings. At the forthcoming annual general meeting, Directors (or their delegates as appropriate) will be available to meet Shareholders and answer their enquiries.

Shareholders and investors may access the Company's corporate communication documents through the website of the Company (<https://www.dexinfuwu.com>) and the website of the Stock Exchange. Shareholders may also make written representations or enquiries in writing to the Board if they have any concerns.

During the Reporting Period, the Board has reviewed the implementation of the Shareholders' Communication Policy and considered it appropriate and effective.

CONSTITUTIONAL DOCUMENTS

During the year ended 31 December 2025, there has been no change in the Company's constitutional documents.

與股東溝通及投資者關係

本公司認為與股東有效溝通對加強投資者關係及投資者對本集團業務表現與策略的了解至關重要。本公司致力與股東保持溝通，尤其是透過股東周年大會及其他股東大會。於應屆股東周年大會上，董事（或其代表（如適用））將與股東會面並回應股東查詢。

股東及投資者可以透過本公司網站 (<https://www.dexinfuwu.com>) 及聯交所網站閱覽本公司的公司通訊文件。股東亦可以書面形式向董事會提出需要關注的書面意見或提出查詢。

於報告期內，董事會已檢討股東通訊政策的實施情況，並認為該政策適當及有效。

章程文件

截至2025年12月31日止年度，本公司的章程文件並無任何變動。

Independent Auditor's Report

獨立核數師報告



TO THE SHAREHOLDER OF
DEXIN SERVICES GROUP LIMITED

(Incorporated in the Cayman Islands with limited liabilities)

QUALIFIED OPINION

We have audited the consolidated financial statements of Dexin Services Group Limited (the “**Company**”) and its subsidiaries (collectively referred to as the “**Group**”) set out on pages 108 to 183, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, except for the possible effects of the matters described in the Basis for Qualified Opinion section of our report, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year ended 31 December 2025 in accordance with HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (the “**HKICPA**”) and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

致德信服务集团有限公司全體股東

(於開曼群島註冊成立的有限公司)

保留意見

吾等已審核第108頁至183頁所載德信服务集团有限公司(「**貴公司**」)及其附屬公司(以下統稱「**貴集團**」)的綜合財務報表，此財務報表包括於2025年12月31日的綜合財務狀況表與截至該日止年度的綜合損益及其他全面收益表、綜合權益變動表和綜合現金流量表，以及綜合財務報表附註，包括重大會計政策資料。

吾等認為，除本報告「保留意見的基準」一節所述事項可能產生之影響外，綜合財務報表已按照香港會計師公會(「**香港會計師公會**」)頒佈的香港財務報告準則會計準則真實而中肯地反映 貴集團於2025年12月31日的綜合財務狀況及截至2025年12月31日止年度的綜合財務表現及其綜合現金流量，並已根據香港公司條例的披露規定妥為編製。

BASIS FOR QUALIFIED OPINION

a) Deposit in relation to Dexin China Holding Company ("Dexin China")

As mentioned in note 24 to the consolidated financial statements, a deposit of RMB250,000,000 is paid to Dexin China. Due to the fact that, on 11 June 2024, Dexin China was ordered to be wound up by The High Court of Hong Kong Special Administrative Region, there is an uncertainty in the recoverability of the deposit. The management of the Group is actively seeking possible settlement options. Up to date of this report, no settlement agreement can be reached. Therefore, a full impairment of RMB250,000,000 was recognized for the deposit during the year ended 31 December 2025. Since we were unable to ascertain the recoverability of the deposit, we have been unable to obtain sufficient appropriate audit evidence to ascertain the accuracy of the balance of the deposit of RMB Nil as at 31 December 2025 and relevant impairment loss of RMB250,000,000 are appropriately recognised and whether the impairment recognised in current year should be recognised in the prior years.

b) Impairment of trade and other receivables in relation to Dexin China

During the year ended 31 December 2024, an additional impairment loss of approximately RMB14,393,000 was recognised for trade and other receivables in relation to Dexin China. Since we were unable to ascertain the recoverability of the trade and other receivables as at 31 December 2023 of approximately RMB14,465,000, we have been unable to obtain sufficient appropriate audit evidence to justify whether the relevant impairment loss on trade and other receivables should be recognised in the year ended 31 December 2024 or should be recognised in year ended 31 December 2023.

Any adjustments to these figures might have a consequential effect on the Group's financial performance for the years ended 31 December 2025 and 2024 and the Group's financial position as at 31 December 2025 and 2024.

保留意見的基準

a) 與德信中國控股有限公司(「德信中國」)有關的按金

誠如綜合財務報表附註24所述，德信中國獲支付按金人民幣250,000,000元。由於2024年6月11日德信中國被香港特別行政區高等法院頒令清盤，按金的可收回性存在不確定性。貴集團管理層正積極尋求可能的解決方案。直至本報告日期，尚未達成和解協議。因此，截至2025年12月31日止年度就按金全部確認減值人民幣250,000,000元。由於吾等無法釐定按金是否可收回，故無法取得足夠適當的審核憑證，以釐定於2025年12月31日按金結餘為人民幣零元的準確性及相關減值虧損人民幣250,000,000元是否確切妥當，以及本年度確認的減值是否應於過往年度確認。

b) 與德信中國有關的貿易及其他應收款項減值

截至2024年12月31日止年度，就與德信中國有關的貿易及其他應收款項確認額外減值虧損約人民幣14,393,000元。由於吾等未能釐定於2023年12月31日的貿易及其他應收款項約人民幣14,465,000元是否可收回，故無法取得足夠適當的審核憑證，以判斷相關貿易及其他應收款項減值虧損應於截至2024年12月31日止年度確認，亦或應於截至2023年12月31日止年度確認。

對該等數字的任何調整或會對 貴集團於截至2025年及2024年12月31日止年度的財務表現及 貴集團於2025年及2024年12月31日的財務狀況產生後續影響。

Independent Auditor's Report

獨立核數師報告

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**”), as applicable to audits of financial statements of public interest entities. We have also 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 qualified opinion.

KEY AUDIT MATTERS

Key audit matter is the matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. This matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on this matter. In addition to the matter described in the Basis for Qualified Opinion Section, we have determined the matters described below to be the Key audit matters to be communicated in our report.

Impairment assessment on trade and other receivables

Refer to the Note 24 of the consolidated financial statements. The Group tested the impairment and estimation for expected credit loss allowance (“**ECL**”) for trade and other receivables. This estimation is significant to our audit because the balance of trade receivables and other receivables of RMB479,664,000 and RMB194,258,000 respectively as at 31 December 2025 and impairment loss recognised for the year ended 31 December 2025 of RMB47,753,000 is material to the consolidated financial statements. In addition, the Group's estimation involves application of judgement and is based on assumptions and estimates.

吾等已根據香港會計師公會頒佈的香港審計準則（「**香港審計準則**」）進行審核。吾等於該等準則項下的責任於我們的報告「核數師就審核綜合財務報表須承擔的責任」部份作進一步闡述。根據香港會計師公會頒佈的專業會計師道德守則（「**守則**」）適用於審核公眾利益實體財務報表的規定，吾等獨立於 貴集團。我們亦已遵循守則履行其他道德責任。吾等相信，吾等所獲得的審核憑證能充足及適當地為吾等的保留意見提供基礎。

關鍵審核事項

關鍵審核事項是根據吾等的專業判斷，認為對本期綜合財務報表的審核最為重要的事項。該事項在對綜合財務報表整體進行審核並形成意見的背景下進行處理，而吾等不對該事項提供單獨的意見。除保留意見的基準一節所述事宜外，吾等釐定以下所述事宜為關鍵審核事項並於我們報告中溝通。

貿易及其他應收款項減值評估

參閱綜合財務報表附註24。貴集團已測試對貿易及其他應收款項預期信貸虧損（「**預期信貸虧損**」）撥備的減值及估計。該估計對吾等之審核有重大影響，乃由於貿易應收款項及其他應收款項於2025年12月31日的結餘分別為人民幣479,664,000元及人民幣194,258,000元以及於截至2025年12月31日止年度確認的減值虧損人民幣47,753,000元對綜合財務報表而言屬重大。此外，貴集團的估計涉及判斷的應用，而判斷乃基於假設及估計。

Independent Auditor's Report

獨立核數師報告

Our audit procedures included, among others:

- Assessing the Group's relationship and transaction history with the customers;
- Evaluating the Group's impairment assessment and ECL assessment;
- Check the computation of ECL calculation;
- Assessing ageing of the debts;
- Assessing creditworthiness of the customers;
- Checking subsequent settlements from the customers; and
- Assessing the disclosure of the Group's exposure to credit risk in the consolidated financial statements.

We consider that the Group's estimation for expected credit loss allowance for trade and other receivables is supported by the available evidence.

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises all the information in the Company's annual report, but does not include the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. As described in the Basis for Qualified Opinion section above, we were unable to obtain sufficient appropriate evidence. Accordingly, we are unable to conclude whether or not the other information is materially misstated with respect to this matter.

吾等之審核程序包括(其中包括):

- 評估 貴集團與客戶的關係及交易歷史;
- 評價 貴集團的減值評估及預期信貸虧損評估;
- 核查預期信貸虧損的計算方法;
- 評估債務賬齡;
- 評估客戶信用;
- 核查客戶的後續結算; 及
- 評估 貴集團於綜合財務報表中對信貸風險敞口的披露資料。

吾等認為，貴集團對貿易及其他應收款項預期信貸虧損撥備的估計有可得證據支持。

其他資料

董事須對其他資料承擔責任。其他資料包括所有載於 貴公司年報(但不包括綜合財務報表及吾等的核數師報告)的資料。

吾等對綜合財務報表作出的意見並無涵蓋其他資料，而吾等不會對其他資料發表任何形式的核證結論。

就吾等審核綜合財務報表而言，吾等的責任為閱讀其他資料，從而考慮其他資料是否與綜合財務報表或吾等在審核過程中獲悉的資料存在重大不符，或似乎存在重大錯誤陳述。

倘吾等基於已進行的工作認為其他資料出現重大錯誤陳述，吾等須報告有關事實。誠如保留意見的基準一節所述，吾等無法獲得充足適當憑證。因此，吾等無法就此對其他資料是否存在重大錯誤陳述作出結論。

Independent Auditor's Report

獨立核數師報告

RESPONSIBILITIES OF 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 HKFRS Accounting Standards 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.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We report our opinion solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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.

董事就綜合財務報表須承擔的責任

董事須負責按照香港會計師公會所頒佈的香港財務報告準則會計準則及香港公司條例的披露規定編製真實及公允的綜合財務報表，以及對董事認為對編製綜合財務報表而言屬必要的內部監控負責，以使其不存在由於欺詐或錯誤而導致的重大錯誤陳述。

在編製綜合財務報表時，董事須負責評估貴集團持續經營的能力，並披露與持續經營有關的事項（如適用）。除非董事擬將貴集團清盤或停止營運，或除此之外並無其他實際可行的方法，否則須採用以持續經營為基礎的會計法。

核數師就審核綜合財務報表須承擔的責任

吾等的目標為就該等綜合財務報表整體而言是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並發出載有吾等意見的核數師報告。吾等僅向整體股東報告吾等之意見，除此以外，吾等的報告不可用作其他用途。吾等概不就本報告的內容對任何其他人士負責或承擔法律責任。合理保證是高水平的保證，惟不能保證根據香港審核準則進行的審核工作總能察覺所存在的重大錯誤陳述。錯誤陳述可因欺詐或錯誤產生，倘個別或整體在合理預期情況下可影響使用者根據綜合財務報表作出的經濟決定時，則被視為重大錯誤陳述。

Independent Auditor's Report 獨立核數師報告

A further description of our responsibilities for the audit of the consolidated financial statements is located at the HKICPA's website at: <https://www.hkicpa.org.hk/en/Standards-setting/Standards/Our-views/auditre>

This description forms part of our auditor's report.

有關吾等對綜合財務報表審核事宜之責任的進一步描述載於香港會計師公會的網站：

<https://www.hkicpa.org.hk/en/Standards-setting/Standards/Our-views/auditre>

該描述組成吾等之核數師報告的一部分。

ZHONGHUI ANDA CPA Limited

Certified Public Accountants

Li Chi Hoi

Audit Engagement Director

Practising Certificate Number P07268

Hong Kong, 30 March 2026

中匯安達會計師事務所有限公司

執業會計師

李志海

審核項目董事

執業證書編號P07268

香港，2026年3月30日

Consolidated Statement of Profit or Loss and Other Comprehensive Income

綜合損益及其他全面收益表

For the year ended 31 December 2025 截至2025年12月31日止年度

		Notes 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Revenue	收入	7	885,851	933,423
Cost of sales	銷售成本		(713,915)	(745,822)
Gross profit	毛利		171,936	187,601
Other income	其他收入	9	3,072	3,376
Other (losses)/gains — net	其他(虧損)/收益淨額	10	(209)	957
Selling and marketing expenses	銷售及營銷開支		(5,230)	(10,697)
Administrative expenses	行政開支		(77,937)	(77,866)
Impairment loss on trade and other receivables	貿易及其他應收款項減值虧損		(297,753)	(36,219)
Impairment loss on loan receivables	應收貸款減值虧損		—	(21,422)
Impairment loss on investment properties	投資物業減值虧損		(9,408)	—
Share of result of associates	應佔聯營公司業績		171	(145)
Share of result of a joint venture	應佔一間合營企業業績		22	(7)
Operating profit	經營利潤		(215,336)	45,578
Interest income	利息收入		1,162	9,792
Finance costs	融資成本		(679)	(1,253)
Finance income — net	融資收入淨額	11	483	8,539
(Loss)/profit before taxation	除稅前(虧損)/利潤		(214,853)	54,117
Income tax expenses	所得稅開支	12	(17,202)	(16,443)
(Loss)/profit and total comprehensive (expenses)/income for the year	年內(虧損)/利潤及全面(開支)/收益總額	13	(232,055)	37,674
(Loss)/profit and total comprehensive (expenses)/income for the year attributable to:	以下各方應佔年內(虧損)/利潤及全面(開支)/收益總額：			
Owners of the Company	本公司擁有人		(219,056)	38,473
Non-controlling interests	非控股權益		(12,999)	(799)
			(232,055)	37,674
(Loss)/earnings per share	每股(虧損)/盈利			
— Basic and diluted (RMB)	— 基本及攤薄(人民幣元)	16	(0.248)	0.042

Consolidated Statement of Financial Position

綜合財務狀況表

At 31 December 2025 於2025年12月31日

	Notes 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Non-current assets			
Property, plant and equipment and right-of-use assets	17	6,119	7,501
Investment properties	18	122,690	—
Intangible assets	19	2,586	2,790
Deferred income tax assets	30	42,900	28,610
Investment in associates	20	—	353
Investment in a joint venture	21	1,015	493
Deposit for acquisition	24	78,000	—
		253,310	39,747
Current assets			
Financial assets at fair value through profit or loss	22	4,212	—
Inventories	23	113,177	21,734
Trade and other receivables and prepayments	24	637,119	1,077,445
Cash and cash equivalents	25	140,443	202,181
		894,951	1,301,360
Current liabilities			
Trade and other payables	26	446,253	409,237
Contract liabilities	28	136,524	148,442
Borrowings	27	10,000	7,000
Lease liabilities	29	411	175
Current income tax liabilities		90,643	76,020
		683,831	640,874
Net current assets		211,120	660,486
TOTAL ASSETS LESS CURRENT LIABILITIES		464,430	700,233
Non-current liabilities			
Borrowings	27	—	10,000
Lease liabilities	29	332	—
		332	10,000
NET ASSETS		464,098	690,233
Capital and reserves			
Share capital	31	7,564	7,564
Reserves	33	431,644	673,366
Equity attributable to owners of the Company		439,208	680,930
Non-controlling interests		24,890	9,303
TOTAL EQUITY		464,098	690,233

The consolidated financial statements on pages 108 to 183 were approved and authorised for issue by the board of directors on 30 March 2026 and are signed on its behalf by:

載於第108至183頁的綜合財務報表於2026年3月30日獲董事會批准及授權刊發，並由下列人士代表董事會簽署：

Hu Yiping
胡一平
Director
董事

Zheng Peng
鄭鵬
Director
董事

Consolidated Statement of Changes in Equity

綜合權益變動表

For the year ended 31 December 2025 截至2025年12月31日止年度

		Attributable to owners of the Company 本公司擁有人應佔					Non-controlling interests		Total equity
		Share capital	Share premium	Capital reserves	Statutory reserves	Retained profits	Total	Non-controlling interests	Total equity
		股本	股份溢價	資本儲備	法定儲備	保留利潤	總計	非控股權益	權益總額
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
At 1 January 2024	於2024年1月1日	7,738	450,374	(40,558)	29,643	295,569	742,766	16,267	759,033
Profit and total comprehensive income for the period	期內利潤及全面收益總額	—	—	—	—	38,473	38,473	(799)	37,674
Repurchase and cancellation of shares	購回及註銷股份	(174)	(35,102)	(55,524)	—	—	(90,800)	—	(90,800)
Capital injection by non-controlling interest	非控股權益注資	—	—	—	—	—	—	735	735
Dividend paid by a subsidiary	一間附屬公司支付的股息	—	—	—	—	—	—	(6,900)	(6,900)
Purchase of additional interest in a subsidiary	購買一間附屬公司之額外權益	—	—	(9,509)	—	—	(9,509)	—	(9,509)
Transfer to statutory reserves	轉撥至法定儲備	—	—	—	(3,743)	3,743	—	—	—
At 31 December 2024	於2024年12月31日	7,564	415,272	(105,591)	25,900	337,785	680,930	9,303	690,233
At 1 January 2025	於2025年1月1日	7,564	415,272	(105,591)	25,900	337,785	680,930	9,303	690,233
Profit and total comprehensive income for the period	期內利潤及全面收益總額	—	—	—	—	(219,056)	(219,056)	(12,999)	(232,055)
Repurchase of shares	購回股份	—	—	(210)	—	—	(210)	—	(210)
Capital injection by non-controlling interest	非控股權益注資	—	—	—	—	(22,456)	(22,456)	28,927	6,471
Deemed disposal of a subsidiary	視作出售一間附屬公司	—	—	—	—	—	—	200	200
Dividend paid by a subsidiary	一間附屬公司支付的股息	—	—	—	—	—	—	(541)	(541)
Transfer to statutory reserves	轉撥至法定儲備	—	—	—	(3,595)	3,595	—	—	—
At 31 December 2025	於2025年12月31日	7,564	415,272	(105,801)	22,305	99,868	439,208	24,890	464,098

Consolidated Statement of Cash Flows

綜合現金流量表

For the year ended 31 December 2025 截至2025年12月31日止年度

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cash flows from operating activities	經營活動產生現金流量		
(Loss)/profit before taxation	除稅前(虧損)/利潤	(214,853)	54,117
Adjustments for:	就以下各項作出的調整：		
Depreciation of property, plant and equipment and right-of-use assets	物業、廠房及設備以及使用權資產折舊	3,609	8,826
Depreciation of investment property	投資物業折舊	6,952	—
Amortisation of intangible assets	無形資產攤銷	645	750
Impairment loss on trade and other receivables	貿易及其他應收款項之減值虧損	297,753	36,219
Impairment loss on loan receivables	應收貸款之減值虧損	—	21,422
Impairment loss on investment property	投資物業之減值虧損	9,408	—
Impairment loss on inventory	存貨之減值虧損	3,317	—
Interest income	利息收入	(1,162)	(9,792)
Share of result of associates	應佔聯營公司業績	(171)	145
Share of result of a joint venture	應佔一間合營企業業績	(22)	7
Loss on deregister of subsidiaries	註銷附屬公司之虧損	203	—
Gain on disposal of an associate	出售聯營公司之收益	—	(1,010)
Finance costs	融資成本	679	1,253
Loss on disposal/written off of property, plant and equipment	出售/撇銷物業、廠房及設備之虧損	512	24
Operating cash flows before movements in working capital	營運資金變動前之經營現金流量	106,870	111,961
Change in inventories	存貨變動	4,280	(6,371)
Change in trade and other receivables and prepayments	貿易及其他應收款項以及預付款項之變動	(98,840)	(61,855)
Change in trade and other payables	貿易及其他應付款項之變動	36,796	(17,628)
Change in contract liabilities	合約負債變動	(11,918)	(2,553)
Cash generated from operations	經營所得現金	37,188	23,554
Income tax paid	已付所得稅	(16,869)	(10,602)
Net cash generated from operating activities	經營活動所得現金淨額	20,319	12,952

Consolidated Statement of Cash Flows

綜合現金流量表

For the year ended 31 December 2025 截至2025年12月31日止年度

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cash flows from investing activities	投資活動的現金流量		
Purchase of financial assets at fair value through profit or loss	購買按公允價值計量且其變動計入損益的金融資產	(4,700)	—
Redemption of financial assets at fair value through profit or loss	贖回按公允價值計量且其變動計入損益的金融資產	510	—
Repayments from third parties	第三方還款	73,340	231,819
Loans to third parties	向第三方提供的貸款	(70,000)	(158,670)
Purchases of property, plant and equipment	購買物業、廠房及設備	(1,840)	(2,741)
Purchases of intangible assets	購買無形資產	(441)	(207)
Interest received	已收利息	1,140	9,792
Proceeds from disposal of property, plant and equipment	出售物業、廠房及設備之所得款項	39	635
Investment in a joint venture	於一間合營企業的投資	(500)	(500)
Deposit for acquisition	收購按金	(78,000)	—
Cash inflow from deregistered of an associate	撤銷註冊一間聯營公司的現金流入	524	1,013
Net cash (used in)/generated from investing activities	投資活動(所用)/所得現金淨額	(79,928)	81,141
Cash flows from financing activities	融資活動的現金流量		
Dividends paid to non-controlling interest	已付非控股權益股息	(541)	(6,900)
Repayments of bank and other borrowings	償還銀行及其他借款	(7,000)	(10,000)
Equity transaction with non-controlling interest	與非控股權益的股權交易	—	(9,509)
Deemed disposal of a subsidiary	視作出售一間附屬公司	200	—
Capital injection by non-controlling interest	非控股權益注資	6,471	735
Interest paid	已付利息	(655)	(1,095)
Repayment of lease liabilities	償還租賃負債	(394)	(4,071)
Repurchase of shares	購回股份	(210)	(90,800)
Net cash used in financing activities	融資活動所用現金淨額	(2,129)	(121,640)
Net decrease in cash and cash equivalents	現金及現金等價物減少淨額	(61,738)	(27,547)
Cash and cash equivalents at the beginning of the year	年初現金及現金等價物	202,181	229,728
Cash and cash equivalents at the end of the year	年末現金及現金等價物	140,443	202,181
Analysis of cash and cash equivalents	現金及現金等價物之分析		
Bank and cash balances	銀行及現金結餘	140,443	202,181

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

1. GENERAL INFORMATION

Dexin Services Group Limited (the “**Company**”) was incorporated in the Cayman Islands on 22 October 2020 as an exempted company with limited liability under the Companies Act. The address of the Company’s registered office is Cricket Square, Hutchins Drive, PO Box 2681, Grand Cayman KY1-1111, Cayman Islands. The Company’s shares were listed on the main board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) on 15 July 2021.

The Company is an investment holding company. The principal activities of its subsidiaries are set out in note 38 to the consolidated financial statements. The Company and its subsidiaries are collectively referred to as the “**Group**”. The Company’s ultimate holding company is Shengfu International Limited. The ultimate controlling shareholder of the Group is Mr. Hu Yiping (胡一平, “**Mr. Hu**” or the “**Ultimate Controlling Shareholder**”).

The consolidated financial statements are presented in Renminbi (“**RMB**”). RMB is the functional currency of the Company and the Company’s subsidiaries.

2. BASIS OF PREPARATION

These consolidated financial statements have been prepared in accordance with HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountant (the “**HKICPA**”), and the applicable disclosures required by the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited and by the Hong Kong Companies Ordinance.

These consolidated financial statements have been prepared under the historical cost convention except that the financial assets of fair value through profit or loss which are stated at fair value.

1. 一般資料

德信服务集团有限公司(「**本公司**」)於2020年10月22日根據公司法於開曼群島註冊成立為獲豁免有限責任公司。本公司註冊辦事處地址為Cricket Square, Hutchins Drive, PO Box 2681, Grand Cayman KY1-1111, Cayman Islands。本公司股份於2021年7月15日在香港聯合交易所有限公司(「**聯交所**」)主板上市。

本公司為投資控股公司。其附屬公司之主要活動載於綜合財務報表附註38。本公司及其附屬公司統稱為「**本集團**」。本公司的最終控股公司為盛富國際有限公司。本集團的最終控股股東為胡一平先生(「**胡先生**」或「**最終控股股東**」)。

綜合財務報表乃以人民幣(「**人民幣**」)呈報。人民幣為本公司及本公司附屬公司之功能貨幣。

2. 編製基準

該等綜合財務報表乃根據香港會計師公會(「**香港會計師公會**」)頒佈之香港財務報告準則會計準則及香港聯合交易所有限公司證券上市規則及香港公司條例要求之適用披露編製。

該等綜合財務報表乃根據歷史成本法而編製，惟按公允價值計量且其變動計入損益的金融資產按公允價值列示。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

3. ADOPTION OF NEW AND REVISED HKFRS ACCOUNTING STANDARDS

In the current year, the Group has adopted all the new and revised HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (the “HKICPA”) that are relevant to its operations and effective for its accounting year beginning on 1 January 2025. HKFRS Accounting Standards comprise Hong Kong Financial Reporting Standards (“HKFRS”); Hong Kong Accounting Standards (the “HKAS”); and Interpretations. The adoption of these new and revised HKFRS Accounting Standards did not result in significant changes to the Group’s accounting policies, presentation of the Group’s consolidated financial statements and amounts reported for the current year and prior years.

The Group has not applied the new HKFRS Accounting Standards that have been issued but are not yet effective. The application of these new HKFRS Accounting Standards will not have material impact on the consolidated financial statements of the Group except the adoption of HKFRS 18.

HKFRS 18 “Presentation and Disclosure in Financial Statements”

HKFRS 18 “Presentation and Disclosure in Financial Statements”, which sets out requirements on presentation and disclosures in financial statements, will replace HKAS 1 “Presentation of Financial Statements”. This new HKFRS Accounting Standard, while carrying forward many of the requirements in HKAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some HKAS 1 paragraphs have been moved to HKAS 8 and HKFRS 7. Minor amendments to HKAS 7 “Statement of Cash Flows” and HKAS 33 “Earnings per Share” are also made. HKFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. The application of the new standard is expected to affect the presentation of the statement of profit or loss and disclosures in the future financial statements. The Company is in the process of assessing the detailed impact of HKFRS 18 on the Company’s financial statements.

3. 採納新訂及經修訂香港財務報告準則會計準則

於本年度，本集團已採納由香港會計師公會（「香港會計師公會」）頒佈、與其營運有關及於2025年1月1日開始的會計年度內生效的所有新訂及經修訂香港財務報告準則會計準則。香港財務報告準則會計準則包括香港財務報告準則（「香港財務報告準則」）；香港會計準則（「香港會計準則」）；及詮釋。採納該等新訂及經修訂香港財務報告準則會計準則並無導致於本年度及過往年度本集團的會計政策、本集團綜合財務報表的呈列及呈報金額有重大變動。

本集團尚未應用已頒佈但尚未生效之新訂香港財務報告準則。應用此等新訂香港財務報告準則將不會對本集團的綜合財務報表產生重大影響。（惟採用香港財務報告準則第18號外）。

香港財務報告準則第18號「財務報表的呈列及披露」

香港財務報告準則第18號「財務報表的呈列及披露」載列財務報表呈列及披露規定，將取代香港會計準則第1號「財務報表呈列」。此新訂香港財務報告準則會計準則在延續香港會計準則第1號多項規定的同時，引入新規定以於損益表呈列特定類別及界定小計；在財務報表附註中披露管理層界定的業績計量，並改進將在財務報表中披露資料的匯總和分類。此外，香港會計準則第1號若干段落已移至香港會計準則第8號及香港財務報告準則第7號。香港會計準則第7號「現金流量表」及香港會計準則第33號「每股盈利」亦作出細微修訂。香港財務報告準則第18號及其他準則之修訂本將於2027年1月1日或之後開始之年度期間生效，並允許提早應用。預期應用新訂準則將影響日後財務報表中損益表的呈列及披露。本集團現正評估香港財務報告準則第18號對本集團財務報表的詳細影響。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES

The preparation of consolidated financial statements in conformity with HKFRS Accounting Standards requires the use of certain key assumptions and estimates. It also requires the directors to exercise its judgements in the process of applying the accounting policies. The areas involving critical judgements and areas where assumptions and estimates are significant to these consolidated financial statements, are disclosed in note 5 to the consolidated financial statements.

The material accounting policies applied in the preparation of these consolidated financial statements are set out below.

Consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries made up to 31 December. Subsidiaries are entities over which the Group has control. The Group controls an entity when it 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. The Group has power over an entity when the Group has existing rights that give it the current ability to direct the relevant activities, i.e. activities that significantly affect the entity's returns.

When assessing control, the Group considers its potential voting rights as well as potential voting rights held by other parties, to determine whether it has control. A potential voting right is considered only if the holder has the practical ability to exercise that right.

Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date the control ceases.

4. 重大會計政策

根據香港財務報告準則編製綜合財務報表須使用若干重要假設及估計，亦須董事在應用會計政策時行使其判斷。涉及關鍵判斷，假設及估計對該等綜合財務報表而言屬重大的範疇均於綜合財務報表附註5披露。

編製該等綜合財務報表時應用之重大會計政策載列如下。

綜合賬目

綜合財務報表包括本公司及其附屬公司截至12月31日止之財務報表。附屬公司是由本集團控制的實體。倘本集團因參與實體的業務而可獲得或有權獲得可變回報，且有能力透過對實體行使權力而影響其回報，則對該實體擁有控制權。當本集團之現有權力賦予其目前能掌控有關業務（即大幅影響實體回報之業務）之能力時，則本集團對該實體擁有權力。

評估控制權時，本集團會考慮其潛在投票權以及由其他各方持有的潛在投票權以決定其是否擁有控制權。僅在持有人能實際行使潛在投票權之情況下方予以考慮該權利。

附屬公司在控制權轉移至本集團當日起綜合入賬。附屬公司在控制權終止當日起停止綜合入賬。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Consolidation (Continued)

The gain or loss on the disposal of a subsidiary that results in a loss of control represents the difference between (i) the fair value of the consideration of the sale plus the fair value of any investment retained in that subsidiary and (ii) the Company's share of the net assets of that subsidiary plus any remaining goodwill relating to that subsidiary and any related accumulated translation reserve.

Intragroup transactions, balances and unrealised profits are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests represent the equity in subsidiaries not attributable, directly or indirectly, to the Company. Non-controlling interests are presented in the consolidated statement of financial position and consolidated statement of changes in equity within equity. Non-controlling interests are presented in the consolidated statement of profit or loss and other comprehensive income as an allocation of profit or loss and total comprehensive income for the year between the non-controlling shareholders and owners of the Company.

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

Changes in the Company's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions (i.e. transactions with owners in their capacity as owners). The carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the Company.

4. 重大會計政策 (續)

綜合賬目 (續)

出售附屬公司而導致失去控制權之盈虧乃指(i)出售代價公允價值連同於該附屬公司任何保留投資公允價值與(ii)本公司應佔該附屬公司資產淨值連同與該附屬公司有關之任何餘下商譽以及任何相關累計匯兌儲備兩者間差額。

集團內公司間交易、結餘及未變現溢利均予以對銷。未變現虧損亦會予以對銷，除非該交易有證據顯示所轉讓資產出現減值則作別論。附屬公司之會計政策已按需要變更，以確保與本集團所採納政策貫徹一致。

非控股權益指並非直接或間接屬於本公司之附屬公司權益。非控股權益乃呈列於綜合財務狀況表及綜合權益變動表之權益中。非控股權益作為本公司非控股股東與權益持有人之間分配本年度溢利或虧損及全面收益總額呈列於綜合損益及其他全面收益表內。

溢利或虧損及其他全面收益的每個成份歸屬予本公司擁有人及非控股股東，即使導致非控股權益產生虧絀結餘亦然。

一間附屬公司之所有權權益發生變動(控制權並未發生變動)，則按權益交易入賬(即與擁有人身份持有人的交易)。控股及非控股權益之賬面值經調整以反映其於附屬公司相關權益之變動。非控股權益被調整之金額與已付或已收代價公允價值之間之任何差額須直接於權益內確認並歸屬於本公司擁有人。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Business combination and goodwill

The acquisition method is used to account for the acquisition of a subsidiary in a business combination. The cost of acquisition is measured at the acquisition-date fair value of the assets given, equity instruments issued, liabilities incurred and contingent consideration. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received. Identifiable assets and liabilities of the subsidiary in the acquisition are measured at their acquisition-date fair values.

The excess of the cost of acquisition over the Company's share of the net fair value of the subsidiary's identifiable assets and liabilities is recorded as goodwill. Any excess of the Company's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in consolidated profit or loss as a gain on bargain purchase which is attributed to the Company.

In a business combination achieved in stages, the previously held equity interest in the subsidiary is remeasured at its acquisition-date fair value and the resulting gain or loss is recognised in consolidated profit or loss. The fair value is added to the cost of acquisition to calculate the goodwill.

If the changes in the value of the previously held equity interest in the subsidiary were recognised in other comprehensive income (for example, equity investments at fair value through other comprehensive income), the amount that was recognised in other comprehensive income is recognised on the same basis as would be required if the previously held equity interest were disposed of.

4. 重大會計政策 (續)

業務合併及商譽

本集團採用收購法將業務合併中所收購的附屬公司入賬。收購成本乃按於收購日期所獲資產、所發行股本工具及所產生負債以及或然代價的公允價值計量。收購相關成本於有關成本產生及獲提供服務期間確認為開支。收購事項中附屬公司的可識別資產及負債均按其於收購日期的公允價值計量。

收購成本超出本公司分佔附屬公司可識別資產及負債的公平淨值的差額乃列作商譽。本公司分佔可識別資產及負債的公平淨值超出收購成本的任何差額乃於綜合損益內確認為本公司應佔議價購買收益。

對於分階段進行之業務合併，先前已持有之附屬公司之權益乃按其收購日期之公允價值重新計量，而由此產生之損益於綜合損益內確認。公允價值會加入至收購代價以計算商譽。

倘先前於附屬公司持有之股權的價值變動於其他全面收益確認（如按公允價值計入其他全面收益之股權投資），則於其他全面收益確認的金額乃按倘出售先前持有之股權要求的相同基準確認。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Business combination and goodwill (Continued)

Goodwill is tested annually for impairment or more frequently if events or changes in circumstances indicate that it might be impaired. Goodwill is measured at cost less accumulated impairment losses. The method of measuring impairment losses of goodwill is the same as that of other assets. Impairment losses of goodwill are recognised in consolidated profit or loss and are not subsequently reversed. Goodwill is allocated to cash-generating units that are expected to benefit from the synergies of the acquisition for the purpose of impairment testing.

The non-controlling interests in the subsidiary are initially measured at the non-controlling shareholders' proportionate share of the net fair value of the subsidiary's identifiable assets and liabilities at the acquisition date.

Associates

Associates are entities over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of an entity but is not control or joint control over those policies. The existence and effect of potential voting rights that are currently exercisable or convertible, including potential voting rights held by other entities, are considered when assessing whether the Group has significant influence. In assessing whether a potential voting right contributes to significant influence, the holder's intention and financial ability to exercise or convert that right is not considered.

Investment in an associate is accounted for in the consolidated financial statements by the equity method and is initially recognised at cost. Identifiable assets and liabilities of the associate in an acquisition are measured at their fair values at the acquisition date. The excess of the cost of acquisition over the Group's share of the net fair value of the associate's identifiable assets and liabilities is recorded as goodwill. The goodwill is included in the carrying amount of the investment and is tested for impairment together with the investment at the end of each reporting period when there is objective evidence that the investment is impaired. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in consolidated profit or loss.

4. 重大會計政策 (續)

業務合併及商譽 (續)

商譽會每年進行減值測試或當事件或情況改變顯示可能出現減值時則更頻繁地進行減值測試。商譽乃按成本減累計減值虧損計量。商譽減值虧損之計量方法與其他資產之計量方法相同。商譽之減值虧損於綜合損益確認，且其後不會撥回。就減值測試而言，商譽被分配至預期將受惠於收購協同效益之現金產生單位。

於附屬公司之非控股權益初步按非控股股東於收購日期應佔附屬公司可識別資產及負債的公平淨值之比例計量。

聯營公司

聯營公司為本集團對其有重大影響之實體。重大影響乃有權參與而非控制或共同控制有關實體之財務及營運政策決定。於評估本集團是否對另一實體有重大影響力時，將考慮是否存在目前可行使或可轉換的潛在投票權（包括由其他實體持有的潛在投票權）以及其影響。在評估潛在投票權有否構成重大影響時，不會考慮持有人行使或轉換該權利之意向及財務能力。

於聯營公司之投資乃採用權益法於綜合財務報表內入賬，並初步按成本確認。所收購聯營公司之可識別資產及負債乃按其於收購當日之公允價值計量。倘收購成本超出本集團應佔聯營公司之可識別資產及負債之公平淨值，則差額列作商譽。該商譽乃計入投資之賬面值，並於有客觀證據顯示投資出現減值時於各報告期末連同投資一併進行減值測試。倘本集團應佔可識別資產及負債之公平淨值超過收購成本，則有關差額將於綜合損益內確認。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Associates (Continued)

The Group's share of an associate's post-acquisition profits or losses is recognised in consolidated profit or loss, and its share of the post-acquisition movements in reserves is recognised in the consolidated reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate. If the associate subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

The gain or loss on the disposal of an associate that results in a loss of significant influence represents the difference between (i) the fair value of the consideration of the sale plus the fair value of any investment retained in that associate and (ii) the Group's share of the net assets of that associate plus any remaining goodwill relating to that associate and any related accumulated foreign currency translation reserve. If an investment in an associate becomes an investment in a joint venture, the Group continues to apply the equity method and does not remeasure the retained interest.

Unrealised profits on transactions between the Group and its associates are eliminated to the extent of the Group's interests in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

4. 重大會計政策 (續)

聯營公司 (續)

本集團應佔聯營公司收購後損益於綜合損益內確認，而其應佔聯營公司收購後儲備變動則於綜合儲備中確認。累計收購後變動就投資之賬面值作出調整。倘本集團應佔聯營公司虧損相等於或超過其於聯營公司之權益（包括任何其他無抵押應收款項）時，則本集團不會進一步確認虧損，除非本集團已產生義務或已代聯營公司支付款項。倘聯營公司其後錄得溢利，則本集團僅於其應佔溢利等於其應佔未確認虧損後，才會恢復確認其應佔之該等溢利。

出售一間聯營公司導致失去重大影響力之收益或虧損指(i)出售代價之公允價值加上該聯營公司保留任何投資之公允價值與(ii)本集團應佔該聯營公司資產淨值加上有關該聯營公司的任何剩餘商譽及任何有關累計外幣換算儲備間之差額。倘於聯營公司之投資成為於合營企業之投資，則本集團繼續應用權益法且不會重新計量保留權益。

對銷本集團與其聯營公司間交易之未變現溢利乃以本集團於聯營公司之權益為限。未變現虧損亦會予以對銷，除非該交易有證據顯示所轉讓資產出現減值則作別論。聯營公司之會計政策已按需要變更，以確保與本集團所採納政策貫徹一致。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Joint arrangements

A joint arrangement is an arrangement of which two or more parties have joint control. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. Relevant activities are activities that significantly affect the returns of the arrangement. When assessing joint control, the Group considers its potential voting rights as well as potential voting rights held by other parties, to determine whether it has joint control. A potential voting right is considered only if the holder has the practical ability to exercise that right.

A joint arrangement is either a joint operation or a joint venture. A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the arrangement. A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement.

In relation to its interest in a joint operation, the Group recognises in its consolidated financial statements, its assets, including its share of any assets held jointly; its liabilities, including its share of any liabilities incurred jointly; its revenue from the sale of its share of the output arising from the joint operation; its share of the revenue from the sale of the output by the joint operation; and its expenses, including its share of any expenses incurred jointly, in accordance with the HKFRS Accounting Standards applicable to the particular assets, liabilities, revenues and expenses.

Investment in a joint venture is accounted for in the consolidated financial statements by the equity method and is initially recognised at cost. Identifiable assets and liabilities of the joint venture in an acquisition are measured at their fair values at the acquisition date. The excess of the cost of acquisition over the Group's share of the net fair value of the joint venture's identifiable assets and liabilities is recorded as goodwill. The goodwill is included in the carrying amount of the investment and is tested for impairment together with the investment at the end of each reporting period when there is objective evidence that the investment is impaired. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in consolidated profit or loss.

4. 重大會計政策 (續)

共同安排

合營安排指雙方或多方於其中擁有共同控制權之安排。共同控制是指按照合約約定對某項安排所共有之控制，共同控制僅在當相關活動要求共同享有控制權之各方作出一致同意之決定時存在。相關活動指對安排回報有重大影響之活動。在評估共同控制時，本集團會考慮其潛在投票權，以及由其他方持有之潛在投票權，以釐定其是否具有共同控制權。潛在投票權只有在持有人具有行使該權利之實際能力時才予以考慮。

合營安排指共同經營或合營企業。共同經營乃對該項安排擁有共同控制權之各方對該項安排之資產擁有權利及對其負債承擔責任之合營安排。合營企業乃擁有共同控制權之各方對該項安排之淨資產擁有權利之合營安排。

有關共同經營之權益，本集團乃按照適用於特定資產、負債、收益及開支之香港財務報告準則會計準則，於其綜合財務報表中確認其資產（包括分佔共同持有之任何資產）；其負債（包括分佔共同產生之任何負債）；來自出售其共同經營所分佔產出之收益；其在共同經營中產出所分佔之收益；及其開支（包括分佔共同產生之任何開支）。

於合營企業之投資乃按權益法記入綜合財務報表，並初步按成本確認。於合營企業收購之可識別資產及負債按收購日期之公允價值計量。倘收購成本超出本集團應佔合營企業之可識別資產及負債之公允價值淨值，差額將以商譽入賬。商譽計入投資之賬面值，並於有客觀證據顯示該項投資已減值時，於各報告期末連同該項投資進行減值測試。倘本集團應佔可識別資產及負債之公允價值淨值高於收購成本，有關差額將於綜合損益內確認。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Joint arrangements (Continued)

The Group's share of a joint venture's post-acquisition profits or losses is recognised in consolidated profit or loss, and its share of the post-acquisition movements in reserves is recognised in the consolidated reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in a joint venture equals or exceeds its interest in the joint venture, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the joint venture. If the joint venture subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

The gain or loss on the disposal of a joint venture that results in a loss of joint control represents the difference between (i) the fair value of the consideration of the sale plus the fair value of any investment retained in that joint venture and (ii) the Group's share of the net assets of that joint venture plus any remaining goodwill relating to that joint venture and any related accumulated foreign currency translation reserve. If an investment in a joint venture becomes an investment in an associate, the Group continues to apply the equity method and does not remeasure the retained interest.

Unrealised profits on transactions between the Group and its joint ventures are eliminated to the extent of the Group's interests in the joint ventures. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

4. 重大會計政策 (續)

共同安排 (續)

本集團應佔合營企業收購後溢利或虧損於綜合損益表確認，而其應佔收購後儲備變動於綜合儲備內確認。累計收購後變動就投資之賬面值作出調整。倘本集團應佔合營企業虧損相等於或多於其於合營企業之權益(包括任何其他無抵押應收款項)，除非本集團已承擔義務或代表合營企業付款，否則本集團不會進一步確認虧損。倘合營企業其後錄得溢利，則本集團僅於其應佔溢利相等於其應佔未確認之虧損後，方會恢復確認其應佔之該等溢利。

因出售合營企業而導致失去共同控制之損益乃指以下兩者之差異：(i)銷售代價之公允價值加上於該合營企業任何保留投資之公允價值及(ii)本集團應佔該合營企業之資產淨值加上有關該合營企業之剩餘商譽及任何相關累計外幣換算儲備。倘於合營企業之投資成為於聯營公司之投資，則本集團繼續應用權益法，且不會重新計量保留權益。

本集團與其合營企業之間交易之未實現溢利以本集團於合營企業之權益予以抵銷。除非有關交易提供轉讓資產之減值憑證，否則未實現之虧損亦予以抵銷。合營企業之會計政策在必要時已經更改，以確保與本集團採納之政策保持一致。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the “**functional currency**”). The consolidated financial statements are presented in RMB, which is the Company's presentation currency and functional currency.

(b) Transactions and balances in each entity's financial statements

Transactions in foreign currencies are translated into the functional currency on initial recognition using the exchange rates prevailing on the transaction dates. Monetary assets and liabilities in foreign currencies are translated at the exchange rates at the end of each reporting period. Gains and losses resulting from this translation policy are recognised in profit or loss.

Non-monetary items that are measured at fair values in foreign currencies are translated using the exchange rates at the dates when the fair values are determined.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss.

4. 重大會計政策(續)

外幣換算

(a) 功能及呈列貨幣

本集團各實體的財務報表所載項目，乃採用有關實體營運業務所在地的主要經濟環境的貨幣（「**功能貨幣**」）計量。綜合財務報表以人民幣呈列；人民幣是本公司的呈報貨幣及功能貨幣。

(b) 各實體財務報表的交易及結餘

外幣交易於初步確認時按交易當日通行的匯率換算為功能貨幣。以外幣為單位的貨幣資產及負債，按各報告期末的匯率換算。此換算政策引致的收益及虧損將於損益表中確認。

按外幣公允價值計量之非貨幣項目採用釐定公允價值當日之匯率換算。

當非貨幣項目的損益於其他全面收益表確認時，任何損益匯兌部分將於其他全面收益表中確認。當非貨幣項目的損益於損益表確認時，任何損益匯兌部分將於損益表中確認。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Foreign currency translation (Continued)

(c) Translation on consolidation

The results and financial position of all the group entities that have a functional currency different from the Company's presentation currency are translated into the Company's presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;
- Income and expenses are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the exchange rates on the transaction dates); and
- All resulting exchange differences are recognised in the translation reserve.

On consolidation, exchange differences arising from the translation of the net investment in foreign entities and of borrowings are recognised in the translation reserve. When a foreign operation is sold, such exchange differences are recognised in consolidated profit or loss as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate.

4. 重大會計政策 (續)

外幣換算 (續)

(c) 綜合賬目的換算

所有本集團實體的業績及財務狀況的功能貨幣如有別於本公司的呈列貨幣，均按以下方式換算為本公司的呈列貨幣：

- 於各財務狀況表呈列的資產及負債乃按有關財務狀況表日期的收市匯率換算；
- 收支乃按平均匯率換算（除非該平均匯率並非在有關交易當日通行匯率累積影響的合理估計內，在該情況下，收支按有關交易當日的匯率換算）；及
- 所有因此而產生的匯兌差額均於換算儲備內確認。

於綜合賬目時，因換算於海外實體投資淨額及換算借貸而產生的匯兌差額，均於換算儲備內確認。當出售海外業務時，有關匯兌差額於綜合損益中確認為出售的部分損益。

購入海外實體所產生的商譽及公允價值調整，乃作為該海外實體的資產及負債處理，並按收市匯率折算。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Investment properties

Investment properties are land and/or buildings which are owned or held under a leasehold interest to earn rental income and/or for capital appreciation. These include land held for a currently undetermined future use and property that is being constructed or developed for future use as investment property.

Investment properties are stated at cost less accumulated depreciation and impairment losses. Depreciation is calculated to write off the cost of investment property less its estimated residual value using the straight line method over its estimated useful life.

When the Group holds a property interest under an operating lease to earn rental income and/or for capital appreciation, the interest is classified and accounted for as an investment property on a property-by-property basis.

Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment loss.

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. All other repairs and maintenance are recognised in profit or loss during the period in which they are incurred.

Depreciation of property, plant and equipment is calculated at rates sufficient to write off their costs less their residual values over the estimated useful lives or annual rate on a straight-line basis. The principal annual rates are as follows:

Equipment and machinery	10%–33.33%
Vehicles and others	10%–33.34%

The residual values, useful lives and depreciation method are reviewed and adjusted, if appropriate, at the end of each reporting period.

The gain or loss on disposal of property, plant and equipment is the difference between the net sales proceeds and the carrying amount of the relevant asset, and is recognised in profit or loss.

4. 重大會計政策 (續)

投資物業

投資物業乃就賺取租金收入及／或作資本增值而擁有或根據租賃權益持有之土地及／或樓宇，包括目前尚未確定未來用途的所持土地，以及日後用作投資物業的興建中或發展中物業。

投資物業按成本減累計折舊及減值虧損呈列。投資物業的折舊乃根據其估計可使用年期，在扣除其估計剩餘價值後，以直線法沖銷其成本。

本集團是根據個別情況，把以經營租賃方式持有用作租金收入或資本增值（或二者皆是）的物業權益分類為投資物業。

物業、廠房及設備

物業、廠房及設備按成本減累計折舊及減值虧損列賬。

往後成本計入資產的賬面值或確認為獨立資產（如適用），但只在與該項目相關之未來經濟利益有可能流入本集團且成本能可靠計量時才按上述方式處理。所有其他維修及保養在產生的期間內在損益中確認。

物業、廠房及設備折舊乃按足以在其估計可使用年期內撇銷其成本減剩餘價值的折舊率或年率以直線法計算。主要折舊年率如下：

設備及機器	10%–33.33%
車輛及其他	10%–33.34%

剩餘價值、可使用年期及折舊方法於各報告期末進行審閱並調整（如適用）。

出售物業、廠房及設備之盈虧指出售所得款項淨額與相關資產賬面值之間的差額，在損益內確認。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Intangible assets

Computer software

Intangible assets mainly include computer software. They are initially recognised and measured at costs incurred to acquire and bring them to use. Intangible assets are amortised over their estimated useful lives (generally 10 years based on management's expectation on the technological lives of the computer software), using the straight-line method which reflects the pattern in which the intangible asset's future economic benefits are expected to be consumed.

Leases

The Group as lessee

Leases are recognised as right-of-use assets and corresponding lease liabilities when the leased assets are available for use by the Group. Right-of-use assets are stated at cost less accumulated depreciation and impairment losses. Depreciation of right-of-use assets is calculated at rates to write off their cost over the shorter of the asset's useful life and the lease term on a straight-line basis. The principal annual rate is as follows:

Land and buildings	20%–33.33%
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Right-of-use assets are measured at cost comprising the amount of the initial measurement of the lease liabilities, lease payments prepaid, initial direct costs and the restoration costs. Lease liabilities include the net present value of the lease payments discounted using the interest rate implicit in the lease if that rate can be determined, or otherwise the Group's incremental borrowing rate. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease term so as to produce a constant periodic rate of interest on the remaining balance of the lease liability.

Payments associated with short-term leases and leases of low-value assets are recognised as expenses in profit or loss on a straight-line basis over the lease terms. Short-term leases are leases with an initial lease term of 12 months or less. Low-value assets are assets of value below US\$5,000.

4. 重大會計政策 (續)

無形資產

計算機軟件

無形資產主要包括計算機軟件。其初始按收購並使其達致可使用狀態所產生的成本確認並計量。無形資產於其估計可使用年期(一般為10年，根據管理層對計算機軟件的技術壽命的預期而定)內採用直線法予以攤銷，直線法反映了該等無形資產的未來經濟利益預期被消耗的模式。

租賃

本集團作為承租人

租賃於租賃資產可供本集團使用時確認為使用權資產及相應租賃負債。使用權資產乃按成本減累計折舊及減值虧損列賬。使用權資產折舊乃按在資產使用年期與租賃期兩者中較短者撇銷其成本的折舊率以直線法計算。主要折舊年率如下：

土地及樓宇	20%–33.33%
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使用權資產乃按成本(包括初步計量租賃負債金額、預付租賃款項、初步直接成本及恢復成本)計量。租賃負債包括使用租賃隱含利率(倘有關利率可予確定，否則使用本集團的遞增借款利率)折現租賃付款的現值淨額。各租賃付款於負債與融資成本之間分配。融資成本於租期內在損益內扣除，以使租賃負債餘額的利率固定。

與短期租賃及低價值資產租賃相關的付款於租期內以直線法在損益內確認為開支。短期租賃乃為初步租期為12個月或以下的租賃。低價值資產為價值低於5,000美元的資產。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Leases (Continued)

The Group as lessor

(a) Operating leases

Leases that do not substantially transfer to the lessees all the risks and rewards of ownership of assets are accounted for as operating leases. Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease.

(b) Finance leases

Leases that substantially transfer to the lessees all the risks and rewards of ownership of assets are accounted for as finance leases. Amounts due from lessees under finance leases are recognised as receivables at the amount of the Group's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the Group's net investment in the leases.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the weighted average basis. The cost of finished goods and work in progress comprises raw materials, direct labour and an appropriate proportion of all production overhead expenditure, and where appropriate, subcontracting charges. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and the estimated costs necessary to make the sale.

Recognition and derecognition of financial instruments

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

4. 重大會計政策(續)

租賃(續)

本集團作為出租人

(a) 經營租賃

資產所有權之所有風險及回報未實質上轉移至承租人之租賃，列為經營租賃。經營租約之租金收入於相關租期內按直線法確認。

(b) 融資租賃

資產擁有權的絕大部份風險及回報轉移至承租人的租賃列為融資租賃。根據融資租賃應收承租人之款項按本集團於租約之淨投資款額列為應收款項。融資租賃收入會分配予會計期間，以反映本集團有關租賃淨投資額之定期回報率。

存貨

存貨按成本與可變現淨值兩者中之較低者列賬。成本以加權平均基準釐定。製成品及在製品之成本包括原材料、直接人工及所有生產經常開支之適當比例，及外判費用(如適用)。可變現淨值乃於日常業務過程中之估計售價減估計完成成本及估計出售時所需之費用。

確認及終止確認金融工具

本集團於成為工具合約條文之訂約方時於財務狀況表中確認金融資產及金融負債。

Notes to the Consolidated Financial Statements

綜合財務報表附註

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4. MATERIAL ACCOUNTING POLICIES (Continued)

Recognition and derecognition of financial instruments (Continued)

Financial assets are derecognised when the contractual rights to receive cash flows from the assets expire; the Group transfers substantially all the risks and rewards of ownership of the assets; or the Group neither transfers nor retains substantially all the risks and rewards of ownership of the assets but has not retained control on the assets. On derecognition of a financial asset, the difference between the asset's carrying amount and the sum of the consideration received is recognised in profit or loss.

Financial liabilities are derecognised when the obligation specified in the relevant contract is discharged, cancelled or expires. The difference between the carrying amount of the financial liability derecognised and the consideration paid is recognised in profit or loss.

Financial assets

Financial assets are recognised and derecognised on a trade date basis where the purchase or sale of an asset is under a contract whose terms require delivery of the asset within the timeframe established by the market concerned, and are initially recognised at fair value, plus directly attributable transaction costs except in the case of financial assets at fair value through profit or loss (the "Financial assets at FVTPL"). Transaction costs directly attributable to the acquisition of investments at fair value through profit or loss are recognised immediately in profit or loss.

Financial assets of the Group are classified under the following categories:

(i) Financial assets at amortised cost

Financial assets (including trade and other receivables) are classified under this category if they satisfy both of the following conditions:

- the assets are held within a business model whose objective is to hold assets in order to collect contractual cash flows; and

4. 重大會計政策 (續)

確認及終止確認金融工具 (續)

於收取資產現金流量之已訂約權利屆滿；本集團轉讓資產擁有權之絕大部分風險及回報；或本集團既無轉讓亦未保留資產擁有權之絕大部分風險及回報，但不保留資產之控制權時，終止確認金融資產。終止確認一項金融資產時，資產賬面值與已收代價總和之間之差額於損益內確認。

倘相關合約訂明之責任解除、註銷或屆滿，則終止確認金融負債。已終止確認金融負債賬面值與已付代價之差額於損益內確認。

金融資產

倘購入或出售資產根據合約條款規定須於有關市場所規定期限內交付資產，則金融資產按交易日基準確認及終止確認，並按公允價值加直接應佔交易成本初步確認，惟按公允價值計量且其變動計入損益的金融資產（「按公允價值計量且其變動計入損益的金融資產」）則除外。收購按公允價值計量且其變動計入損益的投資之直接應佔交易成本即時於損益內確認。

本集團將金融資產分類為以下類別：

(i) 按攤銷成本列值之金融資產

符合下列兩項條件的金融資產（包括貿易及其他應收款項）分類至此類別：

- 資產乃按目的為持有資產以收取合約現金流量的業務模式持有；及

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Financial assets (Continued)

(i) Financial assets at amortised cost (Continued)

- the contractual terms of the assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

They are subsequently measured at amortised cost using the effective interest method less loss allowance for expected credit losses.

(ii) Financial assets at FVTPL

Financial assets are classified under this category if they do not meet the conditions to be measured at amortised cost and the conditions of debt instruments at fair value through other comprehensive income unless the Group designates an equity investment that is not held for trading as at fair value through other comprehensive income on initial recognition.

Financial assets at FVTPL are subsequently measured at fair value with any gains or losses arising from changes in fair values recognised in profit or loss. The fair value gains or losses recognised in profit or loss are net of any interest income and dividend income. Interest income and dividend income are recognised in profit or loss.

Loss allowances for expected credit losses

The Group recognises loss allowances for expected credit losses on financial assets at amortised cost as defined in HKFRS 15. Expected credit losses are the weighted average of credit losses with the respective risks of a default occurring as the weights.

At the end of each reporting period, the Group measures the loss allowance for a financial instrument at an amount equal to the expected credit losses that result from all possible default events over the expected life of that financial instrument (“**lifetime expected credit losses**”) for trade receivables, or if the credit risk on that financial instrument has increased significantly since initial recognition.

4. 重大會計政策(續)

金融資產(續)

(i) 按攤銷成本列值之金融資產(續)

- 資產合約條款於特定日期產生現金流量，有關現金流量僅為本金及尚未償還本金之利息付款。

有關項目其後以實際利率法按攤銷成本減去預期信貸虧損之虧損撥備計量。

(ii) 按公允價值計量且其變動計入損益的金融資產

倘金融資產不符合按攤銷成本計量的條件及於其他全面收益按公允價值計算的債務工具條件，除非本集團於初步確認時將並非持作買賣的股本投資指定為於其他全面收益按公允價值計量，則金融資產分類至此類別。

按公允價值計量且其變動計入損益的金融資產其後按公允價值計量，公允價值變動產生之任何收益或虧損於損益中確認。於損益確認之公允價值收益或虧損乃減去所有利息收入及股息收入。利息收入及股息收入於損益中確認。

預期信貸虧損之虧損撥備

本集團按攤銷成本確認金融資產(定義見香港財務報告準則第15號)的預期信貸虧損之虧損撥備。預期信貸虧損乃加權平均信貸虧損，並以發生相關違約風險之金額作為加權數值。

於各報告期末，本集團計量金融工具的虧損撥備，金額等於該金融工具預計年內所有可能違約事件所產生應收賬款的預期信貸虧損(「**全期預期信貸虧損**」)，或自初步確認後該金融工具的信貸風險大幅增加。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Loss allowances for expected credit losses

(Continued)

If, at the end of the reporting period, the credit risk on a financial instrument (other than trade receivables) has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to the portion of lifetime expected credit losses that represents the expected credit losses that result from default events on that financial instrument that are possible within 12 months after the reporting period.

The amount of expected credit losses or reversal to adjust the loss allowance at the end of the reporting period to the required amount is recognised in profit or loss as an impairment gain or loss.

Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents represent cash at bank and on hand, demand deposits with banks and other financial institutions, and short-term highly liquid investments which are readily convertible into known amounts of cash and subject to an insignificant risk of change in value. Bank overdrafts which are repayable on demand and form an integral part of the Group's cash management are also included as a component of cash and cash equivalents.

Financial liabilities and equity instruments

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument under HKFRS Accounting Standards. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. The accounting policies adopted for specific financial liabilities and equity instruments are set out below.

4. 重大會計政策 (續)

預期信貸虧損之虧損撥備 (續)

倘於報告期末，金融工具（應收賬款除外）的信貸風險自初步確認後並無大幅增加，本集團會按相等於反映該金融工具可能於報告期後十二個月內發生的違約事件所引致預期信貸虧損的全期預期信貸虧損部分的金額，計量該金融工具之虧損撥備。

於報告期末將虧損撥備調整至規定金額的預期信貸虧損或撥回金額，於損益中確認為減值收益或虧損。

現金及現金等價物

就現金流量表而言，現金及現金等價物指銀行及手頭現金、存於銀行及其他金融機構的活期存款，及可隨時轉換為已知數額現金且並無重大價值變動風險的短期及高度流通投資。應要求償還及構成本集團現金管理一個完整部分的銀行透支亦列入現金及現金等價物的一部分。

金融負債及權益工具

金融負債及權益工具乃根據所訂立之合約安排之內容及根據香港財務報告準則會計準則對金融負債及權益工具之定義而分類。權益工具為證明於本集團經扣除其所有負債後之資產中所剩餘權益之任何合約。就特定金融負債及權益工具而採納之會計政策載於下文。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred, and subsequently measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

Financial guarantee contract liabilities

Financial guarantee contract liabilities are initially recognised at fair value and subsequently measured at the higher of:

- the loss allowance; and
- the amount initially recognised less cumulative amortisation recognised in profit or loss over the terms of the guarantee contracts.

Trade and other payables

Trade and other payables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost.

Equity instruments

Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

Revenue from contracts with customers

Revenue is measured based on the consideration specified in a contract with a customer with reference to the customary business practices and excludes amounts collected on behalf of third parties. For a contract where the period between the payment by the customer and the transfer of the promised product or service exceeds one year, the consideration is adjusted for the effect of a significant financing component.

4. 重大會計政策(續)

借貸

借貸起初按公允價值扣除所產生交易成本確認，其後使用實際利息法按攤銷成本計量。

除非本集團有權並在無條件限制的情況下將負債的償還日延長至報告期間後最少十二個月，否則借貸將被分類為流動負債。

財務擔保合約負債

財務擔保合約負債初步按公允價值確認，其後以下列較高者計量：

- 虧損撥備；及
- 初步確認金額減擔保合約期內損益中確認的累計攤銷。

貿易及其他應付款項

貿易及其他應付款項初步按公允價值確認，其後則以實際利率法按攤銷成本計量，折現影響微小則作別論，在該情況下，則按成本列賬。

權益工具

本公司發行之權益工具按已收所得款項(扣除直接發行費用)入賬。

來自客戶合約的收入

收入乃根據與客戶訂立的合約所指明的代價參考慣常業務慣例計量，並不包括代表第三方收取的金額。對於客戶付款及轉移協定產品或服務期間超過一年的合約，代價會就重大融資部分的影響進行調整。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Revenue from contracts with customers (Continued)

The Group recognises revenue when it satisfies a performance obligation by transferring control over a product or service to a customer. Depending on the terms of a contract and the laws that apply to that contract, a performance obligation can be satisfied over time or at a point in time. A performance obligation is satisfied over time if:

- the customer simultaneously receives and consumes the benefits provided by the Group's performance;
- the Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- the Group's performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If a performance obligation is satisfied over time, revenue is recognised by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the customer obtains control of the product or service.

Other revenue

Interest income is recognised using the effective interest method.

4. 重大會計政策 (續)

來自客戶合約的收入 (續)

本集團於完成向客戶轉讓產品或服務控制權的履約責任時確認收入。視乎合約條款及有關合約適用的法例，履約責任可隨時間或於某個時間點完成。倘屬以下情況，履約責任則可隨時間達成：

- 客戶同時收取及消耗本集團履約所提供的利益；
- 本集團履約創建或提升一項於創建或提升時由客戶控制的資產；或
- 本集團履約並無創建供本集團作其他用途的資產，且本集團有權就迄今為止已完成的履約部分強制收回款項。

倘履約責任可隨時間達成，收益乃根據完成有關履約責任的進度確認。否則，收益於客戶獲得產品或服務控制權的時間點確認。

其他收入

利息收入乃按實際利率法確認。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Employee benefits

(a) 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 at the end of the reporting period.

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

(b) Pension obligations

The Group contributes to defined contribution retirement schemes which are available to all employees. Contributions to the schemes by the Group and employees are calculated as a percentage of employees' basic salaries. The retirement benefit scheme cost charged in profit or loss represents contributions payable by the Group to the funds.

(c) Termination benefits

Termination benefits are recognised at the earlier of the dates when the Group can no longer withdraw the offer of those benefits and when the Group recognises restructuring costs and involves the payment of termination benefits.

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

4. 重大會計政策(續)

僱員福利

(a) 僱員應享假期

僱員的年假及長期服務假期於賦予僱員時確認。截至報告期末已就僱員因所提供服務享有的年假及長期服務假期的估計負債作出撥備。

僱員病假及產假權利於僱員休假時始確認。

(b) 退休金責任

本集團為所有僱員向界定供款退休計劃作出供款。本集團與僱員各自之供款乃按僱員基本薪金之百分比計算。透過損益支銷之退休福利計劃成本指本集團向基金之供款。

(c) 終止聘用福利

終止聘用福利於本集團不能撤回有關福利之要約當日或本集團確認其重組成本及支付終止聘用福利當日(以較早者為準)確認。

借貸成本

直接涉及收購、建築或生產合資格資產(即必須經過一段頗長時間方能準備好作擬定用途或出售之資產)之借貸成本會被資本化為該等資產之部分成本,直至該等資產大致上準備好作擬定用途或出售時為止。特定借貸款項在用作合資格資產之支出前而暫時用作投資所賺獲之投資收入,需自可資本化之借貸成本中扣除。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Borrowing costs (Continued)

To the extent that funds are borrowed generally and used for the purpose of obtaining a qualifying asset, the amount of borrowing costs eligible for capitalisation is determined by applying a capitalisation rate to the expenditures on that asset. The capitalisation rate is the weighted average of the borrowing costs applicable to the borrowings of the Group that are outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

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

Government grants

A government grant is recognised when there is reasonable assurance that the Group will comply with the conditions attaching to it and that the grant will be received.

Government grants relating to income are deferred and recognised in profit or loss over the period to match them with the costs they are intended to compensate.

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

Government grants relating to the purchase of assets are recorded as deferred income and recognised in profit or loss on a straight-line basis over the useful lives of the related assets.

Taxation

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

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

4. 重大會計政策 (續)

借貸成本 (續)

如借貸屬非指定用途而所得款項用作獲取合資格資產，可資本化之借貸成本金額以該項資產開支之資本化率計算釐定。資本化率為適用於本集團該期間未償還借貸之借貸成本加權平均值（為獲得合資格資產之特別借貸除外）。

所有其他借貸成本於產生期間的損益內確認。

政府補貼

政府補貼於合理保證本集團遵守所有附帶條件以及將獲取補助時確認。

有關收入之政府補貼為遞延收入及於期內於損益確認為與擬作補償的成本相匹配之收入。

作為已產生開支或虧損之應收補償或就給予本集團即時財務支援目的而無未來相關成本之政府補貼，於成為應收款項期間於損益確認。

有關購買資產之政府補貼記錄為遞延收入並以直線法於有關資產之可使用年期內於損益確認。

稅項

所得稅指即期稅項及遞延稅項之總額。

現時應付稅項乃按本年度應課稅溢利計算。應課稅溢利與損益中所確認溢利不同，因為前者不包括在其他年度應課稅或可扣稅收入或開支，並且不包括永不課稅或扣稅的項目。本集團本期稅項負債乃按報告期末前已確立或實際確立的稅率計算。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Taxation (Continued)

Deferred tax is recognised on differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences, unused tax losses or unused tax credits 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 the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associates except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

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

Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised, based on tax rates that have been enacted or substantively enacted by the end of the reporting period. Deferred tax is recognised in profit or loss, except when it relates to items recognised in other comprehensive income or directly in equity, in which case the deferred tax is also recognised in other comprehensive income or directly in equity.

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

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

4. 重大會計政策 (續)

稅項 (續)

遞延稅項以資產及負債於其綜合財務報表的賬面值與計算應課稅溢利所用相應稅基之間的差額確認。遞延稅項負債通常會就所有應課稅臨時性差額確認，而遞延稅項資產乃於可能出現可利用臨時性差額扣稅、未動用稅項虧損或稅項回撥的應課稅溢利時確認。若於一項交易中，因商譽或因業務合併以外原因開始確認其他資產及負債而引致的臨時性差額既不影響應課稅溢利亦不影響會計溢利，則不會確認該等資產及負債。

遞延稅項負債乃就於附屬公司及聯營公司之投資而引致的應課稅臨時性差額而確認，惟若本集團可控制臨時性差額撥回及臨時性差額有可能未必於可見將來撥回的情況除外。

遞延稅項資產的賬面值於各報告期末作檢討，並於不再可能會有足夠應課稅溢利恢復全部或部分資產時作調減。

遞延稅項乃按預期於負債清償或資產變現期間適用的稅率計算，有關稅率為於報告期末前已確立或實際確立的稅率。遞延稅項於損益中確認，惟倘遞延稅項在其他全面收益或直接於權益中確認的情況（在此情況下遞延稅項亦會於其他全面收益或直接於權益中確認）除外。

遞延稅項資產及負債之計量反映本集團於報告期末預計收回或結算資產及負債賬面值之方式而引致之稅務後果。

遞延稅項資產及負債在具合法執行權利以現行稅項資產抵銷現行稅項負債，以及其與同一課稅機關徵收之所得稅有關，而本集團計劃以淨額基準處理其現行稅項資產及負債時，方予以抵銷。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Segment reporting

Operating segments and the amounts of each segment item reported in the financial statements are identified from the financial information provided regularly to the Group's most senior executive management for the purpose of allocating resources and assessing the performance of the Group's various lines of business.

Individually material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of products and services, the nature of production processes, the type or class of customers, the methods used to distribute the products or provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

Related parties

A related party is a person or entity that is related to the Group.

- (a) A person or a close member of that person's family is related to the Group 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 Company or of a parent of the Company.
- (b) An entity is related to the Group (reporting entity) if any of the following conditions applies:
 - (i) The entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
 - (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).

4. 重大會計政策 (續)

分部報告

經營分部及財務報表所呈報各分部的金額，乃摘錄自為向本集團各項業務分配資源及評估其業績而定期向本集團最高行政管理層提供的財務資料。

個別重要的經營分部不會合併進行財務申報，但如該等經營分部的經濟特性相似且其產品和服務的性質、生產工序的性質、客戶類別或階層、分銷產品或提供服務所使用的方法以及監管環境的性質類似，則作別論。個別不重要的經營分部如果符合以上大部分條件，則合併作為一個報告分部。

關聯方

關聯方為與本集團有關連之個人或實體。

- (a) 該人士或該人士之近親與本集團有關連，倘該人士：
 - (i) 控制或共同控制本集團；
 - (ii) 對本集團有重大影響；或
 - (iii) 為本公司或本公司母公司之主要管理層成員。
- (b) 倘符合下列任何條件，則該實體與本集團（報告實體）有關聯：
 - (i) 該實體與本公司屬同一集團之成員公司（即各母公司、附屬公司及同系附屬公司彼此間有關聯）。
 - (ii) 一間實體為另一實體之聯營公司或合營企業（或另一實體為成員公司之集團旗下成員公司之聯營公司或合營企業）。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Related parties (Continued)

- (iii) Both entities 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. If the Group is itself such a plan, the sponsoring employers are also 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 Company or to a parent of the Company.

Impairment of assets

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets except inventories and receivables to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of any impairment loss. Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

4. 重大會計政策 (續)

關聯方 (續)

- (iii) 兩間實體均為同一第三方之合營企業。
- (iv) 一間實體為第三方實體之合營企業，而另一實體為該第三方實體之聯營公司。
- (v) 實體為本集團或與本集團有關連之實體就僱員利益設立之離職福利計劃。倘本集團本身屬有關計劃，提供資助之僱主亦與本集團有關連。
- (vi) 實體受(a)內所識別人土控制或共同控制。
- (vii) (a)(i)內所識別人土對實體有重大影響力或屬該實體(或該實體之母公司)之主要管理層成員。
- (viii) 實體或其所屬集團之任何成員公司向本公司或本公司之母公司提供主要管理人員服務。

資產減值

於各報告期末，本集團會審閱其有形及無形資產(存貨及應收款項除外)之賬面值，以釐定是否有任何情況顯示該等資產已出現減值虧損。倘出現任何有關情況，則會估計資產之可收回金額，以釐定減值虧損之數額。如未能對個別資產之可收回金額作出估計，則本集團會評估該資產所屬之現金產生單位之可收回金額。

可收回金額乃公允價值減出售成本與使用價值兩者中之較高者。評估使用價值時，估計未來現金流量按稅前折現率折現至其現值，稅前折現率反映對貨幣時間價值及資產特定風險之當前市場評估。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

4. MATERIAL ACCOUNTING POLICIES (Continued)

Impairment of assets (Continued)

If the recoverable amount of an asset or 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. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset or cash-generating unit is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised for the asset or cash-generating unit in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Provisions and contingent liabilities

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

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 is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events are also disclosed as contingent liabilities unless the probability of outflow is remote.

4. 重大會計政策 (續)

資產減值 (續)

倘資產或現金產生單位之可收回金額估計低於其賬面值，則資產或現金產生單位之賬面值將調低至其可收回金額。減值虧損即時於損益中確認，除非有關資產乃以重估金額列賬，在該情況下減值虧損將視為重估之減值。

倘減值虧損於其後回撥，資產或現金產生單位之賬面值將增加至重新估計之可收回金額，惟增加後之賬面值不得超過於以往年度並無就資產或現金產生單位確認減值虧損而原已釐定之賬面值（扣除攤銷或折舊）。減值虧損之回撥即時於損益中確認，除非有關資產乃以重估金額列賬，在該情況下減值虧損之回撥將視為重估之增值。

撥備及或然負債

倘本集團須就過往事件承擔當前法律或推定義務，而履行該義務可能會導致經濟利益外流，並可對所需款項作出可靠之估計，則就該時間或數額不定之負債確認撥備。如果貨幣時間價值重大，則按預計履行義務所需開支之現值計列撥備。

倘經濟利益外流之可能性較低，或是無法對有關款額作出可靠之估計，則將該義務披露為或然負債，若該類資源外流之可能性極低則除外。須視乎一項或多項未來事件是否發生才能確定存在與否之潛在義務，亦會披露為或然負債，若該類資源外流之可能性極低則除外。

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4. MATERIAL ACCOUNTING POLICIES (Continued)

Events after the reporting period

Events after the reporting period that provide additional information about the Group's position at the end of the reporting period or those that indicate the going concern assumption is not appropriate are adjusting events and are reflected in the consolidated financial statements. Events after the reporting period that are not adjusting events are disclosed in the notes to the consolidated financial statements when material.

5. CRITICAL KEY ESTIMATES

Key sources of estimation uncertainty

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

(a) Impairment for trade and other receivables and prepayments

The Group makes impairment loss for bad and doubtful debts based on assessments of the recoverability of the trade and other receivables and prepayments, including the current creditworthiness and the past collection history of each debtor. Impairments arise where events or changes in circumstances indicate that the balances may not be collectible. The identification of bad and doubtful debts requires the use of judgement and estimates. Where the actual result is different from the original estimate, such difference will impact the carrying value of the trade and other receivables and doubtful debt expenses in the year in which such estimate has been changed.

(b) Income taxes and deferred tax

Significant estimates are required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the income tax and deferred tax provisions in the period in which such determination is made.

4. 重大會計政策(續)

報告期後事項

為本集團於報告期末狀況提供額外資料或顯示持續經營假設並不合適之報告期後事項均屬調整事項及反映於綜合財務報表內。不屬於調整事項之報告期後事項於重要時在綜合財務報表附註內作出披露。

5. 主要估計

估計不明朗因素之主要來源

於報告期末有重大風險可致使下個財政年度之資產及負債賬面值須作重大調整而與未來有關之主要假設及估計不明朗因素之其他主要來源論述如下。

(a) 貿易及其他應收款項以及預付款項之減值

本集團根據評估貿易及其他應收款項以及預付款項之減值之可收回性對呆壞賬作出減值虧損，包括每位債務人之目前信譽及過往收款記錄。於發生顯示餘額可能無法收回之事件或情況變動下會出現減值。呆壞賬之識別需要判斷和估計。倘實際結果有別於原來估計，則該等差額將於上述估計出現變動之年度影響應收賬款及其他應收款項及呆賬開支之賬面值。

(b) 所得稅及遞延稅項

釐定所得稅撥備時須作出重大估計。在日常業務過程中，有很多交易及計算在釐定最終稅項時並不確定。倘該等事項之最終稅務結果與最初記錄之金額不一致，有關差額會影響作出有關釐定的期間內之所得稅及遞延稅項撥備。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

5. CRITICAL KEY ESTIMATES (Continued)

Key sources of estimation uncertainty (Continued)

(b) Income taxes and deferred tax (Continued)

Deferred tax assets in respect of tax losses carried forward and deductible temporary differences are recognised and measured based on the expected manner of realisation or settlement of the carrying amount of the relevant assets and liabilities, using tax rates enacted or substantively enacted at the end of each reporting date. In determining the carrying amounts of deferred tax assets, expected taxable profits are estimated which involves a number of assumptions related to the operating environment of the Group and require a significant level of judgement on the part of the directors. Any change in such assumptions and judgement would affect the carrying amounts of deferred tax assets to be recognised and hence the net profit in future years.

(c) Impairment of investment properties

Investment properties are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. When such a decline has occurred, the carrying amount is reduced to recoverable amounts. The recoverable amounts of the investment properties have been determined based on the higher of fair value less cost of disposal and value-in-use calculations. These calculations require the use of judgement and estimates. Changes in assumptions and estimates could materially affect the recoverable amount used in the impairment test

5. 主要估計 (續)

估計不明朗因素之主要來源 (續)

(b) 所得稅及遞延稅項 (續)

有關已結轉稅項虧損及可抵扣暫時差額的遞延稅項資產，使用於各報告日期結束時已頒佈或實質上已頒佈的稅率，按照相關資產及負債賬面值的預期變現或清償方式確認及計量。在釐定遞延稅項資產的賬面值時，會對預期應課稅收益作出估計，當中涉及多項有關本集團經營環境的假設，並需要董事作出大量判斷。若該等假設及判斷出現任何變動，均會影響將予確認的遞延稅項資產的賬面值，繼而影響未來年度的純利。

(c) 投資物業減值

當有事件或情況變動顯示賬面值或不能收回時，投資物業作減值檢討。當出現有關下降時，賬面值會減至可收回金額。投資物業的可收回金額已按公允價值與使用價值計算的較高者減出售成本釐定。該等計算均須運用判斷及估計。假設及估計變動可能對減值測試所用可收回金額造成重大影響。

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6. FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: foreign currency risk, credit risk, liquidity risk and interest rate risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

(a) Foreign currency risk

The Group has certain exposure to foreign currency risk as most of its business transactions, assets and liabilities are principally denominated in the functional currencies of the Group entities RMB. The Group currently does not have a foreign currency hedging policy in respect of foreign currency transactions, assets and liabilities. The Group will monitor its foreign currency exposure closely and will consider hedging significant foreign currency exposure should the need arise.

If the RMB had weakened/strengthened 5 per cent against the Hong Kong dollar and United States dollars with all other variables held constant, consolidated profit before tax for the year would have been approximately RMB134,000 (2024: RMB95,000) higher/lower, arising mainly as a result of the foreign exchange loss on cash and cash equivalents denominated in Hong Kong dollar and United States dollars.

(b) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligation resulting in a financial loss to the Group. The Group's credit risk is primarily attributable to cash at bank and trade, loan and other receivables. Management has a credit policy in place and the exposures to these credit risks are monitored on an ongoing basis.

Apart from trade receivables due from related parties, the Group has large number of customers and there was no concentration of credit risk.

The Group's cash at bank is mainly held by well-known financial institutions. Management does not foresee any significant credit risks arising from these deposits and does not expect that these financial institutions will default and cause losses to the Group.

6. 金融風險管理

本集團業務面對多種金融風險：外幣風險、信貸風險、流動資金風險及利率風險。本集團之整體風險管理政策集中於金融市場之低可測度，並力求盡量減低對本集團財務表現之潛在不利影響。

(a) 外幣風險

由於本集團大部分業務交易、資產及負債主要以本集團實體的功能貨幣人民幣計值，因此本集團面臨一定的外幣風險。本集團目前並無關於外幣交易、資產及負債的外幣對沖政策。本集團將密切監測其外幣風險，並將於需要時考慮對沖重大的外幣風險。

倘人民幣對港元及美元貶值／升值5%，而所有其他變量保持不變，本年度的綜合稅前溢利將增加／減少約人民幣134,000元（2024年：人民幣95,000元），主要是由於以港元及美元計值的現金及現金等價物匯兌虧損所致。

(b) 信貸風險

信貸風險是指交易對方不履行其合約義務，造成本集團蒙受財務損失的風險。本集團的信貸風險主要來自銀行現金及貿易、貸款及其他應收款項。管理層已制定信貸政策並持續監控該等信貸風險。

除應收關聯方貿易應收款項外，本集團擁有大量客戶且並無集中的信貸風險。

本集團的銀行現金主要由知名的金融機構持有。管理層預計該等存款不會產生任何重大信貸風險，並預計該等金融機構不會違約而使本集團蒙受損失。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

The Group assessed that the expected loss rate for trade receivables from related parties were low considering the good finance position and credit history of the related parties.

The Group applies the simplified approach to providing for expected credit losses (“ECL”) prescribed by HKFRS 9, which permits the use of the lifetime expected loss provision for trade receivables due from third parties. To measure the ECL, trade receivables due from third parties have been grouped based on shared credit risk characteristics and the days past due. The ECL also incorporate forward-looking information.

The Group expects that the credit risk associated with trade receivables due from related parties is considered to be low, since they have a strong capacity to meet its contractual cash flow obligations in the near term. The Group has assessed that the ECL rate for the amounts due from related parties are immaterial under 12 months ECL method and considered them to have low credit risk, and thus the loss allowance is immaterial.

For loan and other receivables other than those from related parties, management makes periodic collective assessments as well as individual assessment on the recoverability of other receivables based on historical settlement records and past experience.

6. 金融風險管理 (續)

(b) 信貸風險 (續)

鑒於關聯方良好的財務狀況及信貸過往，本集團估計關聯方貿易應收款項的預期虧損率較低。

本集團應用簡化方法，就香港財務報告準則第9號所規定的預期信貸虧損（「**預期信貸虧損**」）計提撥備，該準則允許就應收第三方的貿易應收款項利用存續期預期虧損撥備。為計量預期信貸虧損，應收第三方的貿易應收款項的類別乃根據其所具有的信貸風險特徵及逾期天數劃分。預期信貸虧損亦包含前瞻性資料。

本集團預期與應收關聯方貿易應收款項相關的信貸風險較低，因為彼等有雄厚實力滿足其近期的合約現金流量義務。本集團經評估認為，按照12個月預期信貸虧損方法，應收關聯方款項的預期信貸虧損率並不重大，並將該等款項視為低信貸風險，因此虧損撥備並不重大。

就貸款及其他應收款項（應收關聯方款項除外）而言，管理層根據過往結算記錄及過往經驗，就其他應收款項的可收回性定期作出整體及個別評估。

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6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

The Group considers the probability of default whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period. To assess whether there is a significant increase in credit risk the Group compares the risk of a default occurring on the asset as at the reporting date with the risk of default as at the date of initial recognition. It considers available reasonable and supportive forward-looking information. Especially the following indicators are incorporated:

- actual or expected significant adverse changes in business, financial or economic conditions that are expected to cause a significant change to the borrower's ability to meet its obligations;
- actual or expected significant changes in the operating results of the borrower;
- significant changes in the expected performance and behaviour of the borrowers, including changes in the payment status of borrowers and changes in the operating results of the borrowers.

6. 金融風險管理(續)

(b) 信貸風險(續)

本集團考慮違約的可能性，也評估在各報告期間信貸風險是否會持續顯著增加。在評估信貸風險是否顯著增加時，本集團將報告日期資產發生違約的風險與初始確認日期發生違約的風險進行比較，同時也考慮可獲得的合理及支持性前瞻性資料。特別是結合了以下指標：

- 業務、財務或經濟環境中實際或者預期發生的預期導致借款人履行責任的能力產生重大變化的重大不利變化；
- 借款人經營業績的實際或預期重大變化；
- 借款人預期表現及行為的重大變化，包括借款人的付款狀況變化及借款人的經營業績變化。

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For the year ended 31 December 2025 截至2025年12月31日止年度

6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

A summary of the assumptions underpinning the Group's expected credit loss model is as follows:

Category 類別	Group definition of category 本集團針對各類的定義	Basis for recognition of expected credit loss provision 確認預期信貸虧損撥備的基準
Performing 正常	Customers have a low risk of default and a strong capacity to meet contractual cash flows 客戶違約風險很低且有能力產生合約要求的現金流量	12 months expected losses. Where the expected lifetime of an asset is less than 12 months, expected losses are measured at its expected lifetime 12個月的預期虧損。對於預期存續期在12個月之內的資產，預期虧損基於預期存續期計量
Underperforming 關注	Receivables for which there is a significant increase in credit risk; as significant increase in credit risk is presumed if interest and/or principal repayments are 180 days past due 信貸風險顯著增加的應收款項；倘利息及／或本金還款逾期180天，則推定信貸風險將顯著增加	Lifetime expected losses 存續期間預期虧損
Non-performing 不良	Interest and/or principal repayments are 365 days past due 利息及／或本金還款逾期365天	Lifetime expected losses 存續期間預期虧損

The Group accounts for its credit risk by appropriately providing for expected credit losses on a timely basis. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of receivables and adjusts for forward looking macroeconomic data. As there was no significant change of the customer base, historical credit loss rate of customers and forward-looking information for the years ended 31 December 2025 and 2024.

6. 金融風險管理 (續)

(b) 信貸風險 (續)

本集團預期信貸虧損模式基於的假設總結如下：

本集團通過及時適當地為預期信貸虧損作出撥備來計算信貸風險。計算預期信貸虧損率時，本集團考慮各類應收款項的歷史虧損率，並對前瞻性宏觀經濟數據進行調整。由於截至2025年及2024年12月31日止年度的客戶群、過往客戶信貸虧損率及前瞻性資料並無重大變動。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

As at 31 December 2025 and 2024, the loss allowance provision for the trade and other receivables due from third parties was determined as follows. The expected credit losses below also incorporated forward looking information.

		2025 2025年		2024 2024年			
		Expected loss rate 預期虧損率	Gross carrying amount 賬面總額 RMB'000 人民幣千元	Loss allowance 虧損撥備 RMB'000 人民幣千元	Expected loss rate 預期虧損率	Gross carrying amount 賬面總額 RMB'000 人民幣千元	Loss allowance 虧損撥備 RMB'000 人民幣千元
At 31 December 2025 2025年12月31日							
Trade receivables	貿易應收款項						
Related parties	關聯方	41%	140,889	58,383	24%	111,014	26,225
Third party aging	第三方賬齡						
Within 1 year	1年以內	5%	241,130	11,072	9%	218,612	19,842
1 to 2 years	1至2年	10%	104,707	10,468	15%	86,146	12,947
2 to 3 years	2至3年	17%	40,154	6,780	11%	69,557	7,638
3 to 4 years	3至4年	43%	57,315	24,615	53%	13,835	7,306
Over 4 years	4年以上	58%	16,116	9,329	31%	7,112	2,183
Total	總計		600,311	120,647		506,276	76,141
Other receivables	其他應收款項						
Related parties	關聯方	96%	265,758	255,576	1%	265,381	2,781
Third party aging	第三方賬齡						
Within 1 year	1年以內	2%	143,282	2,371	2%	63,167	1,466
1 to 2 years	1至2年	9%	26,335	2,315	7%	20,844	1,553
2 to 3 years	2至3年	8%	16,691	1,348	48%	8,070	3,859
3 to 4 years	3至4年	20%	4,014	805	49%	2,980	1,463
Over 4 years	4年以上	80%	3,031	2,438	66%	756	502
Total	總計		459,111	264,853		361,198	11,624

6. 金融風險管理(續)

(b) 信貸風險(續)

於2025年及2024年12月31日，應收第三方貿易及其他應收款項的虧損撥備釐定如下。下文預期信貸虧損亦包含前瞻性資料。

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For the year ended 31 December 2025 截至2025年12月31日止年度

6. FINANCIAL RISK MANAGEMENT (Continued)

(b) Credit risk (Continued)

The movement in the allowance for impairment of trade receivables and other receivables during the year, including both specific and collective loss components, is as follows:

Impairment of trade and other receivables

		Trade receivables 貿易應收款項 RMB'000 人民幣千元	Other receivables 其他應收款項 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日	38,139	13,407	51,546
Impairment loss recognised/ (reversed)	已確認/(撥回)減值虧損	38,002	(1,783)	36,219
At 31 December 2024 and 1 January 2025	於2024年12月31日及 2025年1月1日	76,141	11,624	87,765
Impairment loss recognised	已確認減值虧損	44,506	253,229	297,735
At 31 December 2025	於2025年12月31日	120,647	264,853	385,500

As at 31 December 2025 and 2024, the gross carrying amount of trade and other receivables (excluding prepayments) was RMB1,059,422,000 and RMB867,474,000 respectively, and thus the maximum exposure to loss was RMB673,922,000 and RMB779,709,000 respectively.

6. 金融風險管理 (續)

(b) 信貸風險 (續)

於年內，貿易及其他應收款項之減值撥備之變動(包括特別及綜合虧損部份)如下：

貿易及其他應收款項減值

於2025年及2024年12月31日，貿易及其他應收款項(不包括預付款項)的賬面總額分別為人民幣1,059,422,000元及人民幣867,474,000元，因此最大的虧損敞口分別為人民幣673,922,000元及人民幣779,709,000元。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. FINANCIAL RISK MANAGEMENT (Continued)

(c) Liquidity risk

The Group's policy is to regularly monitor current and expected liquidity requirements to ensure that it maintains sufficient reserves of cash to meet its liquidity requirements in the short and longer term.

The maturity analysis, based on undiscounted cash flows, of the Group's financial liabilities is as follows:

		Less than 1 year 1年以內 RMB'000 人民幣千元	Between 1 and 2 years 1至2年 RMB'000 人民幣千元	Between 2 and 5 years 2至5年 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
31 December 2025 2025年12月31日					
Trade and other payables	貿易及其他應付款項	416,387	—	—	416,387
Lease liabilities	租賃負債	364	427	—	791
Borrowings	借貸	10,343	—	—	10,343
		427,094	427	—	427,521
31 December 2024 2024年12月31日					
Trade and other payables	貿易及其他應付款項	383,518	—	—	383,518
Lease liabilities	租賃負債	178	—	—	178
Borrowings	借貸	7,591	10,343	—	17,934
		391,287	10,343	—	401,630

(d) Interest rate risk

Other than cash and cash equivalents, the Group has no significant interest-bearing assets and liabilities, the Group's operating cash flows are substantially independent of changes in market interest rates.

6. 金融風險管理(續)

(c) 流動資金風險

本集團之政策乃定期監察目前及預期之流動資金需求以確保其維持充足現金儲備，滿足其短期及長期之流動資金需求。

本集團金融負債基於未折現現金流量作出之到期日分析如下：

(d) 利率風險

除現金及現金等價物外，本集團並無其他重大的計息資產及負債，本集團的經營現金流量基本不受市場利率變動的影響。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. FINANCIAL RISK MANAGEMENT (Continued)

6. 金融風險管理 (續)

(e) Categories of financial instruments

(e) 金融工具類別

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Financial assets:	金融資產：		
Financial assets at fair value through profit or loss	按公允價值計量且其變動計入損益的金融資產	4,212	—
Financial assets at amortised cost (including cash and cash equivalents)	按攤銷成本計量之金融資產 (包括現金及現金等價物)	897,754	1,228,708
Financial liabilities:	金融負債：		
Financial liabilities at amortised cost	按攤銷成本計量之金融負債	426,387	400,518

(f) Fair values

The carrying amounts of the Group's financial assets and financial liabilities at amortised cost as reflected in the consolidated statement of financial position approximate their respective fair values.

In the absence of quoted market prices in an active market, the Group estimates the fair value of the Group's financial assets categorised as level 3 financial instruments, details of which are set out in note 22 to the financial statements, by considering information from a variety of sources, including the latest financial information, the historical data on market volatility as well as the price and industry and sector performance of the Group's investments.

(f) 公允價值

本集團的按攤銷成本計量之金融資產及金融負債的賬面值(誠如綜合財務狀況表所示)與其各自之公允價值相若。

在缺乏活躍市場報價的情況下，本集團透過考慮來自多個來源的資料(包括最新刊發的財務資料、市場波動的歷史數據以及本集團投資的價格、行業及領域表現)估計本集團分類為第三級金融工具的金融資產的公允價值，其詳情載於財務報表附註22。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

6. FINANCIAL RISK MANAGEMENT (Continued)

(f) Fair values (Continued)

Disclosure of valuation techniques and inputs used in level 3 fair value measurements:

Description	Valuation technique	Inputs	Range	Effect on fair value for increase of inputs 輸入數據增加對公允價值的影響
說明	估值技術	輸入數據	範圍	
Unlisted fund investments 非上市股權投資	Assets approach 資產法	Net asset value 資產淨值	RMB4,212,000 人民幣4,212,000元	Increase 增加

Disclosures of level in fair value hierarchy at 31 December 2025:

第三級公允價值計量所用估值技術及輸入數據之披露：

於2025年12月31日公允價值層級之披露：

	Fair value measurements using 使用以下輸入數據之公允價值計量：	Fair value measurements using 使用以下輸入數據之公允價值計量：			Total 總計 RMB'000 人民幣千元
		Level 1: 第一級: RMB'000 人民幣千元	Level 2: 第二級: RMB'000 人民幣千元	Level 3: 第三級: RMB'000 人民幣千元	
Recurring fair value measurements:	經常性公允價值計量：				
Assets:	資產：				
Financial assets at FVTPL	按公允價值計量且其變動計入損益的金融資產	—	—	4,212	4,212
Total recurring fair value measurements	經常性公允價值計量總額	—	—	4,212	4,212

Reconciliation of assets measured at fair value based on level 3:

基於第三級按公允價值計量的資產對賬：

		2025 2025年 RMB'000 人民幣千元
At 1 January	於1月1日	—
Additions	添置	4,700
Interest income recognised in profit or loss	於損益確認的利息收入	22
Redemption	贖回	(510)
At 31 December	於12月31日	4,212

Interest income recognised in profit or loss — finance income (net) in the statement of profit or loss.

於損益確認的利息收入 — 損益表內的融資收入(淨額)。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

7. REVENUE

Revenue represents income from property management services, value-added services to non-property owners and community value-added services.

7. 收益

收益指來自物業管理服務、非業主增值服務及社區增值服務之收入。

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Revenue from contracts with customers: 來自客戶合約的收益：		
Property management services 物業管理服務	820,861	832,370
Value-added services to non-property owners 非業主增值服務	23,454	38,688
Community value-added services 社區增值服務	41,536	62,365
	885,851	933,423

For the years ended 31 December 2025 and 2024, revenue from entities controlled by the Ultimate Controlling Shareholder and joint ventures and associates of the Ultimate Controlling Shareholder contributed to 3% and 5% of the Group's revenue, respectively. Other than entities controlled by the Ultimate Controlling Shareholder and joint ventures and associates of the Ultimate Controlling Shareholder, the Group had a large number of customers and none of whom contributed 10% or more of the Group's revenue for the years ended 31 December 2025 and 2024.

截至2025年及2024年12月31日止年度，來自最終控股股東控制的實體以及最終控股股東的合營企業及聯營公司的收益分別佔本集團收益的3%及5%。除最終控股股東控制的實體及最終控股股東的合營企業及聯營公司外，本集團擁有大量客戶，截至2025年及2024年12月31日止年度，概無任何客戶貢獻本集團收益的10%或以上。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

7. REVENUE (Continued)

Disaggregation of revenue from contracts with customers:

The major operating entities of the Group are domiciled in the PRC. Accordingly, all the Group's revenues were derived in the PRC for the year ended 31 December 2025 and 2024.

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Timing of revenue recognition	收益確認的時間		
Over time	隨時間	875,815	905,856
At a point in time	於某一時間點	10,036	27,567
		885,851	933,423

Unsatisfied performance obligations

For property management services and value-added services to non-property owners, the Group recognises revenue in the amount that equals to the right to invoice which corresponds directly with the value to the customer of the Group's performance to date, on a monthly basis. The Group has elected the practical expedient for not to disclose the remaining performance obligations for these type of contracts. The majority of the property management services contracts do not have a fixed term.

For community value-added services, they are rendered in short period of time, which is generally less than a year, and the Group has elected the practical expedient for not to disclose the remaining performance obligations for these type of contracts.

7. 收益 (續)

來自客戶合約收益之細分：

本集團的主要營運實體位於中國。因此，本集團於截至2025年及2024年12月31日止年度的所有收益均來自中國。

未履行的履約義務

就物業管理服務及非業主增值服務而言，本集團按月確認相等於有權開票金額的收益，該金額直接對應本集團迄今對客戶履約的價值。本集團已選擇可行權宜方法，不披露該等類型合約的剩餘履約責任。大部分物業管理服務合約並無固定期限。

就社區增值服務而言，其乃於短期內提供，期限通常不到一年，本集團已選擇可行權宜方法，以致毋須披露該等類型合約的剩餘履約義務。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

8. SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the chief operating decision-maker (the “CODM”). The CODM, who is responsible for allocating resources and assessing performance of the operating segment, has been identified as the executive directors.

For the year ended 31 December 2025 and 2024, the Group is principally engaged in the provision of property management services, community value-added services, and value-added services to non-property owners. Management reviews the operating results of the business as one operating segment to make decisions about resources to be allocated. Therefore, the CODM of the Company regards that there is only one segment which is used to make strategic decisions.

The principal operating entities of the Group are domiciled in the PRC. Accordingly, all of the Group’s revenue were derived in the PRC for the year ended 31 December 2025 and 2024.

As at 31 December 2025 and 2024, all of the non-current assets of the Group were located in the PRC.

9. OTHER INCOME

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Government grants (note)	政府補貼(附註)	2,906	2,888
Value-added tax deductibles	增值稅抵扣	166	488
		3,072	3,376

Note: Government grants mainly consisted of financial support funds granted by the local governments.

8. 分部資料

管理層已根據經主要經營決策者(「**主要經營決策者**」)審閱的報告確定經營分部。主要經營決策者已被確定為執行董事，負責分配資源及評估經營分部的表現。

截至2025年及2024年12月31日止年度，本集團主要從事提供物業管理服務、社區增值服務及非業主增值服務。管理層將業務經營業績作為一個經營分部進行審閱，以決定資源分配。因此，本公司的主要經營決策者認為，僅一個分部用於作出戰略決策。

本集團的主要經營實體均位於中國。因此，截至2025年及2024年12月31日止年度，本集團的所有收益均來自中國。

截至2025年及2024年12月31日，本集團所有非流動資產均位於中國。

9. 其他收入

附註：政府補助主要包括地方政府授予的財政資助。

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For the year ended 31 December 2025 截至2025年12月31日止年度

10. OTHER (LOSSES)/GAINS – NET

10. 其他(虧損)/收益淨額

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Exchange losses	匯兌虧損	5	(1,383)
Loss on deregister of subsidiaries	註銷登記附屬公司的虧損	(203)	—
Gain on disposal of associates	出售聯營公司的收益	—	1,010
Loss on disposal/written off of property, plant and equipment	出售物業、廠房及設備之虧損/撤銷物業、廠房及設備	(512)	(24)
Others gains	其他收益	501	1,354
		(209)	957

11. FINANCE INCOME – NET

11. 融資收入淨額

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Finance income	融資收入		
Interests income from loan receivables	應收貸款利息收入	948	9,275
Interests income from bank deposits	銀行存款利息收入	192	517
Interests income from unlisted fund investments	未上市基金投資的利息收入	22	—
		1,162	9,792
Finance costs	融資成本		
Interest expenses for borrowings	借款利息開支	(655)	(1,095)
Interest expenses on lease liabilities	租賃負債利息開支	(24)	(158)
		(679)	(1,253)
		483	8,539

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

12. INCOME TAX EXPENSES

12. 所得稅開支

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Current tax — PRC Enterprise Income Tax (“EIT”):	即期稅項 — 中國企業所得稅(「 企業所得稅 」):		
— Provision for the year	— 年內撥備	29,140	30,853
Deferred tax (note 30):	遞延稅項(附註30):	(11,938)	(14,410)
		17,202	16,443

The Company was incorporated in the Cayman Islands as an exempted company with limited liability and accordingly, is exempted from Cayman Islands income tax. The Company's direct subsidiary in the BVI was incorporated under the International Business Companies Act of the BVI and, accordingly, is exempted from British Virgin Islands income tax.

Hong Kong profits tax rate is 16.5%. No provision for Hong Kong profits tax was provided as the Group did not have assessable profit in Hong Kong.

Income tax provision of the Group in respect of operations in Mainland China has been calculated at the applicable tax rate on the estimated assessable profits for the year, based on the existing legislation, interpretations and practices in respect thereof.

The general corporate income tax rate in PRC is 25%, with the exception of any preferential treatments received, such as the 15% preferential tax rate that Hangzhou Xier Technology Co., Ltd. (“**Xier Technology**”, a PRC subsidiary of the Group) can enjoy as a result of its qualification as a High and New Technology Enterprise (“**HNTES**”) from December 2021.

本公司是於開曼群島註冊成立的一家獲豁免有限責任公司，因此獲豁免繳納開曼群島所得稅。本公司於英屬維爾京群島的直接附屬公司乃根據英屬維爾京群島國際商業公司法註冊成立，因此獲豁免繳納英屬維爾京群島所得稅。

香港利得稅稅率為16.5%。由於本集團並無產生自香港的應課稅利潤，故並無就香港利得稅計提撥備。

本集團就中國內地業務經營計提的所得稅撥備乃根據現有相關立法、詮釋及慣例對年內估計應課稅利潤按適用稅率計算。

中國的一般企業所得稅稅率為25%，獲得優惠待遇除外，例如杭州悉爾科技有限公司(「**悉爾科技**」，本集團的中國附屬公司)由於獲得高新技術企業(「**高新技術企業**」)資格，自2021年12月起可享受15%的優惠所得稅稅率。

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綜合財務報表附註

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12. INCOME TAX EXPENSES (Continued)

Pursuant to the Detailed Implementation Regulations for Implementation of the Corporate Income Tax Law issued on 6 December 2007, dividends distributed from the profits generated by the PRC companies after 1 January 2008 to their foreign investors shall be subject to this withholding income tax of 10%, a lower 5% withholding income tax rate may be applied when the immediate holding companies of the subsidiaries in Mainland China are incorporated in Hong Kong and fulfil the requirements to the tax treaty arrangements between Mainland China and Hong Kong. The Group has not accrued any withholding income tax for these undistributed earnings of its subsidiaries in Mainland China as the Group does not have a plan to distribute these earnings from its subsidiaries in Mainland China.

The reconciliation between income tax expense and the product of profit before tax at applicable tax rates is as follows:

12. 所得稅開支 (續)

根據於2007年12月6日頒佈的企業所得稅法實施條例，於2008年1月1日後，以中國公司產生的利潤向其海外投資者分派的股息應按10%的稅率繳納預扣所得稅，倘中國內地附屬公司的直接控股公司在香港註冊成立及符合由中國內地與香港所訂立的稅務條約安排規定，則適用5%的較低預扣所得稅稅率。由於本集團並無計劃分派來自中國內地附屬公司的該等盈利，故本集團並未就中國內地附屬公司的未分派盈利應計任何預扣所得稅。

所得稅開支與按適用稅率計算之除稅前利潤乘積的對賬如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Profit before taxation	除稅前利潤	(214,853)	54,117
Tax calculated at applicable income tax rate of 25%	按適用所得稅稅率25%計算的稅項	(53,713)	13,529
Preferential income tax rates applicable to certain companies comprising the Group	適用於本集團旗下若干公司的優惠所得稅稅率	236	315
Tax effect of income not taxable and expenses not deductible for tax purposes	毋須課稅收入及不可扣稅開支的稅務影響	8,193	2,735
Tax effect of temporary difference not recognised	未確認暫時性差額的稅務影響	62,500	—
Utilisation of tax losses previously not recognised	動用先前尚未確認的稅項虧損	(14)	(136)
		17,202	16,443

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

13. (LOSS)/PROFIT AND TOTAL COMPREHENSIVE (EXPENSES)/INCOME FOR THE YEAR

The Group's profit for the year is stated after charging the following:

13. 年內(虧損)/利潤及全面(開支)/收益總額

本集團年內利潤乃經扣除以下各項後列賬：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cost of inventories	存貨成本	3,222	12,494
Auditor's remuneration	核數師薪酬	3,291	2,537
Depreciation of property, plant and equipment and right-of-use assets	物業、廠房及設備以及使用權資產折舊	3,609	8,826
Depreciation of investment properties	投資物業折舊	6,952	—
Amortisation of intangible assets	無形資產攤銷	645	750
Impairment loss on trade and other receivables	貿易及其他應收款項之減值虧損	297,753	57,641
Impairment loss on investment properties	投資物業減值虧損	9,408	—
Loss on disposal/written off of property, plant and equipment	出售物業、廠房及設備之虧損/撇銷物業、廠房及設備	512	24
Staff costs including directors' emoluments:	員工成本(包括董事酬金)：		
Wages, salaries and bonuses	工資、薪金及花紅	209,228	234,487
Social insurance expenses and housing benefits (Note (i))	社會保險開支及住房福利(附註(i))	39,095	42,969
Other employee benefits	其他僱員福利	9,693	6,586
Total staff costs	員工成本總額	258,016	284,042

Note:

- (i) Employees of the Group's PRC subsidiaries are required to participate in a defined contribution scheme administered and operated by the local municipal governments. The Group's PRC subsidiaries contribute funds to the scheme to fund the retirement benefits of the employees. The contributions are calculated based on a certain percentage of the employees' salaries as agreed by the local municipal governments. The Group's PRC subsidiaries and its employees are required to make monthly contributions. The only obligation of the Group with respect to the defined contribution scheme is to make the required contribution to the scheme. There is no forfeited contribution under the defined contribution scheme available to reduce the existing level of contributions in future years.

The Group has no other material obligation for the payment of retirement benefits associated with these schemes beyond the annual contributions described above.

附註：

- (i) 本集團中國附屬公司的僱員須參與由當地市政府管理及營辦的界定供款計劃。本集團中國附屬公司向該計劃供款，為僱員的退休福利撥資。供款根據當地市政府協定的僱員薪金的特定百分比計算。本集團的中國附屬公司及其僱員須按月作出供款。本集團對界定供款計劃的責任僅為向該計劃作出所需供款。根據界定供款計劃，並無沒收供款以供減少未來年度的現有供款水平。

除上述年度供款外，本集團概無其他重大責任支付與該等計劃有關的退休福利。

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For the year ended 31 December 2025 截至2025年12月31日止年度

14. DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS

14. 董事及最高行政人員酬金

For the year ended 31 December 2025	截至2025年12月31日 止年度	Directors' fees	Salaries	Housing allowance and contributions to a retirement benefit scheme 住房津貼及 退休福利 計劃供款	Discretionary bonuses and other benefits 酌情花紅及 其他福利	Total
		董事袍金 RMB'000 人民幣千元	薪金 RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	總計 RMB'000 人民幣千元
Executive Directors	執行董事					
Mr. Hu Yiping	胡一平先生	—	2,000	—	—	2,000
Mr. Tang Junjie	唐俊杰先生	—	1,040	103	451	1,594
Ms. Zheng Peng	鄭鵬女士	—	507	103	227	837
Independent Non-Executive Directors	獨立非執行董事					
Mr. Rui Meng	芮萌先生	181	—	—	—	181
Mr. Yang Xi	楊熙先生	181	—	—	—	181
Mr. Wong Wing Kuen Albert	王永權先生	181	—	—	—	181
Total	總計	543	3,547	206	678	4,974

For the year ended 31 December 2024	截至2024年12月31日 止年度	Directors' fees	Salaries	Housing allowance and contributions to a retirement benefit scheme 住房津貼及 退休福利 計劃供款	Discretionary bonuses and other benefits 酌情花紅及 其他福利	Total
		董事袍金 RMB'000 人民幣千元	薪金 RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	總計 RMB'000 人民幣千元
Executive Directors	執行董事					
Mr. Hu Yiping	胡一平先生	—	—	—	—	—
Mr. Tang Junjie	唐俊杰先生	—	1,000	96	1,065	2,161
Ms. Zheng Peng	鄭鵬女士	—	533	96	197	826
Independent Non-Executive Directors	獨立非執行董事					
Mr. Rui Meng	芮萌先生	198	—	—	—	198
Mr. Yang Xi	楊熙先生	198	—	—	—	198
Mr. Wong Wing Kuen Albert	王永權先生	198	—	—	—	198
Total	總計	594	1,533	192	1,262	3,581

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

14. DIRECTORS' AND CHIEF EXECUTIVE'S EMOLUMENTS (Continued)

The five highest paid individuals in the Group during the year included three (2024: two) directors whose emoluments are reflected in the analysis presented above. The emoluments of the remaining two (2024: three) individuals are set out below:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Wages, salaries and bonuses	工資、薪金及花紅	1,019	1,800
Social insurance expenses and housing benefits	社會保險費用及住房補貼	206	288
Other employee benefits	其他僱員福利	466	733
		1,691	2,821

The emoluments of the two (2024: three) individuals with the highest emoluments are within the following bands:

		Number of employees 僱員人數	
		2025 2025年	2024 2024年
Nil to HK\$1,000,000	零至1,000,000港元	1	2
HK\$1,000,001 to HK\$1,500,000	1,000,001港元至 1,500,000港元	1	1

During the year, no emoluments were paid by the Group to the directors or the five highest paid individuals as an inducement to join or upon joining the Group or as compensation for loss of office. None of the directors has waived or agreed to waive any emoluments during both years.

14. 董事及最高行政人員酬金(續)

年內本集團的五名最高薪酬人士中包括三名(2024年:兩名)董事,該等董事酬金已於上文呈列的分析內列示。餘下兩名(2024年:三名)人士的酬金載列如下:

最高薪酬的兩名(2024年:三名)人士酬金範圍如下:

年內,本集團並無向董事或五名最高薪酬人士支付任何酬金,作為加入本集團或加入本集團後的獎勵或作為離職補償。概無董事於該兩個年度放棄或同意放棄任何酬金。

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For the year ended 31 December 2025 截至2025年12月31日止年度

15. DIVIDEND

No dividend was paid or proposed during the year ended 31 December 2025, nor has any dividend been proposed since the end of the reporting period (2024: nil)

16. (LOSS)/EARNINGS PER SHARE

The calculation of the basic loss per share for the year is based on the loss for the year attributable to the owners of the Company of approximately RMB219,056,000 (2024: profit RMB38,473,000) and on the weighted average number of shares in issue during the year of approximately 882,422,452 (2024: 920,092,615).

There was no dilutive potential ordinary shares during the year ended 31 December 2025, and therefore, dilutive loss per share is equal to basic loss per share.

17. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS

15. 股息

於截至2025年12月31日止年度，並無派發或建議派發任何股息，且自報告期末起亦無建議派發任何股息（2024年：無）。

16. 每股（虧損）／盈利

年內每股基本虧損乃以本公司擁有人應佔年內虧損約人民幣219,056,000元（2024年：溢利人民幣38,473,000元）及年內已發行股份加權平均數約882,422,452股（2024年：920,092,615股）計算。

由於截至2025年12月31日止年度並無具攤薄潛力之潛在普通股，因此每股攤薄虧損與每股基本虧損相同。

17. 物業、廠房及設備以及使用權資產

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Property, plant and equipment (a)	物業、廠房及設備(a)	5,375	7,011
Right-of-use assets (b)	使用權資產(b)	744	490
		6,119	7,501

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For the year ended 31 December 2025 截至2025年12月31日止年度

17. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

17. 物業、廠房及設備以及使用權資產 (續)

(a) Property, plant and equipment

(a) 物業、廠房及設備

		Equipment and machinery 設備及機器 RMB'000 人民幣千元	Vehicles and others 車輛及其他 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
COST	成本			
At 1 January 2024	於2024年1月1日	13,466	32,651	46,117
Additions	添置	241	2,500	2,741
Disposal/write-off	出售/撇銷	(470)	(722)	(1,192)
At 31 December 2024 and 1 January 2025	於2024年12月31日及2025年1月1日	13,237	34,429	47,666
Additions	添置	372	1,468	1,840
Disposal/write-off	出售/撇銷	(643)	(1,189)	(1,832)
At 31 December 2025	於2025年12月31日	12,966	34,708	47,674
ACCUMULATED DEPRECIATION AND IMPAIRMENT	累計折舊及減值			
At 1 January 2024	於2024年1月1日	10,423	25,771	36,194
Provided for the year	年內撥備	976	4,018	4,994
Eliminated on disposal/write-off	出售/撇銷時對銷	(394)	(139)	(533)
At 31 December 2024 and 1 January 2025	於2024年12月31日及2025年1月1日	11,005	29,650	40,655
Provided for the year	年內撥備	800	2,125	2,925
Eliminated on disposal/write-off	出售/撇銷時對銷	(539)	(742)	(1,281)
At 31 December 2025	於2025年12月31日	11,266	31,033	42,299
CARRYING VALUES	賬面值			
At 31 December 2025	於2025年12月31日	1,700	3,675	5,375
At 31 December 2024	於2024年12月31日	2,232	4,779	7,011

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For the year ended 31 December 2025 截至2025年12月31日止年度

17. PROPERTY, PLANT AND EQUIPMENT AND RIGHT-OF-USE ASSETS (Continued)

17. 物業、廠房及設備以及使用權資產 (續)

(b) Right-of-use assets

(b) 使用權資產

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At 31 December:	於12月31日：		
Land and buildings	土地及樓宇	744	490
Lease commitments of short-term leases	短期租賃的租賃承擔	422	303

The maturity analysis, based on undiscounted cash flows, of the Group's lease liabilities is as follows:

基於未貼現現金流量的本集團租賃負債的到期情況分析如下：

Less than 1 year	一年以內	364	178
Between 1 and 2 years	一至兩年	427	—
		791	178

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Year ended 31 December:	截至12月31日止年度：		
Depreciation charge of right-of-use assets	使用權資產折舊費用		
Land and buildings	土地及樓宇	684	3,832
Expenses related to short-term leases	短期租賃相關開支	4,302	2,805
Lease interests	租賃利息	24	158
Total cash outflow for leases	租賃現金流出總額	4,696	6,876
Additions to right-of-use assets	添置使用權資產	938	2,980

The Group leases various land and buildings. Lease agreements are typically made for fixed periods of 2 to 3 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants and the leased assets may not be used as security for borrowing purposes.

本集團租賃若干土地及樓宇。租賃協議通常訂有固定租期，為期兩至三年。租賃條款按單獨基準磋商，包含各種不同條款及條件。租賃協議並無施加任何契諾，且租賃資產不得用作借貸抵押。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

18. INVESTMENT PROPERTIES

For the year ended 31 December 2025, the Group enforced its rights to realised 1,400 car parking spaces with value of RMB139,050,000 to offset part of the loan receivable.

Investment properties stated cost less accumulated depreciation.

18. 投資物業

截至2025年12月31日止年度，本集團行使其權利變現1,400個停車位，價值人民幣139,050,000元，以抵銷部分應收貸款。

投資物業按成本減累計折舊列示。

		2025 2025年 RMB'000 人民幣千元
Cost	成本	139,050
Accumulated depreciation	累計折舊	(6,952)
Impairment loss on investment properties	投資物業減值虧損	(9,408)
		122,690

As at 31 December 2025, the fair value of the investment properties stated in the consolidated statement of financial position at cost less accumulated depreciation and impairment losses is estimated at approximately RMB122,690,000 on an open market, existing use basis, by reference to recent sales price of comparable properties using market data which are publicly available and made adjustments to reflect the differences in the characteristics between the investment properties and the comparable properties (level 3 fair value measurement). As the recoverable amount, which determined on fair value less cost of disposal, is lower than the carrying value, an impairment of RMB9,408,000 was recognised in profit or loss.

於2025年12月31日，綜合財務狀況表中按成本減累計折舊及減值虧損列示的投資物業的公允價值，根據公開可得的市場數據，參照可比較物業的近期銷售價格並對投資物業與可比較物業的特徵差異進行調整後，估計約為人民幣122,690,000元，基於公開市場的現有使用情況（第3級公允價值計量）。由於以公允價值減出售成本確定的可回收金額低於賬面價值，因此在損益中確認了人民幣9,408,000元的減值虧損。

		2025 2025年 RMB'000 人民幣千元
Net book value of investment properties	投資物業賬面淨值	132,098
Fair value of investment properties (level 3 fair value measurement using significant unobservable inputs)	投資性物業公允價值(使用重大不可觀察輸入數據的第3級公允價值計量)	122,690

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

19. INTANGIBLE ASSETS

19. 無形資產

		Computer software 計算機軟件 RMB'000 人民幣千元
COST	成本	
At 1 January 2024	於2024年1月1日	5,666
Addition	添置	207
At 31 December 2024 and 1 January 2025	於2024年12月31日及 2025年1月1日	5,873
Addition	添置	441
At 31 December 2025	於2025年12月31日	6,314
ACCUMULATED AMORTISATION	累計攤銷	
At 1 January 2024	於2024年1月1日	2,333
Provided for the year	年內撥備	750
At 31 December 2024 and 1 January 2025	於2024年12月31日及 2025年1月1日	3,083
Provided for the year	年內撥備	645
At 31 December 2025	於2025年12月31日	3,728
CARRYING VALUE	賬面值	
At 31 December 2025	於2025年12月31日	2,586
At 31 December 2024	於2024年12月31日	2,790

20. INVESTMENT IN ASSOCIATES

20. 於聯營公司的投資

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Share of net assets:	應佔淨資產：	—	353

The following table shows, in aggregate, the Group's share of the amounts of all individually immaterial associates that are accounted for using the equity method.

下表列示以權益法入賬之本集團應佔所有個別並無重大影響之聯營公司總額。

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20. INVESTMENT IN ASSOCIATES (Continued)

20. 於聯營公司的投資 (續)

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At 31 December:	於12月31日：		
Carrying amounts of interest	權益之賬面值	—	353
Year ended 31 December:	截至12月31日止年度：		
Profit/(Loss) from continuing operations	來自持續經營業務之 利潤/(虧損)	—	(145)
Profit after tax from discontinued operations	來自已終止經營業務之 稅後利潤	171	—
Other comprehensive expense	其他全面開支	—	—
Total comprehensive expense	全面開支總額	171	(145)

The associate was close down on 1 August 2025.

於2025年8月1日關閉的聯營公司。

21. INVESTMENT IN JOINT VENTURE

21. 於合營企業之投資

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cost of investment	投資成本	1,000	500
Share of profit/(loss)	分佔利潤/(虧損)	15	(7)
		1,015	493
Share of net assets:	分佔資產淨值：	1,015	493
At 31 December:	於12月31日：		
Carrying amounts of interest	權益之賬面值	1,015	493
Year ended 31 December:	截至12月31日止年度：		
Profit/(loss) from continuing operations	來自持續經營業務之 利潤/(虧損)	22	(7)
Loss after tax from discontinued operations	來自已終止經營業務之 稅後虧損	—	—
Other comprehensive expense	其他全面開支	—	—
Total comprehensive expense	全面開支總額	22	(7)

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For the year ended 31 December 2025 截至2025年12月31日止年度

21. INVESTMENT IN JOINT VENTURE (Continued)

As at 31 December 2025, the Group has interests in the joint venture as following:

Name of entity	Place of incorporation	Class of shares held	Proportion of ownership interests in directly held by the Company	Principal activity
實體名稱	註冊成立地點	所持股份類別	本公司直接持有所有權權益比例	主要業務
Quzhou Shengquan Urban Operation Service Co., Ltd	PRC	Registered capital	50%	Property management services
衢州盛全城市運營服務有限公司	中國	註冊資本	50%	物業管理服務

21. 於合營企業之投資 (續)

於2025年12月31日，本集團於合營企業之權益如下：

22. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

Level 3 valuation: Fair value measured using significant unobservable inputs.

22. 按公允價值計量且其變動計入損益的金融資產

第3級估值：使用重大不可觀察輸入數據計量的公允價值。

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Unlisted fund investments (note a)	非上市基金投資 (附註a)	4,212	—

Note a: RMB22,000 of interests were received on these investments during the year (2024: Nil). The principal and returns are minimally affected by risk factors and have high liquidity.

附註a：於年內，該等投資收取利息人民幣22,000元（2024年：無）。本金及收益受風險因素的影響甚微，且具有高度流動性。

23. INVENTORIES

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Raw materials	原材料	1,972	2,087
Finished goods	製成品	2,177	3,276
Properties for sale	待售物業	109,028	16,371
		113,177	21,734

23. 存貨

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For the year ended 31 December 2025 截至2025年12月31日止年度

24. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS

24. 貿易及其他應收款項以及預付款項

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Trade receivables (Note (a))	貿易應收款項 (附註(a))		
— Related parties	— 關聯方	140,889	111,014
— Third parties	— 第三方	459,422	395,262
Less: allowance for impairment of trade receivables	減：貿易應收款項減值撥備	(120,647)	(76,141)
		479,664	430,135
Other receivables	其他應收款項		
— Deposit for acquisition (Note 40(b))	— 收購按金 (附註40(b))	78,000	—
— Deposits (Note e)	— 按金 (附註e)	276,897	269,950
— Payments on behalf of property owners (Note (b))	— 代表業主之付款 (附註(b))	52,643	42,447
— Others	— 其他	51,571	48,801
Less: allowance for impairment of other receivables	減：其他應收款項減值撥備	(264,853)	(11,624)
		194,258	349,574
Prepayments	預付款項		
— Prepayments for inventories	— 存貨預付款項	18,160	20,139
— Other prepayments	— 其他預付款項	17,648	30,779
		35,808	50,918
Loan receivables (Notes (c)(d))	應收貸款 (附註(c)(d))	5,389	268,240
Less: allowance for impairment of loan receivables	減：應收貸款減值撥備	—	(21,422)
		5,389	246,818
		715,119	1,077,445
Non-current	非流動	(78,000)	—
Current	流動	637,119	1,077,445

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For the year ended 31 December 2025 截至2025年12月31日止年度

24. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS (Continued)

Note:

- (a) Trade receivables mainly arise from property management services income to property owners and value-added services to non-property owners. Property management services income are received in accordance with the terms of the relevant services agreements. Service income from property management service is due for payment by the residents upon the issuance of demand note.

As at 31 December 2025 and 2024, the ageing analysis of the trade receivables based on invoice date before impairment were as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
0 to 180 days	0至180天	246,136	223,164
181 to 365 days	181至365天	60,755	61,410
1 to 2 years	1至2年	139,233	120,911
2 to 3 years	2至3年	75,914	78,685
3 to 4 years	3至4年	61,585	14,025
Over 4 years	4年以上	16,688	8,081
		600,311	506,276

- (b) The balance represented mainly the payments on behalf of property owners in respect of utility costs of properties.
- (c) As at 31 December 2025, loans to third parties with aggregate principal amount at approximately RMB5,389,000 (2024:RMB8,728,000) are unsecured, interest bearing at 10% (2024:10%) p.a. and repayable within one year.
- (d) As at 31 December 2024, as one of the borrower fail to perform its obligation to repay the loan, the Group enforced its rights to realise the charged assets of 1,400 car park with an appraised value of approximately RMB139,050,000 as at 31 December 2024 to offset part of the loan receivable. In addition, the Group entered into a supplemental agreement to acquire certain additional car park spaces with an appraised value of approximately RMB99,040,000 as at 31 December 2024 from the borrower to offset the outstanding loan. Please refer to the announcement of the Company dated 28 March 2025 in relation to the discloseable transaction for more details.
- (e) As at 31 December 2025 and 2024, the amount including deposit of RMB250,000,000 (the "Deposit") paid to Dexin China Holdings Limited ("Dexin China") for obtaining the exclusive leasing and sales rights and the cooperation rights on leasing and sales for the certain parking spaces. Due to the fact winding up order was granted to Dexin China by the High Court of Hong Kong, the deposit is still not refunded by Dexin China up to the date of this report. Full impairment was recognized during the year.

24. 貿易及其他應收款項以及預付款項 (續)

附註：

- (a) 貿易應收款項主要來自向業主提供的物業管理服務及非業主增值服務收入。物業管理服務收入乃根據相關服務協議的條款收取。住戶應於發出繳款通知書後支付到期的物業管理服務的服務收入。

於2025年及2024年12月31日，基於減值前發票日期的貿易應收款項賬齡分析如下：

- (b) 結餘主要為代業主支付物業的公用事業費用。
- (c) 於2025年12月31日，借予第三方本金總額約人民幣5,389,000元（2024年：人民幣8,728,000元）之貸款為無抵押、按年利率10%（2024年：10%）計息及須於一年內償還。
- (d) 截至2024年12月31日，由於其中一名借款人未能履行償還貸款的義務，本集團行使權利變現抵押資產，包括1,400個停車位，其於2024年12月31日的評估價值約為人民幣139,050,000元，以抵銷部分貸款應收款。此外，本集團訂立補充協議，向借款人收購若干額外停車位，其於2024年12月31日的評估價值約為人民幣99,040,000元，以抵銷未償貸款。更多詳情，請參閱本公司日期為2025年3月28日的須可披露交易公告。
- (e) 於2025年及2024年12月31日，已付德信中國控股有限公司（「德信中國」）按金人民幣250,000,000元（「按金」），以取得若干停車位的獨家租售權及租售合作權。由於香港高等法院向德信中國發出清盤令，截至本報告日期，德信中國仍未退還按金。減值於年內已悉數確認。

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For the year ended 31 December 2025 截至2025年12月31日止年度

25. CASH AND CASH EQUIVALENTS

As at 31 December 2025, the cash and cash equivalents of the Group denominated in Renminbi (“RMB”) amounted to 137,757,000 (2024: RMB200,923,000). Conversion of RMB into foreign currencies is subject to the PRC’s Foreign Exchange Control Regulations.

25. 現金及現金等價物

於2025年12月31日，本集團以人民幣（「人民幣」）計值的現金及現金等價物為人民幣137,757,000元（2024年：人民幣200,923,000元）。人民幣兌換成外幣須受《中華人民共和國外匯管理條例》所限。

26. TRADE AND OTHER PAYABLES

26. 貿易及其他應付款項

		Note	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Trade payables	貿易應付款項	(a)		
— Related parties	— 關聯方		608	381
— Third parties	— 第三方		196,751	195,061
			197,359	195,442
Other payables	其他應付款項			
— Deposits	— 按金	(c)	37,063	41,541
— Amounts temporarily received from/ on behalf of property owners	— 暫時向／代業主收取 的金額		113,586	110,651
— Amounts due to related parties	— 應付關聯方款項	(b)	3,692	2,193
— Amounts due to non-controlling interests	— 應付非控股權益款項	(b)	1,525	1,753
— Accrued payroll	— 應計薪資		25,936	21,057
— Other taxes payables	— 其他應付稅項		29,866	25,719
— Other accrued expenses	— 其他應計開支		37,226	10,881
			248,894	213,795
			446,253	409,237

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

26. TRADE AND OTHER PAYABLES (Continued)

Notes:

- (a) As at 31 December 2025 and 2024, the aging analysis of trade payables based on invoice date were as follow:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Within 1 year	1年以內	181,167	185,353
After 1 year but within 2 years	1年後但2年內	10,168	4,378
After 2 year but within 3 years	2年後但3年內	2,202	3,504
Over 3 years	超過3年	3,822	2,207
		197,359	195,442

- (b) Amounts due to related parties and non-controlling interests were unsecured, interest free and repayable on demand.
- (c) The amounts mainly represented utility expenses collected from the property owners to be paid to related service providers and rental fee collected from leasees to be returned to the property owners.

26. 貿易及其他應付款項 (續)

附註：

- (a) 於2025年及2024年12月31日，基於發票日期的貿易應付款項賬齡分析如下：

- (b) 應付關聯方及非控股權益款項為無抵押、免息及按要求償還。
- (c) 該等款項主要為向業主收取的水電費，以便支付給有關服務提供商，以及向承租人收取的租金費用，以便退還業主。

27. BORROWINGS

27. 借款

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Secured loans	有抵押貸款	10,000	17,000
		10,000	17,000
Carry amount repayable (note):	於以下期限內應償還的 賬面值 (附註)：		
Within one year	一年內	10,000	7,000
In the second year	第二年	—	10,000
		10,000	17,000

Notes:

The secured bank loan of RMB10,000,000 is secured by corporate guarantee provided by the related party, carried a fixed interest rate of 4.5% per annum.

附註：

有抵押銀行貸款人民幣10,000,000元由第三方提供的公司擔保作抵押，按固定年利率4.5%計息。

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28. CONTRACT LIABILITIES

28. 合約負債

		As at 31 December 2025 於2025年 12月31日 RMB'000 人民幣千元	As at 31 December 2024 於2024年 12月31日 RMB'000 人民幣千元	As at 31 January 2024 於2024年 1月31日 RMB'000 人民幣千元
Contract liabilities	合約負債			
Property management services	物業管理服務	134,558	143,648	144,989
Value-added services to non-property owners	非業主增值服務	270	79	222
Community value-added services	社區增值服務	1,696	4,715	5,784
		136,524	148,442	150,995

Transaction prices allocated to performance obligations unsatisfied at the end of year and expected to be recognised as revenue in:

於年末分配至未達成履約責任及預期於以下年度確認為收入的交易價格：

— 2025	— 2025年	—	148,442
— 2026	— 2026年	136,524	—
		136,524	148,442
Revenue recognised in the year that was included in contract liabilities at beginning of year	於年內確認的收入 (計入年初的合約負債)	148,442	150,995

Unsatisfied performance obligations

For property management services and value-added services to non-property owners, the Group recognises revenue in the amount that equals to the right to invoice which corresponds directly with the value to the customer of the Group's performance to date, on a monthly basis. The Group has elected the practical expedient for not to disclose the remaining performance obligations for these type of contracts. The majority of the property management services contracts do not have a fixed term.

For community value-added services, they are rendered in short period of time, which is generally less than a year, and the Group has elected the practical expedient for not to disclose the remaining performance obligations for these type of contracts.

未履行的履約責任

就物業管理服務及非業主增值服務而言，本集團按月確認相等於有權開票金額的收入，該金額直接對應本集團迄今對客戶履約的價值。本集團已選擇可行權宜方法，不披露該等類型合約的剩餘履約責任。大部分物業管理服務合約並無固定期限。

就社區增值服務而言，其乃於短期內提供，通常不到一年，本集團已選擇可行權宜方法，不披露該等類型合約的剩餘履約責任。

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29. LEASE LIABILITIES

29. 租賃負債

		Lease payments		Present value of lease payments	
		租賃付款		租賃付款的現值	
		2025	2024	2025	2024
		2025年	2024年	2025年	2024年
		RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
Within 1 year	一年內	364	178	411	175
After 1 year but within 2 years	1年後但2年內	427	—	332	—
		791	178	743	175
Less: Future finance charges	減：未來融資費用	(48)	(3)		
Present value of lease liabilities	租賃負債的現值	743	175		
Less: Amount due for settlement within 12 months (shown under current liabilities)	減：12個月內到期償付的金額(於流動負債項下呈列)			(411)	(175)
Amount due for settlement after 12 months	12個月後到期償付的金額			332	—

The effective interest rate of the Group's lease liabilities as at 31 December 2025 is 5.44% (2024: 5.44%).

於2025年12月31日本集團租賃負債的實際利率為5.44%(2024年：5.44%)。

30. DEFERRED TAX

30. 遞延稅項

The following are the major deferred tax assets/(liabilities) recognised by the Group.

以下為本集團確認的主要遞延稅項資產/(負債)。

		Allowance on doubtful debts	Tax losses	Total
		呆賬撥備	稅項虧損	總計
		RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元
At 1 January 2024	於2024年1月1日	12,887	1,313	14,200
Credited to profit or loss	於損益計入	14,410	—	14,410
At 31 December 2024 and 1 January 2025	於2024年12月31日及2025年1月1日	27,297	1,313	28,610
Credited to profit or loss	於損益計入	14,290	—	14,290
At 31 December 2025	於2025年12月31日	41,587	1,313	42,900

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30. DEFERRED TAX (Continued)

At the end of the reporting period the Group has unused tax losses of RMB37,585,000 (2024: RMB5,011,000) available for offset against future profits that will expire within ten years. No deferred tax asset has been recognised in respect of RMB4,314,000 (2024: RMB2,307,000) due to the unpredictability of future profit streams.

The Group has not recognised deferred tax liabilities as at 31 December 2025 in respect of undistributed earnings of RMB589,224,000 (2024: RMB491,724,000) as the Company controls the dividend policy of the subsidiaries and it has been determined that these profits will not be distributed in the foreseeable future.

30. 遞延稅項 (續)

於報告期末，本集團持有未動用稅項虧損人民幣37,585,000元（2024年：人民幣5,011,000元），可供抵銷未來溢利（將於十年內到期）。由於未來溢利來源的不可估計性，故概無就人民幣4,314,000元（2024年：人民幣2,307,000元）確認遞延稅項資產。

於2025年12月31日，本集團並無就未分派盈利人民幣589,224,000元（2024年：人民幣491,724,000元）確認遞延稅項負債，原因是本公司控制附屬公司的股息政策且已釐定該等溢利將不會於可見將來分派。

31. SHARE CAPITAL

31. 股本

		Number of ordinary shares 普通股數目	Nominal value ordinary shares 普通股面值	Amount equivalent to RMB'000 等同金額
Authorised:	法定：			
Shares of the Company with nominal value of HK\$0.01 each	本公司每股面值0.01港元的股份			
At 1 January 2024,	於2024年1月1日、			
31 December 2024,	2024年12月31日、			
1 January 2025 and	2025年1月1日及			
31 December 2025	2025年12月31日	5,000,000,000	50,000,000	43,947
Issued and fully paid:	已發行及繳足：			
At 1 January 2024	於2024年1月1日	937,308,000	9,373,080	7,738
Repurchases and cancellation of shares (Notes a)	購回及註銷股份(附註a)	(19,427,000)	(194,270)	(174)
At 31 December 2024 and 31 December 2025	於2024年12月31日及於2025年12月31日	917,881,000	9,178,810	7,564

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31. SHARE CAPITAL (Continued)

Notes:

- (a) During the year ended 31 December 2024, the Group repurchased a total of 54,745,000 ordinary shares listed on Stock Exchange. The total amount paid to repurchased these ordinary shares was approximately RMB90,800,000. As at 31 December 2024, 19,427,000 shares repurchased during the current reporting period has been cancelled. Upon the cancellation of the 19,427,000 ordinary shares repurchased, the issued share capital of the Company was reduced by the par value of approximately RMB174,000, and the premium paid on the repurchased of these cancelled shares of RMB35,102,000, including transaction costs was deducted from share premium of the Company.
- (b) During the year ended 31 December 2025, the Group repurchased a total of 270,000 ordinary shares listed on Stock Exchange. The total amount paid to repurchase these ordinary shares was approximately RMB210,000. Up to the date of this report, the repurchased ordinary shares has not been cancelled.

31. 股本 (續)

附註：

- (a) 於截至2024年12月31日止年度，本集團回購合共54,745,000股於聯交所上市的普通股。為回購此等普通股所支付的總金額約為人民幣90,800,000元。於2024年12月31日，本報告期內回購的19,427,000股股份已被註銷。於註銷所購回的19,427,000股普通股後，本公司的已發行股本按面值減少約人民幣174,000元，而購回此等已註銷股份的已付溢價人民幣35,102,000元(包括交易成本)已從本公司股份溢價中扣除。
- (b) 截至2025年12月31日止年度，本集團回購合共270,000股於聯交所上市的普通股。回購該等普通股支付的總金額約為人民幣210,000元。截至本報告日期，已回購的普通股尚未註銷。

32. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY

32. 本公司財務狀況表及儲備

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Non-current assets	非流動資產		
Investment in a subsidiary	於一間附屬公司的投資	58,602	58,602
Current assets	流動資產		
Prepayment	預付款項	4,860	3,532
Amount due from a subsidiary	應收一間附屬公司款項	324,337	344,805
Amount due from a shareholder	應收一名股東款項	61	—
Cash and cash equivalents	現金及現金等價物	861	86
		330,119	348,423
Current liabilities	流動負債		
Other payables	其他應付款項	12,872	11,207
Amount due to a subsidiary	應付一間附屬公司款項	110	125
		12,982	11,332
Net current assets	流動資產淨值	317,137	337,091
Total assets less current liabilities	總資產減流動負債	375,739	395,693
Net assets	資產淨值	375,739	395,693
Capital and reserves	資本及儲備		
Share capital	股本	7,564	7,564
Reserves	儲備	368,175	388,129
Total equity	權益總額	375,739	395,693

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33. RESERVES

(a) Group

Share premium

Share premium represents the difference between the consideration and the par value of the issued and paid up shares of the Company.

Capital reserve

33. 儲備

(a) 本集團

股份溢價

股份溢價指本公司已發行實繳股份的代價與面值之間的差額。

資本儲備

	Note	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Reorganisation	(a)	64,599	64,599
Purchase of additional interest in a subsidiary		(30,968)	(30,968)
Repurchase of shares	31(b)	(55,734)	(55,524)
Deemed contribution	(b)	7,331	7,331
Xier Technology	(c)	15,837	15,837
Shengquan Property	(d)	(114,374)	(114,374)
Zhida Xiaorui	(e)	7,508	7,508
		(105,801)	(105,591)

(a) The accumulated capital contribution from the then shareholders of the group companies in excess of the consideration given in relation to the Reorganisation.

(b) The Group disposed of Zhejiang Shengquan Security Services Co., Ltd. (the "Shengquan Security") to an entity controlled by Mr. Hu at a consideration of RMB11,000,000 during the year ended 31 December 2018 and the Group bought back Shengquan Security during the Reorganisation. Shengquan Security was engaged in the Listing Business, the consideration received was accounted for as a deemed contribution from the controlling shareholder of the Group during the year ended 31 December 2018.

During the year ended 31 December 2019, the Group injected capital of RMB3,669,000 to a company engaged in the Excluded Business. Since the financial information of the Excluded Business, the capital injection was accounted for as a deemed distribution to the controlling shareholder of the Group.

(c) The shareholder of Xier Technology has acquired or disposed of certain equity interests in Xier Technology, which resulted in increases or decreases in non-controlling interests and corresponding decreases or increases in capital reserves.

(a) 集團公司當時股東的累計注資超出就重組規定的代價部分。

(b) 截至2018年12月31日止年度，本集團以代價人民幣11,000,000元向胡先生控制的實體出售浙江盛全保安服務有限公司（「盛全保安」），本集團於重組期間購回盛全保安。盛全保安從事上市業務，截至2018年12月31日止年度收取的代價入賬列為視作本集團控股股東出資。

截至2019年12月31日止年度，本集團向一家從事除外業務的公司注資人民幣3,669,000元。由於除外業務的財務資料，注資入賬列為視作向本集團控股股東分派。

(c) 悉爾科技股東購入或出售悉爾科技若干股權，致使非控股權益增加或減少，資本儲備則相應減少或增加。

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For the year ended 31 December 2025 截至2025年12月31日止年度

33. RESERVES (Continued)

(a) Group (Continued)

Capital reserve (Continued)

- (d) During the years ended 31 December 2018 and 2019, the then shareholder of Shengquan Property acquired additional interests in Shengquan Property, which resulted in decreases in non-controlling interests of RMB1,644,000 and RMB4,851,000 and corresponding increases in the capital reserves.

On 16 November 2020, Shengquan Technology acquired 95% equity interest in Shengquan Property at a consideration of RMB55,800,000 from its then shareholders. Upon completion of the transaction, Shengquan Property was 95% owned by Shengquan Technology and 5% owned by Zhida Xiaorui.

In August and September 2020, Shengquan Property acquired certain fellow subsidiaries engaged in the Listing Business from the entities controlled by Mr. Hu at total consideration of RMB72,665,000.

In September 2020, Shengquan Property disposed certain subsidiaries engaged in the Excluded Business to the entities controlled by Mr. Hu at a total consideration of RMB7,596,000.

- (e) On 1 November 2020, Zhi Da Xiao Rui (Hong Kong) Limited (“**Zhida Xiaorui**”), an entity controlled by another pre-IPO investor, agreed to inject HK\$8,900,000 (equivalent to approximately RMB7,508,000) to Shengquan Property in return of 5% of its equity interest.

Statutory reserves

In accordance with relevant rules and regulations in the PRC, when declaring dividend, the Group's PRC subsidiaries are required to appropriate not less than 10% of their profit after taxation calculated under PRC accounting rules and regulations to the statutory reserve fund, until the accumulated total of the fund reaches 50% of the registered capital of the respective companies. The statutory reserve fund can only be used, upon approval by the relevant authority, to offset losses brought forward from prior years or to increase the paid-up capital of respective companies.

33. 儲備 (續)

(a) 本集團 (續)

資本儲備 (續)

- (d) 截至2018年及2019年12月31日止年度，盛全物業當時股東收購盛全物業的額外權益，致使非控股權益分別減少人民幣1,644,000元及人民幣4,851,000元，而資本儲備則相應增加。

於2020年11月16日，盛全科技自盛全物業當時股東收購其95%的股權，代價為人民幣55,800,000元。交易完成後，盛全物業由盛全科技擁有95%權益，由智大曉瑞擁有5%權益。

於2020年8月及9月，盛全物業自胡先生控制的實體收購若干從事上市業務的同系附屬公司，總代價為人民幣72,665,000元。

於2020年9月，盛全物業向胡先生控制的實體出售若干從事除外業務的附屬公司，總代價為人民幣7,596,000元。

- (e) 於2020年11月1日，智大曉瑞（香港）有限公司（「**智大曉瑞**」）（一家由另一名首次公開發售前投資者控制的實體）同意向盛全物業注資8,900,000港元（相當於約人民幣7,508,000元），以換取其5%的股權。

法定儲備

根據中國有關規則及法規，在宣派股息時，本集團的中國附屬公司須將根據中國會計準則及法規計算的稅後利潤的不低於10%劃撥至法定儲備金，直至法定儲備金的累計總額達到各公司註冊資本的50%為止。法定儲備金只能在相關機構批准後用於抵銷過往年度結轉的虧損或增加各公司的實收資本。

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

33. RESERVES (Continued)

(a) Group (Continued)

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. To this end, the Group aims to price services commensurately with the level of risk and secure access to financing at a reasonable cost. The Group's overall strategy remained unchanged throughout the reporting periods.

The Group monitors its capital structure based on the adjusted net debt-to-capital ratio. For this purpose, adjusted net debt is defined as total debt (which includes interest-bearing loans and borrowings, and lease liabilities) plus unaccrued proposed dividends, less cash and cash equivalents. Adjusted capital represents total equity attributable to equity shareholders of the Company, less unaccrued proposed dividends.

As at 31 December 2025 and 2024, the Group maintained at net cash position.

(b) Company

33. 儲備 (續)

(a) 本集團 (續)

資本管理

本集團管理資本的主要目標是保障本集團能夠持續經營，從而繼續為股東提供回報及為其他利益相關者謀求利益。為此，本集團旨在透過因應風險水平為服務定價以及按合理成本獲得融資。本集團的整體策略於整個報告期維持不變。

本集團基於經調整債務淨額資本比率監察其資本架構。為此，經調整債務淨額界定為債務總額（包括計息貸款及借款以及租賃負債）加未計擬派股息減現金及現金等價物。經調整資本指本公司權益股東應佔權益總額減未計擬派股息。

於2025年及2024年12月31日，本集團維持淨現金狀況。

(b) 本公司

		Share premium 股份溢價 RMB'000 人民幣千元	Capital reserves 資本儲備 RMB'000 人民幣千元	Accumulated losses 累計虧損 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日	450,374	58,602	(32,588)	476,388
Total comprehensive expense	全面開支總額	—	—	2,367	2,367
Repurchase and cancellation of shares	購回及註銷股份	(35,102)	(55,524)	—	(90,626)
At 31 December 2024	於2024年12月31日	415,272	3,078	(30,221)	388,129
Total comprehensive expense	全面開支總額	—	—	(19,744)	(19,744)
Repurchase of shares	購回股份	—	(210)	—	(210)
At 31 December 2025	於2025年12月31日	415,272	2,868	(49,965)	368,175

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

34. CAPITAL COMMITMENTS

The Group did not have any material capital commitments as at 31 December 2025 and 2024.

35. CONTINGENT LIABILITIES

The Group did not have any material contingent liabilities as at 31 December 2025 and 2024.

36. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

34. 資本承擔

於2025年及2024年12月31日，本集團並無任何重大資本承擔。

35. 或然負債

於2025年及2024年12月31日，本集團並無任何重大或然負債。

36. 融資活動產生的負債對賬

		Borrowing 借款 RMB'000 人民幣千元	Lease liabilities 租賃負債 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日	27,000	1,108	28,108
Financing cash flows	融資現金流量	(10,000)	(4,071)	(14,071)
Non-cash changes	非現金變動			
— Addition	— 添置	—	2,980	2,980
— Finance costs	— 融資成本	—	158	158
At 31 December 2024	於2024年12月31日	17,000	175	17,175
Financing cash flows	融資現金流量	(7,000)	(394)	(7,394)
Non-cash changes	非現金變動			
— Addition	— 添置	—	938	938
— Finance costs	— 融資成本	—	24	24
At 31 December 2025	於2025年12月31日	10,000	743	10,743

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

37. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOW 37. 綜合現金流量表附註

Deemed disposal of equity interest in subsidiaries (“Deemed disposals”)

During the year, Deqing Kaisibo Enterprise Management Partnership Enterprise (Limited partnership) agreed to subscribe 4.9% of the equity interest of Dexin Shengquan Property Services Co. Ltd (“**Dexin Shengquan**”) as enlarged by capital increase. As a result, total equity holding in Dexin Shengquan held by Shenquan Technology and Zhida Xiaorui (Hong Kong) Limited was diluted from 100% to approximately 95.1%. Dexin Shengquan remained a non-wholly owned subsidiary of the Group and its financial results continue to be consolidated with the financial statement of the Group.

In additions, Chongping Hiuchi Company Limited agreed to subscribe 0.09% of the equity interest of Sheng Quan Holding (Hong Kong) Limited (“**Sheng Quan Holding**”) as enlarged by capital increase. And Sanchi International Enterprises Development Limited also agreed to subscribe 0.99% of the equity interest of Zhi Da Xiao Rui (Hong Kong) Limited (“**Zhi Da Xiao Rui**”) as enlarged by capital increase. As a result, total equity holding in Sheng Quan Holding was diluted from 100% to approximately 99.91% and the equity holding in Zhi Da Xiao Rui was diluted from 100% to approximately 99.01%. Sheng Quan Holding and Zhi Da Xiao Rui remained non-wholly owned subsidiaries of the Group and their financial results continue to be consolidated with the financial statement of the Group.

The effect of the deemed disposal on the equity attributable to the owners of the Group is as follows:

視作出售附屬公司權益(「視作出售」)

年內，德清凱思博企業管理合夥企業(有限合夥)同意認購德信盛全物業服務有限公司(「**德信盛全**」)經增資擴大的4.9%股權。因此，盛全科技及智大曉瑞(香港)有限公司合共持有的德信盛全股權總額由100%攤薄至約95.1%。德信盛全仍為本集團非全資附屬公司，其財務業績繼續與本集團財務報表綜合入賬。

此外，創平曉智有限公司同意認購盛全控股(香港)有限公司(「**盛全控股**」)經增資擴大的0.09%股權。晨智國際企業發展有限公司亦同意認購智大曉瑞(香港)有限公司(「**智大曉瑞**」)經增資擴大的0.99%股權。因此，盛全控股的股權總額由100%攤薄至約99.91%，而智大曉瑞的股權總額由100%攤薄至約99.01%。盛全控股及智大曉瑞仍為本集團非全資附屬公司，其財務業績繼續與本集團財務報表綜合入賬。

視作出售對本集團擁有人應佔權益的影響如下：

		RMB'000 人民幣千元
Change in net assets in the Deemed Disposals	視作出售中的資產淨值變動	(28,927)
Non-controlling interest capital injection	非控股權益注資	6,471
Loss on deemed disposal recognised directly in equity	於權益中直接確認的 視作出售虧損	(22,456)

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

38. RELATED PARTY TRANSACTIONS

In addition to the related party information disclosed elsewhere in the consolidated financial statements, the Group entered into the following significant related party transactions for the year ended 31 December 2025.

(a) Name of and relationship with related parties

During the year, transactions with the following parties are considered as related party transactions:

Name of related party 關聯方姓名／名稱	Relationship with the Group 與本集團的關係
Mr. Hu 胡先生	Ultimate controlling shareholder of the Company 本公司最終控股股東
Dexin China Holdings Company Limited and its subsidiaries (“Dexin China Group”) 德信中國控股有限公司及其附屬公司(「德信中國集團」)	Controlled by Mr. Hu 由胡先生控制

(b) Key management personnel remuneration

Remuneration for key management personnel of the Group, including amounts paid to the Company’s directors and other members of key management as disclosed in Note 14, is as follows:

	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Salaries and other short-term employee benefits 薪金及其他短期僱員福利	6,122	5,809

38. 關聯方交易

除綜合財務報表其他章節披露的關聯方資料以外，本集團於截至2025年12月31日止年度訂立下列重大關聯方交易。

(a) 關聯方姓名／名稱及與關聯方的關係

年內，與下列各方的交易被視為關聯方交易：

(b) 主要管理人員酬金

本集團主要管理人員酬金(包括已付本公司董事及其他主要管理層的款項(誠如附註14所披露))如下：

Notes to the Consolidated Financial Statements

綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

38. RELATED PARTY TRANSACTIONS (Continued)

(c) Significant related party transactions

During the years ended 31 December 2025 and 2024, the Group had the following significant transactions with related parties. The transactions amounts disclosed represent the transactions with relevant parties during the periods when those parties were related parties of the Group.

38. 關聯方交易 (續)

(c) 重大關聯方交易

截至2025年及2024年12月31日止年度，本集團與關聯方擁有以下重大交易。披露的交易金額指在相關方為本集團的關聯方時與之進行的交易。

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
(i) Provision of services	(i) 提供服務		
— Dexin China Group and its joint ventures and associates	— 德信中國集團及其合營企業及聯營公司	29,657	44,695
— Other entities controlled by Mr. Hu	— 胡先生控制的其他實體	—	141
		29,657	44,836

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

38. RELATED PARTY TRANSACTIONS (Continued)

38. 關聯方交易 (續)

(d) Balances with related parties

(d) 與關聯方的結餘

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Trade related	貿易相關		
Trade receivables	貿易應收款項		
— Dexin China Group and its joint ventures and associates	— 德信中國集團及其合營企業及聯營公司	136,943	105,500
— Other entities controlled by Mr. Hu	— 胡先生控制的其他實體	3,946	5,514
Other receivables	其他應收款項		
— Dexin China Group and its joint ventures and associates	— 德信中國集團及其合營企業及聯營公司	1,831	1,514
— Other entities controlled by Mr. Hu	— 胡先生控制的其他實體	13,927	13,867
Trade payables	貿易應付款項		
— Dexin China Group and its joint ventures and associates	— 德信中國集團及其合營企業及聯營公司	608	381
— Other entities controlled by Mr. Hu	— 胡先生控制的其他實體	934	—
Other payables	其他應付款項		
— Dexin China Group and its joint ventures and associates	— 德信中國集團及其合營企業及聯營公司	3,595	2,165
— Other entities controlled by Mr. Hu	— 胡先生控制的其他實體	97	28
Contract liabilities	合約負債		
— Dexin China Group and its joint ventures and associates	— 德信中國集團及其合營企業及聯營公司	358	835
— Other entities controlled by Mr. Hu	— 胡先生控制的其他實體	60	—
Deposit paid for parking space leasing and sales agency services	已付車位租售代理服務按金		
— Dexin China Group and its joint ventures and associates	— 德信中國集團及其合營企業及聯營公司	—	250,000
— Other entities controlled by Mr. Hu	— 胡先生控制的其他實體	—	—

Other receivables and other payables due from or due to related parties are unsecured, interest-free, and with terms on demand or in accordance with related agreements.

應收或應付關聯方的其他應收款項以及其他應付款項為無抵押及免息，期限為按要求償還或根據相關協議而定。

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綜合財務報表附註

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39. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY 39. 本公司主要附屬公司詳情

Company name 公司名稱	Country/place and date of incorporation/ establishment 註冊成立/成立的國家/地點及日期	Registered/ issued and paid-in capital 註冊/已發行及實繳資本	Attributable equity interest of the Group 本集團應佔股權		Principal activities 主營業務
			2025 2025年	2024 2024年	
Directly owned: 直接擁有：					
Shengping International Limited 盛平國際有限公司	British Virgin Islands 26 October 2020	Not applicable/—	100%	100%	Investment holding
	英屬維爾京群島 2020年10月26日	不適用/—	100%	100%	投資控股
Zhirui International Limited 智瑞國際有限公司	British Virgin Islands 21 September 2020	Not applicable/—	100%	100%	Investment holding
	英屬維爾京群島 2020年9月21日	不適用/—	100%	100%	投資控股
Indirectly owned: 間接擁有：					
Sheng Quan Holding (Hong Kong) Limited 盛全控股(香港)有限公司	Hong Kong 2 November 2020	Not applicable/—	100%	100%	Investment holding
	香港 2020年11月2日	不適用/—	100%	100%	投資控股
Zhejiang Shengquan Technology Co., Ltd 浙江盛全科技有限公司	Hong Kong 16 November 2020	Not applicable/—	99%	100%	Investment holding
	香港 2020年11月16日	不適用/—	99%	100%	投資控股
Dexin Shengquan Property Services Co., Ltd. (a) 德信盛全物業服務有限公司 (a)	PRC 29 March 2004	RMB210,300,000/ RMB119,600,000	95%	100%	Property management
	中國 2004年3月29日	人民幣210,300,000元/ 人民幣119,600,000元	95%	100%	物業管理
Zhejiang Shengjie Environment Engineering Co., Ltd. (a) 浙江盛潔環境工程有限公司 (a)	PRC 8 May 2014	RMB10,000,000/ RMB10,000,000	95%	100%	Environmental cleaning
	中國 2014年5月8日	人民幣10,000,000元/ 人民幣10,000,000元	95%	100%	環境清潔
Hangzhou Junde Commercial Operations Management Co., Ltd. (a) 杭州駿德商業運營管理有限公司 (a)	PRC 16 May 2019	RMB128,000,000/ RMB100,000,000	95%	100%	Commercial operation
	中國 2019年5月16日	人民幣128,000,000元/ 人民幣100,000,000元	95%	100%	商業營運

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

39. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY (Continued) 39. 本公司主要附屬公司詳情 (續)

Company name 公司名稱	Country/place and date of incorporation/ establishment 註冊成立/成立的國家/ 地點及日期	Registered/ issued and paid-in capital 註冊/已發行及 實繳資本	Attributable equity interest of the Group		Principal activities 主營業務
			本集團應佔股權		
			2025 2025年	2024 2024年	
Hangzhou Julin Lifestyle Services Co., Ltd. (a) 杭州桔鄰生活服務有限公司 (a)	PRC	RMB50,000,000/ RMB1,000,000	95%	100%	Wholesale and retail 批發及零售
	中國 2018年11月2日	人民幣50,000,000元/ 人民幣1,000,000元	95%	100%	
Zhejiang Shengquan Security Services Co., Ltd. (a) 浙江盛全保安服務有限公司 (a)	PRC	RMB11,000,000/ RMB11,000,000	95%	100%	Security services 秩序維護服務
	中國 2015年6月25日	人民幣11,000,000元/ 人民幣11,000,000元	95%	100%	
Xier Technology (a) 悉爾科技(a)	PRC	RMB32,918,012/ RMB32,918,012	74%	78%	Technology 技術
	中國 2015年9月24日	人民幣32,918,012元/ 人民幣32,918,012元	74%	78%	
Dexin Property Services Co., Ltd. (a) 德信物業服務有限公司 (a)	PRC	RMB50,000,000/—	95%	100%	Property services 物業服務
	中國 2019年1月2日	人民幣50,000,000元/—	95%	100%	
Hangzhou Deyu Commercial Management Co., Ltd. (a) 杭州德域商業管理有限公司 (a)	PRC	RMB10,000,000/ RMB1,000,000	67%	70%	Commercial management 商業管理
	中國 2020年9月14日	人民幣10,000,000元/ 人民幣1,000,000元	67%	70%	
Hangzhou Xiangyu Property Management Services Co., Ltd. (a) 杭州祥寓物業管理服務有限公司 (a)	PRC	RMB1,000,000/—	95%	68%	Apartment management 公寓管理
	中國 2020年9月14日	人民幣1,000,000元/—	95%	68%	
Huzhou Guomao Property Co., Ltd. (a) 湖州國貿物業有限責任公司 (a)	PRC	RMB1,250,000/ RMB1,250,000	57%	60%	Property services 物業服務
	中國 2001年7月12日	人民幣1,250,000元/ 人民幣1,250,000元	57%	60%	

The English name of the subsidiaries represents the best effort by the management of the Group in translating their Chinese names as they do not have an official English name.

因附屬公司並無官方英文名稱，故其英文名稱為本集團管理層盡最大努力自其中文名稱翻譯而來。

(a) Registered as limited liability companies under PRC Law.

(a) 根據中國法律註冊成立為有限責任公司。

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綜合財務報表附註

For the year ended 31 December 2025 截至2025年12月31日止年度

40. EVENTS AFTER THE REPORTING PERIOD

(a) Capital Increase

On 23 February 2026 (after trading hours), Shengquan Technology, Zhida Xiaorui and the Target Company, the indirect non-wholly owned subsidiaries of the Company, entered into the Capital Increase Agreement with Deqing Kaisibo, pursuant to which, Deqing Kaisibo conditionally agreed to contribute RMB96,912,442.40 to subscribe for approximately 30.0% of the equity interest of the Target Company as enlarged by the Capital Increase. Immediately after the Completion, Shengquan Technology, Zhida Xiaorui and Deqing Kaisibo will own approximately 61.8%, 3.3% and 34.9% of the equity interest of the Target Company, respectively. The Target Company will remain as a non-wholly owned subsidiary of the Company. Please refer to Company's announcement dated 23 February 2026 for more details.

(b) Acquisition of Deqing Moganshan

On 31 July 2025 (after trading hours), Shengquan Property and Shanghai Xuquan (each indirect wholly-owned subsidiary of the Company) entered into the 2025 Equity Transfer Agreement with Deqing Changzhuo, pursuant to which, Shengquan Property and Shanghai Xuquan have conditionally agreed to acquire and Deqing Changzhuo has conditionally agreed to sell 95% and 5% equity interest in the Deqing Moganshan Ruijing Real Estate Co., Ltd (“**Deqing Moganshan**”) respectively at a total consideration of RMB74,100,000 and RMB3,900,000 respectively. The acquisition was completed on 18 March 2026 and Deqing Moganshan has become the subsidiary of the Company since then. Further details are set out in the Company's announcement dated 18 March 2026.

Since the acquisition was completed in March 2026, there is no sufficient time for the management to prepare the financial statements of Deqing Moganshan. It is impracticable at this moment to disclose further information about this acquisition

41. APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements were approved and authorised for issue by the Board of Directors on 30 March 2026.

40. 報告期後事件

(a) 增資

於2026年2月23日(交易時段後)，盛全科技、智大曉瑞及目標公司(均為本公司的間接非全資附屬公司)與德清凱思博訂立增資協議，據此，德清凱思博有條件同意出資人民幣96,912,442.40元認購目標公司於增資後經擴大約30.0%的股權。緊隨完成後，盛全科技、智大曉瑞及德清凱思博分別將擁有目標公司約61.8%、3.3%及34.9%的股權。目標公司仍為本公司非全資附屬公司。有關更多詳情，請參閱本公司日期為2026年2月23日之公告。

(b) 收購德清莫干山

於2025年7月31日(交易時段後)，盛全物業及上海栩全(均為本公司間接全資附屬公司)與德清常卓訂立2025年股權轉讓協議，據此，盛全物業及上海栩全分別有條件同意購買而德清常卓有條件同意出售德清莫干山瑞璟置業有限公司(「**德清莫干山**」)95%及5%股權，總代價分別為人民幣74,100,000元及人民幣3,900,000元。收購事項於2026年3月18日完成，其後德清莫干山成為本公司附屬公司。有關進一步詳情載於本公司日期為2026年3月18日之公告。

由於該收購事項乃於2026年3月完成，管理層並無足夠時間編製德清莫干山財務報表。目前披露有關該收購事項的進一步資料並不可行。

41. 批准綜合財務報表

該等綜合財務報表於2026年3月30日獲董事會批准及授權刊發。

Financial Summary

財務概要

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元	2023 2023年 RMB'000 人民幣千元	2022 2022年 RMB'000 人民幣千元	2021 2021年 RMB'000 人民幣千元
Key financial information	主要財務資料					
Revenue	收入	885,851	933,423	955,580	958,597	870,422
Gross profit	毛利	171,936	187,601	226,039	271,374	299,082
Profit for the period	期間利潤	(232,055)	37,674	62,497	125,060	110,050
— Including non-controlling interests	— 包括非控股權益	(12,999)	(799)	730	3,037	11,828
— Attributable to owners of the Company	— 本公司擁有人應佔	(219,056)	38,473	61,767	122,023	98,222
		December 2025 2025年 12月 RMB'000 人民幣千元	December 2024 2024年 12月 RMB'000 人民幣千元	December 2023 2023年 12月 RMB'000 人民幣千元	December 2022 2022年 12月 RMB'000 人民幣千元	December 2021 2021年 12月 RMB'000 人民幣千元
Non-current assets	非流動資產	253,310	39,747	29,299	340,393	29,775
Current assets	流動資產	894,951	1,301,360	1,395,350	974,496	1,208,762
Total assets	資產總額	1,148,261	1,341,107	1,424,649	1,314,889	1,238,537
Non-current liabilities	非流動負債	332	10,000	10,017	1,026	569
Current liabilities	流動負債	683,831	640,874	655,599	532,667	377,757
Total liabilities	負債總額	684,163	650,874	665,616	533,693	378,326
Total equity	權益總額	464,098	690,233	759,033	781,196	860,211
Interest attributable to the owners of the Company	本公司擁有人應佔權益	439,208	680,930	742,766	764,544	835,657

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