



濱江服務

BINJIANG SERVICE

濱江服務集團有限公司

BINJIANG SERVICE GROUP CO. LTD.

(於開曼群島註冊成立的有限公司)

(Incorporated in the Cayman Islands with limited liability)

股份代號 Stock Code : 3316.HK

2025

ANNUAL REPORT

年度報告

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公司資料

CORPORATE INFORMATION

董事會

執行董事

余忠祥先生

(董事會主席及行政總裁)

戚加奇先生

鍾若琴女士

非執行董事

莫建華先生

蔡鑫先生

獨立非執行董事

丁建剛先生

李坤軍先生

蔡海靜女士

審核委員會

蔡海靜女士(主席)

丁建剛先生

李坤軍先生

薪酬委員會

丁建剛先生(主席)

莫建華先生

蔡海靜女士

提名委員會

余忠祥先生(主席)

丁建剛先生

李坤軍先生

蔡海靜女士

ESG及策略委員會

莫建華先生(主席)

余忠祥先生

戚加奇先生

鍾若琴女士

蔡鑫先生

丁建剛先生

李坤軍先生

BOARD OF DIRECTORS

Executive Directors

Mr. YU Zhongxiang

(Chairman of the Board and Chief Executive Officer)

Mr. QI Jiaqi

Ms. ZHONG Ruoqin

Non-executive Directors

Mr. MO Jianhua

Mr. CAI Xin

Independent Non-executive Directors

Mr. DING Jiangang

Mr. LI Kunjun

Ms. CAI Haijing

AUDIT COMMITTEE

Ms. CAI Haijing (Chairman)

Mr. DING Jiangang

Mr. LI Kunjun

REMUNERATION COMMITTEE

Mr. DING Jiangang (Chairman)

Mr. MO Jianhua

Ms. CAI Haijing

NOMINATION COMMITTEE

Mr. YU Zhongxiang (Chairman)

Mr. DING Jiangang

Mr. LI Kunjun

Ms. CAI Haijing

ESG AND STRATEGY COMMITTEE

Mr. MO Jianhua (Chairman)

Mr. YU Zhongxiang

Mr. QI Jiaqi

Ms. ZHONG Ruoqin

Mr. CAI Xin

Mr. DING Jiangang

Mr. LI Kunjun

CORPORATE INFORMATION

聯席公司秘書

鍾若琴女士
區慧晶女士

授權代表

鍾若琴女士
區慧晶女士

法律顧問

競天公誠律師事務所
有限法律責任合夥
香港
皇后大道中15號
置地廣場
公爵大廈32樓3203-3207室

核數師

畢馬威會計師事務所
根據《會計及財務匯報局條例》下的
註冊公眾利益實體核數師

香港
中環
遮打道10號
太子大廈8樓

註冊辦事處

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

中國的總辦事處

中國杭州
上城區
新城時代廣場
1幢1201-1室

香港的主要營業地點

香港上環
永樂街93-103號
協成行上環中心5樓507室

JOINT COMPANY SECRETARIES

Ms. ZHONG Ruoqin
Ms. AU Wai Ching

AUTHORIZED REPRESENTATIVES

Ms. ZHONG Ruoqin
Ms. AU Wai Ching

LEGAL ADVISOR

Jingtian & Gongcheng LLP
Suites 3203-3207 32/F
Edinburgh Tower
The Landmark
15 Queen's Road Central
Hong Kong

AUDITOR

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

REGISTERED OFFICE

Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

HEAD OFFICE IN THE PRC

Room 1201-1, Block 1
New Town Times Square
Shangcheng District
Hangzhou, China

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room 507, 5/F, OfficePlus@Sheung Wan
93-103 Wing Lok Street
Sheung Wan, Hong Kong

公司資料

CORPORATE INFORMATION

股份過戶登記總處

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

香港證券登記分處

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

主要往來銀行

中國建設銀行股份有限公司
中國農業銀行股份有限公司

公司網址

www.hzbjwy.com

股份代號

3316

上市日期

2019年3月15日

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Trust Company (Cayman) Limited
Cricket Square
Hutchins Drive
P.O. Box 2681
Grand Cayman KY1-1111
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR

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

PRINCIPAL BANKS

China Construction Bank Corporation
Agricultural Bank of China Limited

COMPANY'S WEBSITE

www.hzbjwy.com

STOCK CODE

3316

LISTING DATE

15 March 2019

財務摘要

FINANCIAL SUMMARY

以下為濱江服務集團有限公司(「本公司」或「濱江服務」)及其附屬公司(統稱「本集團」)於截至2021年、2022年、2023年、2024年及2025年12月31日止年度各年的業績及資產與負債概要。

The following is a summary of the results and assets and liabilities of Binjiang Service Group Co. Ltd. (the “Company” or “Binjiang Service”) and its subsidiaries (collectively, the “Group”) for each of the years ended 31 December 2021, 2022, 2023, 2024 and 2025.

業績概要

RESULTS SUMMARY

		附註	2021年	2022年	2023年	2024年	2025年
		Note	2021	2022	2023	2024	2025
收入	Revenue						
(人民幣千元)	(RMB'000)		1,398,947	1,982,633	2,809,206	3,594,714	4,101,253
增加	increase		45.7%	41.7%	41.7%	28.0%	14.1%
毛利	Gross profit						
(人民幣千元)	(RMB'000)		449,677	592,247	695,887	835,368	909,952
增加	increase		51.2%	31.7%	17.5%	20.0%	8.9%
毛利率	Gross profit margin	(1)	32.1%	29.9%	24.8%	23.2%	22.2%
年內利潤	Profit for the year						
(人民幣千元)	(RMB'000)		325,021	418,968	503,031	553,502	609,369
增加	increase		47.6%	28.9%	20.1%	10.0%	10.1%
淨利率	Net profit margin	(2)	23.2%	21.1%	17.9%	15.4%	14.9%
本公司權益股東應佔利潤	Profit attributable to equity shareholders of the Company						
(人民幣千元)	(RMB'000)		321,751	411,995	492,545	546,529	595,508
增加	increase		46.6%	28.0%	19.6%	11.0%	9.0%
基本及攤薄每股盈利	Basic and diluted earnings per share						
(人民幣元)	(RMB)		1.16	1.49	1.78	1.98	2.15

附註：

(1) 毛利率乃以毛利除以收入計算。

(2) 淨利率乃以年內利潤除以收入計算。

Notes:

(1) Gross profit margin is calculated as gross profit divided by revenue.

(2) Net profit margin is calculated as profit for the year divided by revenue.

財務摘要

FINANCIAL SUMMARY

資產與負債概要

SUMMARY OF ASSETS AND LIABILITIES

	附註 Note	2021年 2021	2022年 2022	2023年 2023	2024年 2024	2025年 2025	
現金及現金等價物 (人民幣千元)	Cash and cash equivalents (RMB'000)	905,746	1,949,891	1,455,384	890,658	890,521	
流動資產 (人民幣千元)	Current assets (RMB'000)	1,482,250	2,640,070	2,605,190	3,081,958	4,694,551	
總資產 (人民幣千元)	Total assets (RMB'000)	1,684,636	2,993,992	4,054,902	4,258,607	4,909,116	
流動負債 (人民幣千元)	Current liabilities (RMB'000)	710,957	1,680,801	2,491,664	2,652,551	3,140,824	
總負債 (人民幣千元)	Total liabilities (RMB'000)	711,076	1,707,684	2,513,329	2,666,733	3,163,651	
本公司權益股東 應佔總權益 (人民幣千元)	Total equity attributable to equity shareholders of the Company (RMB'000)	941,589	1,246,254	1,488,447	1,528,960	1,672,406	
股東權益回報率	Return on shareholders' equity	(3)	34.2%	33.1%	33.1%	35.7%	35.6%
流動比率	Current ratio	(4)	2.08	1.57	1.05	1.16	1.49
資本負債比率	Gearing ratio	(5)	0.002	0.0004	0.0026	0.0017	0.0014

附註：

Notes:

- (3) 股東權益回報率乃以本公司權益股東應佔總利潤除以股東權益計算。
- (4) 流動比率乃以流動資產除以流動負債計算。
- (5) 資本負債比率乃以計息借款總額(包括租賃負債)除以有關期末之權益總額計算。於2025年12月31日，本公司並無有息貸款。

- (3) Return on shareholders' equity is calculated as total profit attributable to equity shareholders of the Company divided by shareholders' equity.
- (4) Current ratio is calculated as current assets divided by current liabilities.
- (5) Gearing ratio is calculated as total interest-bearing borrowings (including lease liabilities) divided by total equity at the end of the respective period. At 31 December 2025, the Company had no interest-bearing loans.

主席報告 CHAIRMAN'S STATEMENT

尊敬的各位股東：

感謝你們對本集團的信任和支持，本人謹代表董事會欣然提呈本集團截至2025年12月31日止年度的全年業績。

2025年以來，在中央「因城施策」調控深化、城市梯隊分化擴大、市場風險偏好收縮背景下，房地產行業進入漫長築底期。長遠看，「好城市+好房子+好服務」是順應房地產發展新趨勢的核心要素，優質物業服務與高品質房屋相輔相成。2025年，本集團圍繞「聚焦杭州、深耕長三角、輻射全國」戰略佈局及「提升服務品質、增強品牌影響力、強化精細化管理、實現有質量拓展」發展要求，把握杭州等核心城市經濟韌性機遇，以品質服務築牢根基，以創新運營驅動增長。

To all Shareholders,

Thank you for your trust and support to the Group. On behalf of the Board, I am pleased to present the annual results of the Group for the year ended 31 December 2025.

Since 2025, against the backdrop of the central government's deepened city-specific regulatory measures, widening divergence among city tiers, and shrinking market risk appetite, the real estate industry has entered an extended bottoming-out period. In the long run, "desirable cities + quality housing + premium services" constitute the core elements aligned with the new trends in real estate development, where high-quality property services and well-built housing complement each other. In 2025, centering on its strategic positioning of "Focusing on Hangzhou, cultivating the Yangtze River Delta and radiating to the whole country" and its development requirements of "improving service quality, strengthening brand influence, enhancing refined management, and achieving quality expansion", the Group seized opportunities arising from the economic resilience of core cities such as Hangzhou, consolidated its foundation with quality services, and drove growth through innovative operations.

主席報告

CHAIRMAN'S STATEMENT

品質築基強服務

服務品質作為本集團核心競爭力，於當前競爭激烈的物業市場中，持續強化服務品質尤為關鍵。2025年，本集團將深化以品質、安全、滿意度為核心的服務監督反饋體系，通過優化三級監督管理機制，構建「督導-整改-跟蹤-覆核」的閉環管理流程，確保服務品質持續提升。本集團對滿意度調研及日常投訴反饋流程進行了重新升級，構建「線上問卷調研+第三方抽檢」的立體調研矩陣，持續提升覆蓋率與反饋效率，多渠道構建業主評價體系。本集團堅持以標準鑄就品質，以數據驅動服務，完成業務條線的服務標準升級，同時配套相應條線的檢查標準及智慧工作表單，實現「操作有規範、執行有痕跡」。針對細分業態發佈專屬服務手冊，將管理難點轉化為管理亮點。

拓展深耕固品牌

本集團始終秉持品質服務理念，悉心聆聽業主訴求，不斷優化服務內容並提升響應時效，從而贏得了業主對服務價值的高度認可。2025年，在全體員工齊心協力下，本集團實現了規模與效益的協同增長，進一步鞏固了行業標桿地位。截至2025年12月31日，本集團在管建築面積（「**建築面積**」）達8,262.9萬平方米，同比增速為21.6%；合約面積突破1億平方米，服務優質業主超37萬戶。

BUILDING A SOLID FOUNDATION THROUGH QUALITY AND STRENGTHENING SERVICES

As the Group's core competitiveness, service quality is particularly critical to be continuously enhanced amid the fiercely competitive property management market. In 2025, the Group further improved its service supervision and feedback system centered on quality, safety and satisfaction. By optimizing the three-level supervision mechanism, a closed-loop management process of "supervision-rectification-follow-up-review" was established to ensure the steady improvement of service quality. The Group upgraded its satisfaction survey and daily complaint feedback procedures, building a three-dimensional survey matrix of "online questionnaire surveys + third-party random inspections" to continuously expand coverage and improve feedback efficiency, while establishing a multi-channel homeowner evaluation system. Committed to shaping quality through standards and driving services with data, the Group upgraded its service standards for all business lines, together with supporting inspection standards and smart working forms, so as to achieve "standardized operations and traceable execution". Exclusive service manuals were issued for segmented business formats, turning management challenges into management highlights.

EXPANSION AND DEEP CULTIVATION TO SOLIDIFY THE BRAND

Upholding the philosophy of quality service, the Group has always listened attentively to property owners' demands, continuously optimized service offerings and improved response efficiency, thereby winning high recognition from property owners for the value of its services. In 2025, with the concerted efforts of all staff, the Group achieved coordinated growth in scale and profitability, further consolidating its position as an industry benchmark. As of 31 December 2025, the Group's gross floor area ("GFA") under management reached 82.629 million sq.m., representing a year-on-year increase of 21.6%; its contracted GFA exceeded 100 million sq.m., serving over 370,000 high-quality property owners.

主席報告 CHAIRMAN'S STATEMENT

本集團外拓策略持續完善，聚焦高能級城市與優質目標，市場發展中心與各分公司緊密聯繫，優勢互補、資源共享，實現拓展運營一體化協同發展。本年度新中標存量住宅項目406.7萬平方米，同比增長28.0%，其中溢價中標項目9個，飽和營收超人民幣千萬元的項目有悅府、和光塵樾等。截至2025年12月31日，本集團來自獨立第三方的在管面積佔比達56.5%，彰顯了品牌在市場化競爭中的強勁實力。憑藉卓越的品牌形象與優質服務，公司區域深耕成效顯著。截至2025年12月31日杭州在管面積約佔總在管面積的63.5%，在管面積前五大城市的管理面積佔比達87.5%，維持在高能級城市的高集中度。

與此同時，本集團構建動態項目跟蹤機制：對新拓項目嚴格把控准入標準，對退出項目嚴格設定效益紅線，對存量項目定期開展價值重評估；同步建立項目全週期價值模型，確保「進得精、管得好、退得當」。有效釋放人力資源與管理精力，為整體服務品質提升和盈利結構優化拓展戰略空間。通盤整合業務資源，實現騰籠換鳥，持續優化資源配置，全面提升合約質量。

The Group has continuously refined its external expansion strategy, focusing on top-tier cities and high-quality targets. The Market Development Center has maintained close collaboration with all branch companies, leveraging complementary strengths and shared resources to realize integrated and coordinated development of expansion and operations. During the year, the Group newly secured existing residential projects with a total gross floor area of 4.067 million sq.m., representing a year-on-year increase of 28.0%, including 9 projects awarded through premium bidding. Projects with saturated revenue exceeding RMB10 million included THE MANSION (悅府) and PALACE OF LIGHT (和光塵樾). As of 31 December 2025, the proportion of the Group's GFA under management sourced from independent third parties reached 56.5%, demonstrating the brand's strong competitiveness in the market. Leveraging its outstanding brand image and premium services, the Company has achieved remarkable results in regional deep cultivation. As of 31 December 2025, the GFA under management in Hangzhou accounted for approximately 63.5% of the total GFA under management, while the GFA under management in the top five cities collectively contributed 87.5%, maintaining a high concentration in top-tier cities.

Meanwhile, the Group has established a dynamic project tracking mechanism: it strictly controls the entry criteria for newly expanded projects, sets firm profit thresholds for exiting projects, and conducts regular value reassessments for existing projects. Concurrently, a full-cycle project value model has been built to ensure "precise entry, excellent management, and appropriate exit". This has effectively freed up human resources and management resources, creating strategic space for overall service quality improvement and profit structure optimization. Through comprehensive integration of business resources and the implementation of an approach of "vacating the cage for new birds", the Group has continuously optimized resource allocation and comprehensively enhanced contract quality.

主席報告

CHAIRMAN'S STATEMENT

生態賦能助增值

2025年是深化5S增值服務體系關鍵年，本集團秉持服務創造價值理念，在三大核心業務板塊取得突破。優家服務：資產運營專家。優家經紀業務精準把握客戶需求，銷售增速領跑杭州市場，構建杭州核心區域二手房服務網絡，提供一站式租售服務；在車位等資產管理領域，通過市場化評估和運營盘活存量資產。優居服務：品質生活締造者。與戰略夥伴協同創新，軟裝業務快速增長；硬裝服務鞏固大平層裝修優勢，拓展公區改造、園林景觀施工等新業務，持續提升專業能力，提供優質裝修服務體驗。優享生活服務：貼心服務管家。本集團利用現有資源開展入室服務，如室內保潔等，提升服務品質，讓社區增值服務融入業主生活；濱享商城把握業主需求，推出爆款產品，源頭直供選好貨，優化銷售與宣傳提升業主黏性與復購率。

ECOLOGICAL EMPOWERMENT FOR VALUE-ADDED GROWTH

2025 is a pivotal year for further developing the 5S value-added service system. Adhering to the philosophy that service creates value, the Group has made breakthroughs in its three core business segments. Youjia services: expert in asset operations. Youjia agency business has accurately grasped customer needs, with sales growth leading the market in Hangzhou, established a second-hand housing service network in core areas of Hangzhou, and provided one-stop leasing and sales services; in asset management fields such as parking spaces, it has revitalized stock assets through market-oriented evaluation and operation. Youju service: creator of quality life. In cooperation with strategic partners for collaborative innovation, the soft furnishing business has achieved rapid growth; home decoration services have consolidated advantages in penthouse decoration, expanded into new businesses such as public area renovation and landscape construction, continuously enhanced professional capabilities, and delivered high-quality decoration service experiences. Youxiang living services: attentive service steward. Leveraging existing resources, the Group has launched in-home services including interior cleaning to improve service quality and integrate community value-added services into property owners' daily lives. Binxiang Mall has responded to property owners' needs by launching best-selling products, providing selected goods directly from sources, and optimized sales and promotion to increase homeowner loyalty and repurchase rates.

精益管理優組織

2025年，本集團通過實施組織扁平化策略，壓縮管理層級、消除管理壁壘；開展專項合規檢查工作，降低運營風險，強化內控治理；借助人工智能及機器人技術，對AI員工「金小濱」進行培訓以優化流程審批，並利用人工智能(AI)及時開展輿情管控跟進工作；同時，針對園區機器人應用場景開展調研及建模，深化科技融合，推動業務流程實現在線化、標準化與智能化。通過系統推進上述三項舉措，本集團2025年管理費用率降至2.3%，較上一年度下降0.5個百分點，在行業內處於領先水平，這充分體現了本集團在組織提效、流程優化以及服務提升等方面取得的實質性成效。

本集團以「精準賦能、梯隊儲備」為核心原則，依據「業績+潛力」的標準篩選高潛儲備項目管理者，開展「戰訓結合」式培訓，並助力員工從業務骨幹向團隊管理者轉型；同時，通過「績效考核+績效賦能」的方式為員工提供精準支持，激發員工潛能，促使團隊成員攜手共進，實現共贏。

LEAN MANAGEMENT FOR ORGANIZATIONAL EXCELLENCE

In 2025, the Group implemented a flatter organizational structure to streamline management levels and remove internal barriers. Special compliance inspections were conducted to reduce operational risks and strengthen internal control governance. Leveraging artificial intelligence and robotic technologies, the Group trained its artificial intelligence employee “Jin Xiaobin” to optimize process approval, utilized artificial intelligence (AI) for timely public opinion monitoring and follow-up, and carried out research and modeling on the application scenarios of park robots. These efforts deepened technology integration and promoted the online, standardized and intelligent transformation of business processes. Through the systematic implementation of the above three measures, the Group’s management expense ratio dropped to 2.3% in 2025, down 0.5 percentage points from the previous year, ranking among the industry’s leading levels. This fully reflects the substantial achievements of the Group in organizational efficiency improvement, process optimization and service enhancement.

With the core principle of “Precise Empowerment and Echelon Reserve”, the Group selected high-potential reserve project managers based on the criteria of “performance + potential” and launched the “combination of practice and training” to help employees transform from core professionals to team managers. Meanwhile, through “performance appraisal + performance empowerment”, the Group provided targeted support for employees, stimulated their potential, encouraged team members to forge ahead together, and achieved win-win results.

主席報告

CHAIRMAN'S STATEMENT

暖心服務惠萬家

本集團致力於憑藉專業高效且富有溫度的服務，與客戶建立深厚的信賴關係和情感紐帶，持續推動社會效益的提升與發展。秉持「服務賦能生活」的理念，本集團全年共舉辦3,115場主題社區活動，參與人次超42萬。2025年在延續「金秋晚會」等經典活動的同時，本集團創新推出了「露天電影節」、「夏季泡泡趴」等新穎活動，通過豐富社區活動和服務創新的雙輪驅動模式，重點關注「一老一小」群體，構建溫暖、活力且充滿歸屬感的高品質社區生活。

本集團始終嚴格恪守「業主第一、服務第一、品質第一」的宗旨，將業主的安心與溫暖放在首位。無論是暴雨時的緊急搶修、火險突發時的勇敢逆行、深夜護送突發疾病的業主就醫，還是拾金不昧、深夜擒賊的事跡，皆是動人的寫照。這些點滴付出贏得了業主的真誠讚譽。本集團全年收到業主贈送的錦旗及感謝信達2,300餘件；多個社區獲得「寧靜小區」、「星級小區」、「美好家園」、「共治優秀單位」、「平安建設先進集體」等榮譽。

HEARTWARMING SERVICES BENEFIT THOUSANDS OF HOUSEHOLDS

The Group is committed to establishing profound trust and emotional bonds with customers through professional, efficient and caring services, and continuously promoting the enhancement and development of social benefits. Adhering to the philosophy of "Service Empowers Life", the Group held a total of 3,115 themed community activities throughout the year, with more than 420,000 participants. In 2025, while continuing classic events such as the "Mid-Autumn Festival Gala", the Group innovatively launched new activities including "Open-air Film Festival" and "Summer Bubble Party". Driven by the dual engine of rich community activities and service innovation, with a focus on the elderly and children, the Group strives to build a warm, vibrant and high-quality community life with a strong sense of belonging.

The Group has always been strictly abided by the principle of "Property owners first, service first, and quality first", prioritizing the safety and comfort of the property owners. Whether it is emergency repair during heavy rainstorms, brave response to sudden fire risks, late-night escort of property owners with sudden illnesses to hospital, or acts of returning lost property and apprehending thieves in the middle of the night, all are touching portrayals of dedication. These dedicated efforts have won sincere praise from property owners. During the year, the Group received more than 2,300 commendatory banners and letters of thanks from property owners. Multiple communities have been honored with titles including "Peaceful Community", "Star-Rated Community", "Beautiful Homeland", "Excellent Co-governance Unit" and "Advanced Collective in Safe Construction".

主席報告 CHAIRMAN'S STATEMENT

各位股東，本集團將堅定信心，凝聚決心，以持之以恆的定力，通過持續優化服務標準、強化成本管控、創新服務模式等舉措，穩步提升經營管理質量，持續向高質量發展階段邁進！

Distinguished Shareholders, the Group will remain confident and determined. With unremitting perseverance, the Group steadily improves the quality of operation and management through continuous optimization of service standards, strengthened cost control and innovative service models, and keeps advancing toward high-quality development!

主席
余忠祥

中國香港，2026年3月25日

Yu Zhongxiang
Chairman

Hong Kong, the PRC, March 25, 2026

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

業務回顧

回顧2025年，本集團繼續保持穩中求進的良好態勢，持續深耕長江三角洲地區，進一步擴張長江三角洲業務範圍，已在中國浙江省、江蘇省、江西省、上海市、海南省及廣東省的21個城市擁有185間附屬公司及分支機構，為37萬餘戶業主提供高品質物業服務。同時，本集團在管建築面積及合約建築面積均有相當規模的增長。截至2025年12月31日，本集團的在管建築面積約82.6百萬平方米，同比增長21.6%。合約建築面積約104.2百萬平方米，同比增長12.3%，將為本集團的業務增長提供可持續發展的有利支撐。

截至2025年12月31日止年度，本集團收入同比增長14.1%至人民幣4,101.3百萬元；毛利人民幣910.0百萬元，較2024年同期增長8.9%；毛利率22.2%。其中，物業管理服務收入為人民幣2,441.3百萬元、非業主增值服務收入為人民幣471.6百萬元、5S增值服務收入為人民幣1,188.3百萬元。本集團於2025年的平均物業管理費(報告期內物業管理服務收入除以報告期期初及期末可收費建築面積的平均數)約為每月每平方米人民幣4.2元(2024年為每月每平方米人民幣4.1元)。憑藉品牌認可度及行業影響力，本集團能夠收取反映本集團的物業管理服務質量的較高物業管理費。2025年，憑藉高品質服務達成14個在管項目上調物業管理費以及9個存量住宅溢價中標，夯實品牌發展優勢路線。

BUSINESS REVIEW

Looking back to 2025, the Group continued to maintain steady growth, persistently cultivating and further expanding its business scope within the Yangtze River Delta. The Group has a total of 185 subsidiaries and branches in 21 cities in Zhejiang Province, Jiangsu Province, Jiangxi Province, Shanghai Municipality, Hainan Province and Guangdong Province in China, providing high-quality property services for over 370,000 property owners. At the same time, the Group experienced considerable growth in both GFA under management and contracted GFA. As of 31 December 2025, the GFA under management of the Group was approximately 82.6 million sq.m., representing a year-on-year increase of 21.6%. The contracted GFA was approximately 104.2 million sq.m., representing a year-on-year increase of 12.3%, which will provide favorable support for the sustainable development of the Group's business growth.

For the year ended 31 December 2025, the Group's revenue increased year-on-year by 14.1% to RMB4,101.3 million. The Group's gross profit increased by 8.9% from the corresponding period of 2024 to RMB910.0 million. The Group's gross profit margin was 22.2%. Among them, revenue generated from property management services, value-added services to non-property owners and 5S value-added services amounted to RMB2,441.3 million, RMB471.6 million and RMB1,188.3 million, respectively. In 2025, the average property management fee of the Group was approximately RMB4.2 per sq.m. per month (2024: RMB4.1 per sq.m. per month), calculated by dividing the property management fee income for the Reporting Period by the average chargeable GFA at the beginning and the end of the Reporting Period. Leveraging its brand recognition and industry influence, the Group was able to charge relatively higher property management fees for its quality property management services. In 2025, the Group reached an upward adjustment of property management fees in 14 projects under management by its high-quality services, and secured 9 existing residential projects through premium bidding, solidifying the advantageous route of brand development.

MANAGEMENT DISCUSSION AND ANALYSIS

本集團為客戶提供量身打造的優質物業管理服務，建立了物業服務品牌認可度和知名度，中指院物業百強排名至第14位。基於本集團的服務質量在區域範圍內受到了高度認可，杭州濱江投資控股有限公司及其附屬公司（統稱「濱江集團」）與本集團建立緊密業務關係，為本集團持續供應大量優質的項目。2025年度，濱江集團全口徑累計銷售金額位列全國房企銷售第10位，全國民營房企銷售第1位，共獲取優質土地26宗及1個代建項目，其中杭州23宗。

本集團將繼續以品牌品質為核心競爭力，加強人才體系建設、不斷精進本公司高端物業管理模式、升級精細化服務標準、推進資訊化智慧化建設、改進管理體系、制度及流程效能，完善質量保障系統，不斷提升運營能力，以達到可持續的高質量發展。

The Group provided high-quality property management services that were tailored to the customers' needs and maintained its brand recognition and awareness in property services. The Group ranked 14th among the top 100 property management service brands selected by China Index Academy. As the Group's service quality is highly recognised within the region, Hangzhou Binjiang Investment Holdings Co., Ltd.* (杭州濱江投資控股有限公司) and its subsidiaries (collectively, "**Binjiang Group**") have established close business relationship with the Group and continuously provided a large number of premium properties to the Group. In 2025, Binjiang Group achieved full-scale accumulated sales ranking 10th among national real estate enterprises and 1st among national private real estate enterprises in terms of sales. In addition, Binjiang Group acquired 26 pieces of quality land in total and 1 agent construction project, 23 of which were in Hangzhou.

With brand quality remaining as its core competitiveness, the Group will build a stronger talent team, continuously improve the Company's high-end property management model, and raise the standard of specialized services. The Group will promote the construction of informatization and intelligence, enhance the efficiency of the management regime, system and process, strengthen the quality assurance system, and continuously improve its operational capabilities. With these efforts, the Group aims to achieve sustainable and high-quality development.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

本集團的業務模式

本集團管理層將業務板塊劃分為：物業管理服務、非業主增值服務及5S增值服務，形成覆蓋物業管理整個價值鏈的綜合服務範圍。

- **物業管理服務：**本集團向業主提供一系列高質量物業管理服務，包括安保、保潔、園藝、維修、維護及配套服務，並就該等服務向在管物業的住戶及業主或房地產開發商收取服務費。此外，本集團提供儲備土地管理服務，主要包括地塊管護、綠化種植養護、圍牆圍欄牆繪工程、渣土清運和監控安裝管理等。
- **非業主增值服務：**本集團向非業主（主要為物業開發商）提供增值服務。該等服務指交付前服務、諮詢服務及社區空間服務。

交付前服務，包括在物業銷售的交付前階段向物業開發商提供已竣工物業、示範單位的保潔、驗收協助及保安服務，以及提供售樓處管理服務。

諮詢服務，包括在早期及建設階段向物業開發商提供項目規劃、設計管理及施工管理方面的建議，以提升功能性、舒適性及便利性。

社區空間服務，包括(i)協助廣告公司於本集團在管物業社區空間投放廣告；及(ii)管理本集團在管物業的社區場地。

BUSINESS MODELS OF THE GROUP

The management of the Group classified business segments into property management services, value-added services to non-property owners and 5S value-added services, forming an entire value chain of comprehensive services within property management.

- **Property management services:** The Group provides property owners with a series of high-quality property management services, including security, cleaning, gardening, repair, maintenance and ancillary services, and charges service fees from residents and property owners or real estate developers of such properties under management for property management services. In addition, the Group provides land reserve management services, primarily including land management and maintenance, green planting and maintenance, wall and fence painting works, muck removal and transportation, installation and management of monitoring devices, and others.
- **Value-added services to non-property owners:** The Group provides value-added services to non-property owners, mainly to property developers. These services refer to pre-delivery services, consulting services and community space services.

Pre-delivery services include cleaning, assisting with quality check and security services for completed properties and display units and providing property sales venue management services to property developers during the pre-delivery stage of property sales.

Consulting services include advising property developers at the early and construction stages on project planning, design management and construction management to enhance functionality, comfort and convenience.

Community space services include (i) assisting advertisement companies with regards to advertisement placements in the community spaces in the Group's managed properties; and (ii) managing community venues in the Group's managed properties.

MANAGEMENT DISCUSSION AND ANALYSIS

- **5S 增值服務**：本集團亦向業主提供5S增值服務，包括優家服務、優居服務及優享生活服務三大類業務。

優家服務，包括一手及二手物業銷售、租賃代理服務、車位及儲藏室服務，本集團依託自身資源，致力於為客戶提供貼心周到的服務。

優居服務，包括家裝服務，秉承「生活家」軟裝服務理念，為客戶提供格調高雅、時尚、現代化的定製硬裝、軟裝服務、家裝服務，同時為客戶提供設施設備更換升級服務以及維修。

優享生活服務，包括居家生活服務及濱享商城零售平台服務，鑒於住宅及非住宅物業的功能有所不同，提供量身打造的額外服務以滿足客戶的需求。

- **5S value-added services**: The Group also provides 5S value-added services to property owners, including three major businesses, namely Youjia services, Youju services and Youxiang living services.

Youjia services include the primary and secondary property sales, leasing agency services, car parking space and storage room services. The Group is committed to providing attentive services to customers by leveraging its own resources.

Youju services include home decoration services. Adhering to its “Living Home” interior services concept, it provides elegant, stylish, modern and customized furnishing services, interior design services, home decoration services as well as facility upgrade services and maintenance for its customers.

Youxiang living services include home living services and Binxiang Mall retail platform services. In view of the different functions of residential and non-residential properties, the Group provides tailored additional services to meet customers’ needs.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

本集團堅持穩定有質擴大管理面積的戰略目標，通過多種管道實現合約建築面積與在管建築面積的穩健增長。下表載列本集團於2025年及2024年合約建築面積和在管建築面積之變動：

It has been the strategic objective of the Group to expand its managed area with stability and quality. The Group seeks to maintain a steady increase in contracted GFA and GFA under management through various channels. The table below sets out the change of contracted GFA and GFA under management of the Group in 2025 and 2024:

		截至2025年 12月31日 As of 31 December 2025	截至2024年 12月31日 As of 31 December 2024	截至2025年 12月31日 As of 31 December 2025	截至2024年 12月31日 As of 31 December 2024
		合約建築面積 (千平方米) contracted GFA (‘000 sq.m.)		在管建築面積 (千平方米) GFA under management (‘000 sq.m.)	
於年初	At the beginning of the year	92,866	82,168	67,945	54,847
新增	Addition	13,488	14,114	16,499	15,973
終止	Termination	(2,110)	(3,416)	(1,815)	(2,875)
於年末	At the end of the year	104,244	92,866	82,629	67,945

註：截至2025年12月31日，本集團在管面積82.6百萬平方米，合約面積104.2百萬平方米，合約面積與在管面積比值約為1.3：1。合約建築面積指本集團根據已簽署物業管理合約現時管理或將會管理的建築面積。

Note: As of 31 December 2025, the Group had a GFA under management of 82.6 million sq.m. and a contracted GFA of 104.2 million sq.m., with a ratio of contracted GFA to the GFA under management of approximately 1.3:1. Contracted GFA refers to the GFA managed currently or to be managed by the Group under signed property management contracts.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

下表載列本集團於2025年及2024年物業管理服務收入總額、在管建築面積及項目數明細(按物業類型劃分)：

The table below sets forth the breakdown of the Group's total property management services revenue, GFA under management and number of projects by type of properties in 2025 and 2024:

		截至2025年12月31日 As of 31 December 2025			截至2024年12月31日 As of 31 December 2024		
		在管			在管		
		收入	建築面積	項目數目	收入	建築面積	項目數目
		Revenue	GFA under	Number of	Revenue	GFA under	Number of
		(人民幣	management	projects	(人民幣	management	projects
		千元)	(千平方米)		千元)	(千平方米)	
		(RMB'000)	('000 sq.m.)		(RMB'000)	('000 sq.m.)	
住宅	Residential	1,914,762	71,637	408	1,476,899	56,939	314
非住宅	Non-residential	523,708	10,992	110	449,281	11,006	112
土地管理	Land management	2,856	—	—	6,109	—	—
總計	Total	2,441,326	82,629	518	1,932,289	67,945	426

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

下表載列本集團於2025年及2024年物業管理服務收入總額、在管建築面積及項目數明細（按開發商類型劃分）：

The table below sets forth the breakdown of the Group's total revenue from property management services, GFA under management and number of projects by type of developers in 2025 and 2024:

		2025年 2025			2024年 2024		
		收入	在管 建築面積	項目數目	收入	在管 建築面積	項目數目
		Revenue	GFA under management	Number of projects	Revenue	GFA under management	Number of projects
		(人民幣 千元)	(千平方米)		(人民幣 千元)	(千平方米)	
		(RMB'000)	('000 sq.m.)		(RMB'000)	('000 sq.m.)	
濱江集團開發的 物業	Properties developed by Binjiang Group	1,224,789	35,932	222	947,486	30,577	183
— 前期階段	— early stage	493,057	15,614	103	435,353	15,449	106
— 業委會階段	— property owners' association stage	731,732	20,318	119	512,133	15,128	77
獨立物業開發商 開發的物業	Properties developed by independent property developers	1,213,681	46,696	296	978,694	37,368	243
— 前期階段	— early stage	639,529	28,196	185	596,725	24,571	178
— 業委會階段	— property owners' association stage	574,152	18,500	111	381,969	12,797	65
土地管理	Land management	2,856	—	—	6,109	—	—
總計	Total	2,441,326	82,629	518	1,932,289	67,945	426

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

下表載列本集團於2025年及2024年物業管理服務收入總額、在管建築面積及項目數目明細(按地區劃分)：

The table below sets forth the breakdown of the Group's total revenue from property management services, GFA under management and number of projects by geographic regions in 2025 and 2024:

		截至2025年12月31日 As of 31 December 2025			截至2024年12月31日 As of 31 December 2024		
		在管			在管		
		收入	建築面積	項目數目	收入	建築面積	項目數目
		Revenue	GFA under	Number of	Revenue	GFA under	Number of
		(人民幣	management	projects	(人民幣	management	projects
		千元)	(千平方米)		千元)	(千平方米)	
		(RMB'000)	('000 sq.m.)		(RMB'000)	('000 sq.m.)	
杭州	Hangzhou	1,719,178	52,442	357	1,361,911	43,274	295
浙江省 (不含杭州)	Zhejiang province (excluding Hangzhou)	644,826	27,385	141	509,361	22,554	116
浙江省外	Outside Zhejiang Province	77,322	2,822	20	61,017	2,117	15
總計	Total	2,441,326	82,629	518	1,932,289	67,945	426

重大業務發展情況

本公司下屬全資子公司杭州濱江物業管理有限公司與杭州宇泛智能科技股份有限公司於2025年8月10日訂立戰略合作協議。有關戰略合作協議詳情，請參閱本公司日期為2025年8月10日的公告。

MATERIAL BUSINESS DEVELOPMENT

Hangzhou Binjiang Property Management Co., Ltd, a wholly-owned subsidiary of the Company, entered into a strategic cooperation agreement with Universal Ubiquitous Co., Ltd. on 10 August 2025. For details of the strategic cooperation agreement, please refer to the Company's announcement dated 10 August 2025.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

未來展望

持續推進品質品牌建設

本集團將持續強化品牌責任感，致力於成為物業行業品牌領跑者，高端服務品質標準制訂者。本集團將進一步夯實服務標準化體系，完善針對不同業態、地區以及服務內容的配置標準，憑藉自身標桿優勢與競品項目相較之長處，打造具有差異化的服務，努力達成「中國物業一流、浙江標桿」的階段性目標。高效且穩定的服務質量將為本集團創造更高的品牌價值，構建持久的市場競爭力。

本集團將優化客戶服務體系，開發AI管家，確保業主的每一項合理訴求都能得到及時響應與有效跟進。通過多渠道傾聽業主及合作方的意見，堅持常態化、全覆蓋的品質與安全檢查，形成三級聯動機制，將每一個項目做精做細，補齊短板。不斷鞏固並提升服務能力，持續塑造品牌口碑，夯實自身競爭力，推動本集團實現穩健且持續的發展。

FUTURE PROSPECTS

Further promotion of quality brand building

The Group will continue to strengthen its brand responsibility and strive to become a brand leader in the property industry and a setter of high-end service quality standards. The Group will further consolidate its service standardization system and improve the allocation standards for different business formats, regions and service contents. Relying on its benchmarking advantages and strengths over competing projects, the Group will create differentiated services and strive to achieve the phased goals of becoming “a top property management brand in China and a benchmark in Zhejiang”. Through providing effective and consistent service quality, the Group will gain higher brand value and sustainable market competitiveness.

The Group will optimize its customer service system and develop an AI assistant to ensure that every reasonable request from property owners is responded to and followed up in a timely manner. By listening to the opinions of property owners and partners through multiple channels, and adhering to routine, full-coverage quality and safety inspections, a three-level linkage mechanism will be formed to refine every project and address shortcomings. The Group will continuously consolidate and enhance its service capabilities, sustainably build brand reputation, strengthen its competitiveness, and promote the steady and sustainable development of the Group.

MANAGEMENT DISCUSSION AND ANALYSIS

持續擴大業務規模及市場份額

本集團未來將持續擴大品牌影響力，依託在長江三角洲高端市場取得的成功經驗，充分運用集團既有的服務管理系統和標準，以增加現有市場的份額。本集團將秉持以落地城市為重點、深耕細作的業務拓展戰略，形成聚焦杭州、深耕長江三角洲、輻射華東地區、開拓大灣區，並關注中國中西部地區的業務發展格局。目前，本集團有質拓展及高質發展態勢已初步形成，力求達成項目落地一年扎根、三年成林、五年成海的目標，實現從單點突破到區域協同及從規模增長到價值躍升的戰略升級。此外，本集團還積極佈局各類城市服務等多種業態領域，提高項目結構質量，拓展服務範圍。通過積極推行「騰籠換鳥」策略，對項目進行全週期動態考核，將資源集中配置到優質項目上，提升整體運營效益。本集團將加強拓展隊伍的培訓，統一公司品牌形象，增進市場拓展聯絡員與分公司之間的互動。

Further expansion of business scale and market share

In the future, the Group will continue to expand its brand influence. Relying on the successful experience gained in the high-end market of the Yangtze River Delta, the Group will make full use of its existing service management systems and standards to increase its share in the existing market. Adhering to the business expansion strategy focusing on Hangzhou and taking root in the Yangtze River Delta, the Group will focus on the operation in the existing markets and strategically expand its business coverage in eastern China. The Group will also explore opportunities in the Greater Bay Area and the Midwest China. At present, the trend for the quality expansion and high-quality development of the Group has been basically formed. The Group will strive to initiate a project in one year, develop the project in three years and optimize it in five years, so as to realize the strategic upgrading from single-point breakthrough to regional coordination and from scale growth to value leap. In addition, the Group is also actively deploying in various business fields such as urban services, improving the quality of project structure and expanding the scope of services. By actively implementing the strategy of "vacating the cage for new birds", the Group conducts full-cycle dynamic assessment of projects, concentrates resources on high-quality projects, and improves overall operational efficiency. The Group will strengthen the training of the business development team, unify the Company's brand image, and enhance the interaction between market development liaisons and branch companies.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

拓展提供多樣化服務

增值服務依託本集團具有優勢的生活服務場景向業主推出，致力於成為受客戶信賴的房屋資產打理及保養機構。通過構建以5S為核心的增值服務體系，資源聚合與互惠發展模式，為業主和客戶提供多元化服務。濱江優家的經紀業務將持續推進，憑藉專注、專業及專屬的服務理念，一手房銷售團隊、二手房銷售團隊與物業服務團隊開展多維度協同合作，以高效且貼心的服務贏得客戶認可。濱江優居將持續發力，聚焦業主的實際需求，服務內容涵蓋全屋軟硬裝設計、裝修管理、生活家櫃體定製、軟裝傢俱定製、電器及設備選型增配等一站式拎包入住服務。本集團的5S服務將秉持「創造生活美好家」的願景，依託現有的品牌及平台優勢，通過多渠道建立戰略合作關係，探尋與行業領先知名商家的更多合作契機，並推廣複製成功的合作模式。

Expanding and providing of various services

Value-added services are launched to property owners based on the Group's advantageous living service scenarios, with a commitment to becoming a trusted housing asset management and maintenance institution. By establishing a 5S-centered value-added service system and fostering a model of resource integration and mutually beneficial development, the Group provides diversified services for property owners and customers. Binjiang Youjia's agency business will continue to advance. With a dedicated, professional and exclusive service philosophy, the primary property sales team, the secondary property sales team and the property service team collaborate across multiple dimensions to gain customers' recognition with efficient and considerate services. Binjiang Youju will continue to focus on the actual needs of property owners. The one-stop fully furnished services include home interior design and home decoration services, decoration management, household cabinet customization, interior furniture customization, electrical appliances and equipment selection and addition. In terms of 5S service, the Group, adhering to the vision of "Creating Life through Furnishing the Home", will capitalize its advantages derived from the existing brands and platform to establish strategic partnerships through various channels. Meanwhile, the Group will continue to actively seek additional partnership opportunities with leading enterprises in the industry, promoting and replicating its successful partnership model.

管理層討論及分析 MANAGEMENT DISCUSSION AND ANALYSIS

進一步優化管理及運營體系

本集團將持續推進內部管理體系與智慧化管理平台的升級工作，同時兼顧原則性與靈活性，以契合企業的未來發展需求。通過優化管理架構、標準化作業流程及強化採購控制等舉措來加強內部控制體系，完善多方面的數據統籌分析與對標工作，為本集團發展提供核心驅動力。持續完善客服、流程審批等領域的AI員工，優化人機協同機制，明確AI在工單分派、費用催繳、投訴初篩、流程審批等高頻場景中的角色定位與響應閾值，提升服務響應效率和人機協同精準度。在提升效率的同時，更注重服務的品質與人文關懷，力求重塑企業價值，打造高端智慧物業的全新典範。

加強企業管治和文化建設

本集團將持續提升企業管理水平，進一步把「精細化管理、提質增效」的理念切實貫徹到服務一線和管理末梢，聚焦實際成效，完善工單系統，將每一項服務標準細化至崗位，落實到個人。同時，持續強化內部控制與風險管理，深化信息系統改革以打通信息壁壘，達成問題的早預警、早處理目標。此外，本集團將加強企業文化建設，使員工增強歸屬感與凝聚力，推動企業實現更規範、透明、穩定、高效且健康可持續的發展，進而提升企業價值，保障股東權益。

Further improvement of management and operation systems

The Group will continue to upgrade its internal management system and smart management platform, while adhering to its principles and maintaining a degree of flexibility to align with the needs for future enterprise development. The Group aims to provide core driving force for its development through optimizing its management structure, setting up standardized operation procedures and strengthening the procurement control to refine its internal control mechanism and improve multidimensional data coordination, analysis and benchmarking. The Group will continue to enhance AI employees in customer service, process approval and other fields, optimize the human-machine collaboration mechanism, and clarify the role positioning and response thresholds of AI in high-frequency scenarios such as work order assignment, fee collection, preliminary complaint screening and process approval, so as to enhance service response efficiency and the accuracy of human-machine collaboration. While enhancing efficiency, the Group will pay more attention to service quality and humanistic care, striving to redefine corporate value and establish a new paradigm for high-end smart property management.

Strengthening the corporate governance and culture construction

The Group will continue the work on its corporate management level, further effectively implement the philosophy of “refined management, quality improvement and efficiency enhancement” to the frontline of services and the terminal of management, focus on practical results, improve the work order system, and refine each service standard to positions and assign it to individuals. At the same time, it will continuously strengthen internal control and risk management, deepen the reform of information systems to break down information barriers, and achieve the goal of early warning and early handling of problems. In addition, the Group will strengthen corporate culture development to enhance employees’ sense of belonging and cohesion, thereby promoting more standardized, transparent, stable, efficient, and sustainable corporate growth, so as to enhance the value of the enterprise and protect the rights and interests of the Shareholders.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

財務回顧

本集團收入來自三個主要業務：(i)物業管理服務；(ii)非業主增值服務；及(iii)5S增值服務。報告期內：(i)物業管理服務是本集團最大的收入和利潤來源，佔總收入59.5%；及(ii)5S增值服務是本集團第二大收入來源，佔總收入29.0%。

FINANCIAL REVIEW

The Group's revenue was generated from three main business lines: (i) property management services; (ii) value-added services to non-property owners; and (iii) 5S value-added services. During the Reporting Period, (i) the property management services was the largest source of revenue and profit for the Group, accounting for 59.5% of total revenue; and (ii) 5S value-added services was the second largest source of revenue for the Group, accounting for 29.0% of total revenue.

		2025年		2024年		同比變動
		2025		2024		Year-on-year change
		人民幣千元	佔總收入%	人民幣千元	佔總收入%	%
		RMB'000	% of total revenue	RMB'000	% of total revenue	%
物業管理服務	Property management services	2,441,326	59.5	1,932,289	53.8	26.3
住宅物業管理服務	Property management services for residential properties	1,914,762	46.7	1,476,899	41.1	29.6
非住宅物業管理服務	Property management services for non-residential properties	523,708	12.7	449,281	12.5	16.6
土地管理	Land management	2,856	0.1	6,109	0.2	(53.2)
非業主增值服務	Value-added services to non-property owners	471,641	11.5	565,418	15.7	(16.6)
交付前服務	Pre-delivery services	441,448	10.8	523,793	14.6	(15.7)
諮詢服務	Consulting services	14,326	0.3	21,799	0.6	(34.3)
社區空間服務	Community space services	15,867	0.4	19,826	0.5	(20.0)
5S 增值服務	5S value-added services	1,188,286	29.0	1,097,007	30.5	8.3
優家服務	Youjia services	101,030	2.5	103,885	2.9	(2.7)
優居服務	Youju services	1,014,970	24.7	939,282	26.1	8.1
優享生活服務	Youxiang living services	72,286	1.8	53,840	1.5	34.3
合計	Total	4,101,253	100	3,594,714	100	14.1

MANAGEMENT DISCUSSION AND ANALYSIS

物業管理服務包括安保、保潔、園藝、維修、維護、土地管理及配套服務。收入達人民幣2,441.3百萬元，較2024年人民幣1,932.3百萬元，同比增長26.3%，為本集團主要收入來源，佔2025年總收入約59.5%。收入增長的主要原因是業務拓展使得項目數量增加。其中，向濱江集團或其聯營公司單獨或與其他各方共同開發的物業提供物業管理服務所產生的收入為人民幣1,224.8百萬元，佔2025年物業管理服務收入的50.2%。與此同時，本集團在發揮傳統業務優勢領域的基礎上，同步積極向獨立第三方業務及非杭州區域物業服務業務領域進行拓展。截至2025年12月31日止年度，獨立物業開發商開發的物業服務收入為人民幣1,213.7百萬元，較2024年增長24.0%；杭州市以外物業服務收入為人民幣722.1百萬元，較2024年增長26.6%。本集團在儲備土地管理服務方面，截至2025年12月31日止年度，土地管理收入為人民幣2.9百萬元，較2024年人民幣6.1百萬元下降52.5%。主要由於部分本集團2024年所管理的土地在本報告期已由政府單位出讓，導致本集團2025年土地管理項目減少，收入下降。

Property management services consist of security, cleaning, gardening, repair, maintenance, land management and ancillary services. Revenue generated from the services amounted to RMB2,441.3 million, representing a year-on-year increase of 26.3% as compared with RMB1,932.3 million in 2024. It was the Group's main source of revenue and accounted for approximately 59.5% of total revenue in 2025. The growth in revenue was mainly due to an increase in the number of projects as a result of business expansion. Revenue generated from the provision of property management services to properties solely developed by Binjiang Group or its associates or jointly developed with other parties was RMB1,224.8 million, and accounted for 50.2% of revenue from property management services in 2025. Leveraging its leading position in traditional property business, the Group proactively expanded business to cover properties developed by the independent third parties and properties outside Hangzhou. For the year ended 31 December 2025, the revenue from property management services for properties developed by the independent property developers amounted to RMB1,213.7 million, representing an increase of 24.0% as compared with 2024; and the revenue from property management services for properties outside Hangzhou amounted to RMB722.1 million, representing an increase of 26.6% as compared with 2024. In relation to the reserve land management service of the Group, for the year ended 31 December 2025, the revenue from land management services amounted to RMB2.9 million, representing a decrease of 52.5% as compared with RMB6.1 million in 2024. This was mainly due to the transfer of certain land managed by the Group in 2024 by the government units in the Reporting Period, which resulted in a decrease in land management projects and a decrease in revenue of the Group in 2025.

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MANAGEMENT DISCUSSION AND ANALYSIS

非業主增值服務主要包括交付前服務、諮詢服務及社區空間服務。收入達人民幣471.6百萬元，較2024年人民幣565.4百萬元下降16.6%，佔本集團於2025年總收入約11.5%。收入下降的主要原因是非業主增值服務業務量有所下降，房地產行業整體的費用標準也有所下調。

5S 增值服務主要包括優家服務、優居服務及優享生活服務，收入達人民幣1,188.3百萬元，較2024年人民幣1,097.0百萬元增長8.3%，佔本集團於2025年總收入約29.0%。收入增長主要是由於優居服務規模有所增長。

於優居服務中，就濱江集團及濱江集團一間聯營公司出售的若干商業公寓提供硬裝服務產生的收入為人民幣992.6百萬元，較2024年的人民幣922.8百萬元增長7.6%，佔本集團2025年總收入約24.2%。本集團與個人物業買家訂立硬裝服務協議，並與第三方訂立硬裝工程承包協議，以就該等商務公寓提供硬裝服務。

Value-added services to non-property owners mainly include pre-delivery services, consulting services and community space services. Revenue generated from the services amounted to RMB471.6 million, representing a decrease of 16.6% as compared with RMB565.4 million in 2024, and accounted for approximately 11.5% of the Group's total revenue in 2025. The decrease in revenue was primarily due to a decline in the business volume of value-added services to non-property owners and a reduction of the overall fee standard of the real estate industry.

5S Value-added services are mainly composed of Youjia services, Youju services and Youxiang living services. Revenue generated from the services amounted to RMB1,188.3 million, representing an increase of 8.3% as compared with RMB1,097.0 million in 2024, and accounted for approximately 29.0% of the Group's total revenue in 2025. The increase in revenue was mainly due to the growth in the scale of Youju services.

Among Youju services, revenue generated from provision of home decoration services in relation to certain commercial apartments sold by Binjiang Group and an associate of Binjiang Group was RMB992.6 million, representing an increase of 7.6% as compared with RMB922.8 million in 2024, and accounted for approximately 24.2% of the Group's total revenue in 2025. The Group entered into home decoration service agreements with the individual property purchasers and entered into a decoration project contracting agreement with a third party to provide home decoration services in relation to those commercial apartments.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

毛利及毛利率

基於上述因素，本集團於年內的毛利由2024年的人民幣835.4百萬元增長8.9%至2025年的人民幣910.0百萬元。本集團的毛利率由2024年的23.2%下降1個百分點至2025年的22.2%。

Gross profit and gross profit margin

Based on the above factors, the Group's gross profit for the year increased by 8.9% from RMB835.4 million in 2024 to RMB910.0 million in 2025. The Group's gross profit margin decreased by 1 percentage points from 23.2% in 2024 to 22.2% in 2025.

		2025年 2025		2024年 2024	
		毛利	毛利率	毛利	毛利率
		Gross profit	Gross profit margin	Gross profit	Gross profit margin
		人民幣千元	%	人民幣千元	%
		RMB'000	%	RMB'000	%
物業管理服務	Property management services	422,602	17.3	355,081	18.4
非業主增值服務	Value-added services to non-property owners	148,700	31.5	218,174	38.6
5S增值服務	5S value-added services	338,650	28.5	262,113	23.9
合計	Total	909,952	22.2	835,368	23.2

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物業管理服務毛利由2024年的人民幣355.1百萬元增長19.0%至2025年的人民幣422.6百萬元，2025年毛利率17.3%，較2024年下降1.1個百分點，主要是由於人力成本上升，本集團注重服務品質，加強管理投入。

Gross profit of property management services increased by 19.0% from RMB355.1 million in 2024 to RMB422.6 million in 2025, and gross profit margin was 17.3% in 2025, representing a decrease of 1.1 percentage points from 2024, mainly due to rising labour costs as the Group focused on service quality and strengthened management inputs.

非業主增值服務毛利由2024年的人民幣218.2百萬元下降31.9%至2025年的人民幣148.7百萬元，2025年毛利率31.5%，較2024年下降7.1個百分點，主要是由於受到上游房地產開發行業整體影響，非業主增值服務毛利率降低。

Gross profit from value-added services to non-property owners decreased by 31.9% from RMB218.2 million in 2024 to RMB148.7 million in 2025, and gross profit margin was 31.5% in 2025, representing a decrease of 7.1 percentage points from 2024, mainly due to the overall impact from the upstream property development industry, which led to a decline in the gross profit margin of value-added services to non-property owners.

5S 增值服務毛利由2024年的人民幣262.1百萬元增長29.2%至2025年的人民幣338.7百萬元，毛利率由2024年的23.9%增長至2025年的28.5%。毛利增長乃主要是由於優居服務業務增長。

Gross profit of 5S value-added services increased by 29.2% from RMB262.1 million in 2024 to RMB338.7 million in 2025, and gross profit margin increased from 23.9% in 2024 to 28.5% in 2025. The increase in gross profit was mainly attributable to the growth of Youju services business.

銷售成本

報告期內，本集團的銷售成本由2024年的人民幣2,759.3百萬元增長15.7%至2025年的人民幣3,191.3百萬元，主要是由於本集團業務規模增長，銷售成本同步上升。

Cost of sales

During the Reporting Period, the Group's cost of sales increased by 15.7% from RMB2,759.3 million in 2024 to RMB3,191.3 million in 2025, mainly due to the year-on-year increase in cost of sales as a result of the growth of the Group's business scale.

銷售及營銷開支

報告期內，本集團的銷售及營銷開支由2024年的人民幣24.0百萬元增長22.5%至2025年的人民幣29.4百萬元，主要是由於業務拓展費用上升。

Selling and marketing expenses

During the Reporting Period, the Group's selling and marketing expenses increased by 22.5% from RMB24.0 million in 2024 to RMB29.4 million in 2025, mainly due to the increase in business expansion expenses.

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MANAGEMENT DISCUSSION AND ANALYSIS

行政開支

報告期內，本集團的行政開支由2024年的人民幣100.5百萬元下降7.5%至2025年的人民幣93.0百萬元，本集團的管理費用率由2024年的2.8%下降至2025年的2.3%，主要由於本集團致力於加強管理效率，優化資源配置，控制管理成本。

貿易應收款項的減值虧損

報告期內，本集團的貿易應收款項的減值虧損由2024年的人民幣10.8百萬元增長至2025年的人民幣40.5百萬元，主要是由於應收賬款增加，導致計提壞賬增加。

其他開支

報告期內，本集團其他開支由2024年的人民幣2.2百萬元增長至2025年的人民幣4.3百萬元，主要由於本集團業務增長，售後維修賠款有所增加。

融資收入

報告期內，本集團的融資收入指銀行存款利息收入。融資收入由2024年的人民幣80.3百萬元下降至2025年的人民幣71.2百萬元，主要是由於受到銀行利率整體下降的影響。融資成本由2025年的人民幣0.1百萬元與2024年持平。因此，融資收入淨額由2024年的人民幣80.2百萬元減少11.3%至2025年的人民幣71.1百萬元。

分佔聯營公司及合營公司利潤減虧損

報告期內，本集團分佔三間聯營公司及兩家合營公司利潤減虧損由2024年的盈利人民幣1.2百萬元增長至2025年的盈利人民幣2.7百萬元，主要是由於聯營及合營公司利潤增長。

稅前利潤

報告期內，本集團稅前利潤為人民幣831.5百萬元，較2024年的人民幣786.4百萬元增長5.7%，主要是由於本集團報告期內經營毛利上升。

Administrative expenses

During the Reporting Period, the Group's administrative expenses decreased by 7.5% from RMB100.5 million in 2024 to RMB93.0 million in 2025, and the management expense ratio of the Group decreased from 2.8% in 2024 to 2.3% in 2025, mainly due to the Group's commitments to improving management efficiency, optimizing management levels and controlling management costs.

Impairment losses on trade receivables

During the Reporting Period, the Group's impairment losses on trade receivables increased from RMB10.8 million in 2024 to RMB40.5 million in 2025, mainly due to the increase in provision for bad debts as a result of the increase in accounts receivable.

Other expenses

During the Reporting Period, the Group's other expenses increased from RMB2.2 million in 2024 to RMB4.3 million in 2025, mainly due to the increase in after-sales maintenance claims due to the growth of the Group's business.

Finance income

During the Reporting Period, the Group's finance income represented interest income on bank deposits. The finance income decreased from RMB80.3 million in 2024 to RMB71.2 million in 2025, mainly due to the impact of an overall decrease in bank interest rates. The finance costs amounted to RMB0.1 million in 2025, remaining stable compared with the year 2024. As a result, the net finance income decreased by 11.3% from RMB80.2 million in 2024 to RMB71.1 million in 2025.

Share of profits less losses of associates and joint ventures

During the Reporting Period, the Group's share of profits less losses of three associates and two joint ventures increased from a profit of RMB1.2 million in 2024 to a profit of RMB2.7 million in 2025, mainly due to the profit increase in associates and joint ventures.

Profit before taxation

During the Reporting Period, the Group's profit before taxation was RMB831.5 million, representing an increase of 5.7% as compared with RMB786.4 million in 2024, mainly due to the increase in the Group's operation gross profit during the Reporting Period.

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MANAGEMENT DISCUSSION AND ANALYSIS

所得稅

報告期內，本集團的所得稅開支由2024年的人民幣232.9百萬元下降4.6%至2025年的人民幣222.2百萬元，主要是由於本期繳納源泉稅較上期減少。

於2023年，本公司的香港附屬公司獲得香港居民身份證明。根據《內地和香港特別行政區關於對所得稅避免雙重徵稅和防止偷漏稅的安排》(「**稅收協定**」)及《國家稅務總局關於稅收協定中「受益所有人」有關問題的公告》(「**第9號公告**」)，香港附屬公司符合享受優惠稅率的要求，並自2023年起，從中國附屬公司收到的股息須按5%的稅率預扣稅款。

年內利潤

本集團的2025年年內利潤為人民幣609.4百萬元，較2024年人民幣553.5百萬元增長10.1%，主要是由於本集團經營毛利增長。本公司2025年權益股東應佔年內利潤為人民幣595.5百萬元，較2024年人民幣546.5百萬元增長9.0%。淨利率為14.9%，較去年同期15.4%下降0.5個百分點。

不會重新分類至損益的項目：換算本公司財務報表所產生之匯兌差額

報告期內本集團換算本公司財務報表所產生之匯兌差額自2024年負人民幣1.0百萬元下降至負人民幣22.7百萬元，主要由於2025年匯率波動較大，期末財務報表折算產生暫時性差異，非本集團實際經營過程中產生。

Income tax

During the Reporting Period, income tax expenses of the Group decreased by 4.6% from RMB232.9 million in 2024 to RMB222.2 million in 2025, mainly due to the decrease of withholding tax paid in the current period compared to the previous period.

In 2023, the Company's Hong Kong subsidiary received the certificate of Hong Kong resident status. Pursuant to the Arrangement between the Mainland China and the Hong Kong Special Administrative Region for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income ("**Tax Treaties**") and the Announcement of the State Taxation Administration in relation to "Beneficial Owner" in Tax Treaties ("**Announcement No. 9**"), the Hong Kong subsidiary meets the requirement for enjoying the preferential rate and is subject to withholding tax at a rate of 5% for dividends received from PRC subsidiaries since 2023.

Profit for the Year

The Group's profit for the year 2025 was RMB609.4 million, representing an increase of 10.1% as compared with RMB553.5 million in 2024, mainly due to the growth in the operation gross profit. Profit for the year attributable to equity shareholders of the Company was RMB595.5 million in 2025, representing an increase of 9.0% as compared with RMB546.5 million in 2024. Net profit margin was 14.9%, representing a decrease of 0.5 percentage points as compared with 15.4% for the corresponding period of last year.

Items not reclassified to profit or loss: Exchange differences arising on translation of the Company's financial statements

During the Reporting Period, the exchange differences arising from translation of the Company's financial statements of the Group decreased from RMB-1.0 million in 2024 to RMB-22.7 million, which was mainly due to the significant fluctuation of exchange rates during 2025 and temporary differences arising from translation of the period-end financial statements, which did not arise in the actual operation of the Group.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

流動資產、財務資源及資產負債比率

本集團於2025年年內維持優良財務狀況。於2025年12月31日，流動資產為人民幣4,694.6百萬元，較2024年12月31日人民幣3,082.0百萬元增長52.3%。

於2025年12月31日，本集團的現金及等價物達到人民幣890.5百萬元，較2024年12月31日人民幣890.7百萬元基本持平。本集團的現金及等價物約人民幣886.2百萬元以人民幣持有，約人民幣4.4百萬元以港幣持有，約人民幣0.1百萬元以美元持有。於2025年12月31日，流動比率為1.5，較2024年12月31日的1.2有所上升。

於2025年12月31日，本集團不存在任何貸款或借貸（2024年12月31日：無）。

本集團於2025年12月31日的總權益為人民幣1,745.5百萬元，較2024年12月31日人民幣1,591.9百萬元增長9.6%。這主要因為業務規模增長以及經營利潤增長。

庫務政策

截至2025年12月31日止年度，本集團就其庫務政策採取審慎財務管理方法，確保滿足日常營運及資本支出的流動資金需求。董事會緊密監控本集團的流動資金狀況，並在考慮金融工具的信貸風險、流動資金風險及市場風險後，適當投資盈餘現金，例如本集團在保障上述流動性的情況下，將部分現金存放為三個月以上到期的銀行存款，增加資金利息收入。

物業、廠房及設備

於2025年12月31日，本集團物業、廠房及設備達人民幣51.7百萬元，較2024年12月31日的人民幣43.4百萬元增長19.1%，主要是由於業務規模增長使得資產有所增加。

Current assets, financial resources and gearing ratio

The Group maintained a sound financial performance in 2025. As at 31 December 2025, current assets were RMB4,694.6 million, representing an increase of 52.3% as compared with RMB3,082.0 million as at 31 December 2024.

As at 31 December 2025, the Group's cash and cash equivalents were RMB890.5 million, remaining largely unchanged from RMB890.7 million as at 31 December 2024. The Group's cash and equivalents of approximately RMB886.2 million were held in RMB, approximately RMB4.4 million in HKD and approximately RMB0.1 million in USD. As at 31 December 2025, current ratio was 1.5, representing an increase as compared with 1.2 as at 31 December 2024.

As at 31 December 2025, the Group did not have any loans or borrowings (31 December 2024: Nil).

As at 31 December 2025, the total equity of the Group was RMB1,745.5 million, representing an increase of 9.6% as compared with RMB1,591.9 million as at 31 December 2024. This was mainly due to the growth of business scale and the increase in operation profit.

Treasury Policies

For the year ended 31 December 2025, the Group adopted a prudent financial management approach towards its treasury policies to ensure the liquidity requirements from daily operation as well as capital expenditures were met. The Board closely monitors the Group's liquidity positions, while surplus cash is invested appropriately with the consideration of the credit risks, liquidity risks and market risks of the financial instruments, for example, the Group placed a certain amount of cash as bank deposits maturing over three months for higher interest income to secure liquidity mentioned above.

Property, plant and equipment

As at 31 December 2025, the property, plant and equipment of the Group amounted to RMB51.7 million, representing an increase of 19.1% as compared with RMB43.4 million as at 31 December 2024, mainly due to an increase in assets driven by the growth of business scale.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

存貨

於2025年12月31日，本集團存貨為人民幣333.0百萬元，較2024年12月31日的人民幣290.1百萬元增長14.8%，主要是由於本報告期新增車位購入使得存貨有所增加。

或然負債

於2025年及2024年12月31日，本集團並無任何或然負債。

合約負債

於2025年12月31日，本集團合約負債為人民幣1,768.7百萬元，與2024年12月31日的人民幣1,555.4百萬元相比增長13.7%，主要是由於項目數量增加及預收物業費增加。

資產抵押

於2025年及2024年12月31日，概無本集團資產作抵押。

貿易及其他應收款項

於2025年12月31日，貿易及其他應收款項達人民幣760.4百萬元，較2024年12月31日的人民幣590.2百萬元增長人民幣170.2百萬元及28.8%，主要是由於獨立第三方業務應收賬款增長。

受限制銀行結餘

於2025年12月31日，本集團受限制銀行結餘由2024年12月31日的人民幣68.3百萬元增長至人民幣263.3百萬元，主要由於本集團因購買理財產品需要，部分資金在報告期末處於暫時性凍結狀態，該部分資金於2026年1月已恢復正常。

貿易及其他應付款項

於2025年12月31日，貿易及其他應付款項為人民幣1,285.0百萬元，較2024年12月31日的人民幣1,009.0百萬元增長了人民幣276.0百萬元及27.4%，主要是由於本集團業務規模擴張。

Inventories

As at 31 December 2025, the Group's inventories amounted to RMB333.0 million, representing an increase of 14.8% from RMB290.1 million as at 31 December 2024, mainly due to the acquisition of car parking spaces to increase inventories during the Reporting Period.

Contingent liabilities

The Group did not have any contingent liabilities as at 31 December 2025 and 2024.

Contract liabilities

As at 31 December 2025, the contract liabilities of the Group amounted to RMB1,768.7 million, representing an increase of 13.7% from RMB1,555.4 million as at 31 December 2024, mainly due to the increase in the number of projects and an increase in the prepayment of property fees.

Pledged assets

The Group did not have any pledged assets as at 31 December 2025 and 2024.

Trade and other receivables

As at 31 December 2025, trade and other receivables amounted to RMB760.4 million, representing an increase of RMB170.2 million and 28.8% as compared with RMB590.2 million as at 31 December 2024, mainly due to an increase in accounts receivable from independent third-party businesses.

Restricted bank balances

As at 31 December 2025, the restricted bank balance of the Group increased from RMB68.3 million as at 31 December 2024 to RMB263.3 million, primarily due to the fact that part of the Group's funds were temporarily frozen at the end of the Reporting Period due to the needs of purchasing wealth management products, which had returned to normal in January 2026.

Trade and other payables

As at 31 December 2025, trade and other payables amounted to RMB1,285.0 million, representing an increase of RMB276.0 million and 27.4% as compared with RMB1,009.0 million as at 31 December 2024, mainly due to the expansion of the Group's business scale.

MANAGEMENT DISCUSSION AND ANALYSIS

按公平值計入損益(「按公平值計入損益」)的金融資產

於2025年12月31日，按公平值計入損益的金融資產指在年內本集團購買的由多家金融機構發行的財資產品(銀行理財產品)。

於2025年12月31日，本集團在年內向同一家金融機構新購買的理財產品佔本集團資產總值均少於5%。

人力資源

於2025年12月31日，本集團總共僱用16,853名僱員(2024年12月31日：14,022名)。報告期內，本集團的員工成本為人民幣1,461.6百萬元(2024年：人民幣1,199.4百萬元)。

本集團向員工發放之酬金待遇乃按其職務、資歷、個人表現及當時市場標準釐定。支付予僱員酌情花紅乃根據個別僱員表現，以表揚及回報其貢獻。本集團已實施且將繼續實施各種員工認可計劃及獎勵。本集團亦同時為僱員作出社會保障基金(包括退休金計劃、醫療保險、工傷保險、失業保險及生育保險)及住房公積金供款，或為僱員定期向強積金計劃作出供款。於報告期內，本集團亦向員工提供系統化及範圍廣泛培訓計劃及晉升輪崗計劃。

重大投資

本公司於報告期內概無任何重大投資(包括佔本集團資產總值5%或以上的重大投資)。

Financial assets at fair value through profit or loss (“FVPL”)

As at 31 December 2025, financial assets at FVPL represented treasury products (wealth management products of banks) issued by various financial institutions and purchased by the Group during the year.

As at 31 December 2025, the wealth management product(s) newly purchased by the Group during the year from the same financial institution accounted for less than 5% of the Group’s total assets.

Human resources

As at 31 December 2025, the Group had a total of 16,853 employees (as at 31 December 2024: 14,022 employees). The staff cost of the Group during the Reporting Period was RMB1,461.6 million (2024: RMB1,199.4 million).

The Group’s remuneration packages for employees are determined based on their duties, qualifications, individual performance and current market standards. The discretionary bonus paid to employees, based on the performance of individual employees, recognized and rewarded their contributions. The Group has implemented and will continue to implement various employee recognition initiatives and rewards. The Group also makes social security contributions (including pension plans, medical insurance, work-related injury insurance, unemployment insurance and maternity insurance) and housing provident fund contributions for its employees or makes regular contributions to Mandatory Provident Fund schemes for its employees. During the Reporting Period, the Group also provided its staff with systematic and extensive training plans and promotion and rotation programs.

Significant investments

The Company did not have any significant investments (including significant investments which accounted for 5% or more of the total assets of the Group) during the Reporting Period.

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MANAGEMENT DISCUSSION AND ANALYSIS

有關附屬公司、聯營公司及合營企業的重大收購及出售詳情

報告期內，本集團概無有關附屬公司、聯營公司及合營企業的重大收購及出售事項。

未來重大投資或購入資本資產的計劃

截至2025年12月31日，本集團並無重大投資或購入資本資產的計劃。

資本結構

報告期內，本公司之資本結構並無變動。本公司之資本由普通股及其他儲備組成。

購買、出售或贖回本公司上市證券

於報告期內，本公司或其任何附屬公司概無購買、出售或贖回本公司任何上市證券(包括出售庫存股份)。

可換股證券、購股權、認股權證或類似權利

於報告期內，本公司及其附屬公司並無發行或授出任何可換股證券、購股權、認股權證或其他類似權利，亦無本公司或其附屬公司於之前任何時間發行或授出任何可換股證券、購股權、認股權證或其他類似權利、轉換權或認購權。

面對的外匯風險

本集團主要通過以非本集團所屬實體各自功能貨幣計價的買賣而存有外匯風險。

Details of material acquisitions and disposals of subsidiaries, associates and joint ventures

During the Reporting Period, the Group did not have any material acquisitions and disposals of subsidiaries, associates and joint ventures.

Future plans for material investments or capital assets

As of 31 December 2025, the Group did not have plans for material investments or capital assets.

Capital structure

During the Reporting Period, there was no change in the capital structure of the Company. The capital of the Company comprises ordinary shares and other reserves.

Purchase, sale or redemption of listed securities of the Company

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities during the Reporting Period (including the sale of treasury shares).

Convertible Securities, Options, Warrants or Similar Rights

During the Reporting Period, the Company and its subsidiaries did not issue or grant any convertible securities, options, warrants or other similar rights, and there were no convertible securities, options, warrants or other similar rights, conversion rights or subscription rights issued or granted by the Company or its subsidiaries at any time before.

Exposure to foreign exchange risks

The Group is exposed to currency risk primarily through sales and purchases that are denominated in a currency other than the respective functional currencies of the Group entities.

MANAGEMENT DISCUSSION AND ANALYSIS

本公司、英屬維爾京群島附屬公司及香港附屬公司的功能貨幣均為港元。該等公司主要以港元經營。此外，由於港元與美元掛鈎，本集團認為港元與美元的匯率變動風險不大。

本集團中國附屬公司的功能貨幣是人民幣，而業務亦主要以人民幣經營，因此本集團認為外匯風險不大。目前，本集團並無訂立任何對沖交易協議。

風險及不確定因素

區域集中風險

本集團所有業務運營集中於長江三角洲，尤其是杭州。於報告期內，長江三角洲的在管總建築面積幾乎相當於本集團所有在管總建築面積，且自長江三角洲的在管物業產生的物業管理服務收入幾乎相當於本集團所有物業管理服務收入的總額。儘管本集團將進一步擴張至中國其他主要經濟地區及城市，但本公司預期，長江三角洲在不久將來將繼續佔運營的大部分。假如長江三角洲出現任何不利經濟狀況，例如經濟衰退、自然災害、傳染病爆發、恐怖襲擊，或當地政府機關採納的法規對物業管理服務行業施加額外限制，本集團的業務、財務狀況及經營業績可能受到重大不利影響。為此，本集團積極尋求位於長江三角洲以外的業務機會以擴大我們的地域覆蓋面。

The Company, the British Virgin Islands subsidiary and the Hong Kong subsidiary's functional currency is HKD. Their businesses are principally conducted in HKD. In addition, as the HKD is pegged to the USD, the Group considers the risk of movements in exchange rates between the HKD and the USD to be insignificant.

The functional currency of the Group's subsidiaries in the PRC is RMB and their businesses are principally conducted in RMB. Therefore, the Group considers the currency risk to be insignificant. Currently, the Group has not entered into any hedging transaction agreements.

RISKS AND UNCERTAINTIES

Geographical concentration risk

All of the Group's operations are concentrated in the Yangtze River Delta, particularly in Hangzhou. During the Reporting Period, the total GFA under management located in the Yangtze River Delta accounted for almost all of our total GFA under management, and property management services revenue generated from our managed properties in the Yangtze River Delta amounted to almost all of our total property management services revenue. Though the Group will further expand to other key economics regions and cities in China, the Company expect that the Yangtze River Delta will still continue to account for a significant portion of our operations in the near future. If the Yangtze River Delta experiences any adverse economic conditions, such as an economic downturn, natural disaster, contagious disease outbreak, terrorist attack, or if the local governmental authorities adopt regulations that place additional restrictions on the property management service industry, the Group's business, financial condition and results of operations could be materially and adversely affected. Given the above, the Group actively seeks business opportunities out side the Yangtze River Delta to expand our geographical coverage.

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MANAGEMENT DISCUSSION AND ANALYSIS

新獲合同風險

於報告期內，本集團透過招標程序獲得幾乎所有的新物業管理服務合同。物業開發商及業主大會基於多種因素挑選物業管理公司，包括但不限於所提供服務的品質、定價水平及物業管理公司的經營歷史。無法保證本集團日後將能夠獲得新物業管理服務合同。此外，本集團於報告期的部分物業管理服務合同與濱江集團所開發物業的管理有關。濱江集團經營的任何不利發展或其開發新物業的能力或會對本集團獲得新物業管理服務合同的能力產生負面影響。本集團無法保證濱江集團會聘請本集團作為其所開發的任何物業之物業管理服務供應商。倘本集團無法增加由獨立第三方物業開發商開發的管理物業數量，本集團的經營業績及增長前景可能會受到重大不利影響。為此，本集團提升優質的服務能力、積極尋求來自獨立第三方的業務機會，以擴大我們的業務獲取渠道。

New contract risk

During the Reporting Period, the Group procured almost all of our new property management service contracts through tender processes. Property developers and the property owners' general meetings choose property management companies based on a number of factors, including but not limited to the quality of services provided, pricing and the operating history of the property management company. There is no assurance that the Group will be able to procure new property management service contracts in the future. Furthermore, some Group's property management service contracts during the Reporting Period were related to the management of properties developed by Binjiang Group. Any adverse development in the operations of Binjiang Group or its ability to develop new properties may negatively impact the Group's ability to procure new property management service contracts. The Group cannot assure that Binjiang Group will engage the Group as their property management service provider for any property they developed. If the Group is not able to increase the number of managed properties developed by independent third party property developers, the Group's results of operations and growth prospects may be materially and adversely affected. Given the above, the Group will enhance its quality service capabilities, and actively seek business opportunities from independent third parties to expand our business access channel.

管理層討論及分析

MANAGEMENT DISCUSSION AND ANALYSIS

不可抗力風險

嚴重自然災害、突發性公共衛生事件、貿易環境、政策變動或會對本集團的財產、人員造成損害、並有可能影響本集團的正常經營及未來投資發展計劃。本集團從自身業務類型及本集團運營出發，並結合國家政策、行業趨勢及持份者關注等角度進行風險識別分析，並研究相關應對策略，以減少以上風險對本集團業務及財務的不利影響。

截至本年報日期，董事會依據本集團的業務營運和資金投入情況，認為本集團流動資金狀況良好、營運資金充足，可以滿足預期資本投入計劃。

稅務寬減

根據開曼群島法例，現時並無因持有本公司股份（「股份」）而對個人或公司的利潤、收入、收益或增值徵收任何稅項，亦無繼承稅及遺產稅性質的稅項。

Force majeure risk

Severe natural disasters, sudden public health events, trade environment, policy changes may cause damage to the Group's property and personnel and may affect the Group's normal operations and future investment and development plans. Based on the Group's own business types and its operations, the Group conducts risk identification and analysis from the perspectives of national policies, industry trends and stakeholders' concerns, and studies relevant response strategies to reduce the adverse impact of the above risks on the Group's business and finance.

As at the date of this annual report, based on the business operation and capital investment of the Group, the Board believes that the Group maintains stable liquidity position and sufficient working capital and that the liquidity position and working capital of the Group are sufficient to meet the expected capital investment plan.

Tax reduction

Pursuant to the laws of the Cayman Islands, the Cayman Islands currently levy no taxes on individuals or corporations based upon profits, income, gains or appreciations arising from holding of the Company's shares (the "Share(s)") and there is no taxation in the nature of inheritance tax and estate duty.

董事及高級管理層

DIRECTORS AND SENIOR MANAGEMENT

執行董事

余忠祥先生，55歲，於2023年10月起加入本集團擔任執行董事、董事會主席兼行政總裁。憑藉其豐富的經驗，彼主要負責本集團的整體管理及業務營運，包括協調董事會事務、制定策略及營運計劃以及作出主要業務決策。彼有約30年房地產相關行業經驗，有豐富的地產開發及銷售管理經驗。加入本集團之前，彼於2020年2月至2023年10月擔任杭州濱江房產集團股份有限公司（一家主要從事房地產開發的公司，並於深圳證券交易所上市，股票代碼：002244）（「濱江房產」）執行總裁；於2011年8月至2020年1月，擔任濱江房產常務副總經理；於2005年至2011年7月，擔任濱江房產副總經理；於2003年至2005年期間，擔任濱江房產項目經理。在1993年至2003年期間，彼就職於杭州廣宇房地產集團有限公司。

彼於2000年5月獲得浙江大學土木工程碩士學位，及於1993年6月獲得浙江大學土木工程學士學位。彼現為工民建高級工程師，浙江省巖土力學與工程學會綠色巖土與錨固工程專業委員會成員。

戚加奇先生，37歲，自2022年6月1日起擔本公司非執行董事並於2024年9月1日由非執行董事調任執行董事。

EXECUTIVE DIRECTORS

Mr. YU Zhongxiang (余忠祥), aged 55, joined the Group since October 2023 as an executive Director, chairman of the Board and the chief executive officer. With his extensive experience, he is primarily responsible for the overall management and business operation of the Group, including coordinating Board affairs, formulating strategies and operational plans and making major business decisions. He has approximately 30 years of experience in the real estate industry and has extensive experience in property development and property sale management. Prior to joining the Group, he was the executive president of Hangzhou Binjiang Real Estate Group Co., Ltd. (a company principally engaged in real estate development and listed on the Shenzhen Stock Exchange, stock code: 002244) (“**Binjiang Real Estate**”) from February 2020 to October 2023; the executive vice general manager of Binjiang Real Estate from August 2011 to January 2020; the vice general manager of Binjiang Real Estate from 2005 to July 2011; and a project manager of Binjiang Real Estate from 2003 to 2005. From 1993 to 2003, Mr. Yu worked as an employee in Hangzhou Cosmos Real Estate Group Co., Ltd.* (杭州廣宇房地產集團有限公司).

He received a master’s degree in civil engineering and a bachelor’s degree in civil engineering from the Zhejiang University in May 2000 and June 1993, respectively. He is currently a senior civil engineer and a member of the Professional Committee for Green Rock-Soil and Anchoring Engineering of Zhejiang Rock-Soil Mechanics and Engineering Society.

Mr. QI Jiaqi (戚加奇), aged 37, was appointed as a non-executive Director on 1 June 2022 and was re-designated from a non-executive Director to an executive Director on 1 September 2024.

DIRECTORS AND SENIOR MANAGEMENT

彼自2021年12月20日起擔任本公司全資附屬公司興品有限公司及濱江服務集團(香港)有限公司董事。彼自2021年11月至2024年8月，擔任中國人壽富蘭克林資產管理有限公司基金經理；於2019年5月至2021年11月，擔任中國人壽富蘭克林資產管理有限公司宏觀策略師；於2015年8月至2018年7月在美國北卡羅萊納州立大學擔任講師。

He has been serving as a Director of Robust Class Limited and Binjiang Service Group (Hong Kong) Co., Limited, both the wholly-owned subsidiaries of the Company, since 20 December 2021. From November 2021 to August 2024, he was a fund manager of China Life Franklin Asset Management Co., Limited. From May 2019 to November 2021, he was a macro strategist of China Life Franklin Asset Management Co., Limited. From August 2015 to July 2018, he was a lecturer of North Carolina State University, the United States of America.

彼於2018年7月獲得美國北卡羅萊納州立大學博士學位，於2012年12月獲得美國北卡羅萊納州立大學碩士學位及於2010年7月獲得浙江財經大學學士學位。

Mr. QI obtained a doctoral degree from North Carolina State University, the United States of America in July 2018, a master's degree from North Carolina State University, the United States of America in December 2012 and a bachelor's degree from Zhejiang University of Finance & Economics in July 2010.

鍾若琴女士，40歲，自2018年9月以來一直為執行董事及董事會秘書。彼亦為本公司的聯席公司秘書。彼於2013年4月加入本集團，主要負責制定及監督經營策略及計劃、決定及執行董事會決議案以及執行董事會的業務目標。彼於房地產行業方面擁有豐富的工作經驗。自2018年7月以來，彼獲委任為杭州濱江物業管理有限公司(「濱江物業」)的證券事務負責人，彼於該公司主要負責上市相關工作及成立、組織證券部。

Ms. ZHONG Ruoqin (鍾若琴), aged 40, has been an executive Director and the secretary to the Board since September 2018. She is also a joint company secretary of the Company. She has joined the Group since April 2013 and is primarily responsible for formulating and supervising operational strategies and plans, deciding and executing the Board resolution, and undertaking business objectives of the Board. She has extensive work experience in the real estate industry. Since July 2018, she has been appointed as the head of the securities department at Hangzhou Binjiang Property Management Co., Ltd. ("**Binjiang Property**"), where she is primarily responsible for listing related matters and forming and organizing the securities department.

自2013年4月至2018年6月，彼曾任職於濱江房產的證券部，彼於該公司負責董事會會議的舉行、信息披露、投資管理及再融資。自2008年8月至2011年2月，彼為CITIC-Prudential Finance Company Ltd.之代理總監，該公司從事保險及財富管理業務，彼負責個人銷售、團隊管理及績效評估。

From April 2013 to June 2018, she served in the securities department of Binjiang Real Estate, where she was responsible for the conduct of board meetings, information disclosure, and management of investment and refinancing. From August 2008 to February 2011, she was an agency supervisor of CITIC-Prudential Finance Company Ltd., a company engaged in insurance and wealth management business, where she was responsible for personal selling, team management and performance appraisal.

董事及高級管理層

DIRECTORS AND SENIOR MANAGEMENT

彼於2012年10月在香港獲得香港城市大學的工商管理碩士學位及於2008年6月獲得愛爾蘭唐道克理工學院商務專業的學士學位。

She received her master's degree in business administration from the City University of Hong Kong, Hong Kong, in October 2012 and the bachelor's degree in business from the Dundalk Institute of Technology, Ireland, in June 2008.

非執行董事

莫建華先生，55歲，自2017年12月以來一直為非執行董事。彼主要負責就本集團的業務運營提供指導及監督。彼於房地產行業擁有近30年經驗。彼自2017年1月以來亦擔任杭州普特股權投資管理有限公司（「**普特股權**」）的總經理，該公司主要涉足股權投資，而彼於該公司負責業務的整體管理。自2006年11月起，彼一直擔任濱江房產的董事，負責就本集團的業務運營提供指導及進行監督。

NON-EXECUTIVE DIRECTORS

Mr. MO Jianhua (莫建華), aged 55, has been the non-executive Director since December 2017. He is primarily responsible for providing guidance and supervision to our Group's business operations. He has nearly 30 years of experience in the real estate industry. Since January 2017, he has also been serving as the general manager of Hangzhou Pute Equity Investment Management Limited (“**Pute Equity**”), a company which is principally engaged in equity investment, where he is responsible for the overall management of business. Since November 2006, he has been a director at Binjiang Real Estate, where he is responsible for providing guidance and supervision to our Group's business operations.

自2011年7月至2017年11月，彼擔任杭州濱江創業投資有限公司（「**濱江創投**」）的總經理，該公司主要涉足風險投資，而彼於該公司負責整體業務營運。自1999年12月至2011年7月，彼為濱江房產的董事副總經理，負責工程成本管理。自1996年10月至1999年12月，彼擔任濱江房屋建設開發有限公司（該公司涉足房地產建設）的副總經理，負責工程成本管理。

From July 2011 to November 2017, he was the general manager of Hangzhou Binjiang Venture Capital Investment Limited* (“**Binjiang Venture Capital**”), a company which is primarily engaged in venture capital, and he was responsible for overall operation of business. From December 1999 to July 2011, he was the managing deputy general manager of Binjiang Real Estate, where he was responsible for the management of construction costs. From October 1996 to December 1999, he served as a deputy general manager at Binjiang Real Estate Construction Co., Ltd., a company engaged in real estate construction. He was responsible for the management of construction costs.

彼於2013年6月獲得中國浙江大學的高級管理人員工商管理碩士學位。

He obtained an executive master's degree in business administration (EMBA) from Zhejiang University, the PRC, in June 2013.

DIRECTORS AND SENIOR MANAGEMENT

蔡鑫先生，50歲，自2018年9月以來為非執行董事。彼主要負責就本集團的業務運營提供指導及監督。自2017年11月以來，彼一直為濱江創投的總經理，彼於該公司負責整體業務營運、市場擴張及投資項目實施。

Mr. CAI Xin (蔡鑫), aged 50, has been the non-executive Director since September 2018. He is primarily responsible for providing guidance and supervision to our Group's business operations. Since November 2017, he has been the general manager at Binjiang Venture Capital, where he is in charge of overall operation of business, marketing expansion and investment projects implementation.

自2011年7月至2017年11月，彼於普特股權擔任副總經理，彼於該公司負責企業資金籌集及投資項目實施。自2002年9月至2011年7月，彼於濱江房產擔任財務部經理，主要負責財務部的整體管理、財務報告編製、制定預算計劃及稅務報告。

From July 2011 to November 2017, he served as the deputy general manager of Pute Equity, where he was responsible for corporate fund raising and investment projects implementation. From September 2002 to July 2011, he served as the manager of the finance department at Binjiang Real Estate, where he was primarily responsible for the general management of the finance department, preparation of financial reports, formulating budget plans and tax reports.

彼於2015年12月獲得浙江大學的工商管理行政碩士學位，亦於1997年7月獲得中國浙江財經大學的經濟學學士學位。彼於2012年6月獲得浙江省高級會計師資格評審委員會頒發的高級會計師證書。

He obtained an executive master's degree in business administration from Zhejiang University in December 2015 and a bachelor's degree in economics from Zhejiang University of Finance & Economics, the PRC, in July 1997. He obtained the certificate of senior accountant granted by Zhejiang Senior Accountant Certificate Evaluation Committee in June 2012.

獨立非執行董事

丁建剛先生，62歲，於2019年2月加入本集團，擔任獨立非執行董事。自2014年5月以來，彼一直為浙報傳媒地產研究院(該機構從事提供房地產行業的市場分析)的院長，並負責與房地產政策及房地產市場有關的研究。彼亦自2017年10月起擔任浙江房地產業協會理事，負責與房地產行業的政策及市場趨勢有關的研究。

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. DING Jiangan (丁建剛), aged 62, joined the Group in February 2019 as an independent non-executive Director. Since May 2014, he has been the dean of Zhejiang Daily Media Real Estate Institute, which is engaged in provision of market analysis of real estate industry, and is responsible for research on real estate policy and real estate market. He has also been serving at Zhejiang Real Estate Institute as a council member and is responsible for research in relation to policies and market trends in the real estate industry since October 2017.

董事及高級管理層

DIRECTORS AND SENIOR MANAGEMENT

彼在媒體行業擁有逾30年的經驗。自2014年6月至今，彼為杭州浙訊房地產決策研究諮詢有限公司的僱員。自2013年3月至2014年5月，彼任職於杭州中房信息科技有限公司(該公司從事提供房地產行業的市場分析)，負責有關房地產政策及房地產市場的研究。自2008年9月至2013年2月，彼任職於浙江在線新聞網站有限公司(從事網絡新聞發佈)經濟部並擔任該公司之住在杭州網站副主編，負責研究金融地產及提供相關評論。自1989年4月至2008年9月，彼任職於浙江廣播電視集團(從事報紙、雜誌及視頻發行及銷售)，負責地產節目製作。自1985年11月至1989年4月，彼任職於浙江省建築工業學校的建築結構教學與研究小組，負責建築結構課程的教學及教學與研究小組的管理。自1983年7月至1985年10月，彼亦擔任長春高等建築專科學校的教員。

He has over 30 years of experience in the media industry. He has been an employee of Decision Research Consultancy Limited since June 2014. He worked for Hangzhou Joint Founder Information Technology Co., Ltd., which is engaged in the provision of market analysis of the real estate industry, and was responsible for research on real estate policy and real estate market from March 2013 to May 2014. He worked for the economic department of, and as the deputy editor of the website Live in Hangzhou of Zhejiang Online News Website Co., Ltd., which is engaged in online news publication and he was responsible for researching financial properties and providing commentaries thereon from September 2008 to February 2013. He worked for Zhejiang Media Group, which is engaged in the publication and sales of newspapers, magazines and videos, and he was responsible for the production of property programs from April 1989 to September 2008. He worked for teaching and research group of building structure of Zhejiang Construction Industrial College and was responsible for teaching building structure courses and management of the teaching and research group from November 1985 to April 1989. He was also a teaching staff in Changchun Advanced Architecture Institute from July 1983 to October 1985.

DIRECTORS AND SENIOR MANAGEMENT

丁先生自2019年1月至2024年7月1日期間擔任德信中國控股有限公司(一間曾於香港聯合交易所有限公司(「聯交所」)上市之物業開發公司，股份代號：02019，並於2024年6月11日被香港特別行政區高等法院頒令清盤)之獨立非執行董事、薪酬委員會主席、審核委員會成員及提名委員會成員。彼負責就該公司之營運及管理提供獨立判斷及建議。另外，彼於2020年10月至2023年11月期間任職祥生控股(集團)有限公司(一間於聯交所上市之物業開發公司，股份代號：02599)之獨立非執行董事及薪酬委員會主席、審核委員會成員及提名委員會成員。

Mr. Ding served as an independent non-executive director, the chairman of the remuneration committee, a member of the audit committee and a member of the nomination committee of Dexin China Holdings Company Limited, a property development company which was listed on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) (stock code: 02019) and ordered to be wound up by the High Court of the Hong Kong Special Administrative Region on 11 June 2024, from January 2019 to 1 July 2024. He is responsible for providing independent judgment and advice in relation to operations and management in this company. In addition, he served as an independent non-executive director, the chairman of the remuneration committee, a member of the audit committee and a member of the nomination committee of Shinsun Holdings (Group) Co., Ltd., a property development company listed on the Stock Exchange (stock code: 02599) from October 2020 to November 2023.

彼於1983年7月取得中國西安建築科技大學(前稱為西安冶金建築學院)土木工程學士學位。

He obtained his bachelor’s degree in civil engineering from Xi’an University of Architecture and Technology (formerly known as Xi’an Metallurgy Architecture College), the PRC, in July 1983.

李坤軍先生，47歲，於2019年2月加入本集團，擔任獨立非執行董事。自2017年10月起，彼一直擔任杭州小嘀科技有限公司的執行總裁，該公司涉足房地產技術開發，自杭州騰果網絡科技有限公司及杭州日報吸收投資，並創建杭州房地產市場最具影響力的微信公眾號之一。彼負責整體管理及業務營運。

Mr. LI Kunjun (李坤軍), aged 47, joined the Group in February 2019 as an independent non-executive Director. Since October 2017, he has been serving as the chief executive officer of Hangzhou Xiaodi Technology Co., Ltd., a company engaged in the real estate technology development, which attracted investments from Hangzhou Tengguo Internet Technology Co., Ltd. and Hangzhou Daily, and created one of the most influential We Chat official accounts with regard to property market in Hangzhou. He is responsible for the overall management and business operation.

彼在媒體行業擁有豐富的工作經驗。自2000年9月至2016年12月，彼於杭州日報擔任多個職位，包括記者及房產部主任。彼於任期內曾出版書籍——《杭州好房子——裘維維李坤軍購房指南》。

He has extensive work experience in the media industry. From September 2000 to December 2016, he held various positions at Hangzhou Daily, including reporter, and director of property office. During his tenure, he published a book, Hangzhou Qualified Houses — Guidance for purchasing houses from QIU Weiwei and LI Kunjun.

彼於2000年6月畢業於中國浙江大學，獲中文學士學位。

He graduated from Zhejiang University, the PRC, with his bachelor’s degree in Chinese in June 2000.

董事及高級管理層

DIRECTORS AND SENIOR MANAGEMENT

蔡海靜女士，43歲，於2019年2月加入本集團，擔任獨立非執行董事。自2007年12月以來，彼曾為浙江財經大學的會計學講師，隨後於2014年12月獲委任為副教授，於2019年11月獲委任為教授。於2017年10月，彼被評為浙江省高校中青年學科帶頭人，並於2015年12月成為浙江省新世紀151人才工程的發展對象。2021年12月入選「浙江省高校領軍人才」、「浙江省之江青年社科學者」。

彼自2024年8月以來於浙江新光藥業股份有限公司(一家於深圳證券交易所上市的醫藥公司，股份代碼：300516)擔任獨立董事。彼自2021年5月以來於浙江哈爾斯真空器皿股份有限公司(一家於深圳證券交易所上市的日用品製造公司，股份代號：002615)及自2024年1月以來於浙江中晶科技股份有限公司(一家於深圳證券交易所上市的半導體公司，股份代號：003026)擔任獨立非執行董事及審核委員會成員。彼就擔任獨立非執行董事及審核委員會成員，負責就該等上市公司的整體管理及為審核委員會提供獨立判斷及建議。彼自2016年7月至2021年2月於永藝傢具股份有限公司(一家於上海證券交易所上市的傢具製造公司，股份代號：603600)、自2015年7月至2021年6月於杭州集智機電股份有限公司(一家於深圳證券交易所上市的機器製造公司，股份代號：300553)、自2017年12月至2023年12月於旺能環境股份有限公司(一家於深圳證券交易所上市的环境保護公司，股份代號：002034)及自2017年10月至2023年9月於浙江康隆達特種防護科技股份有限公司(一家於上海證券交易所上市的紡織品製造公司，股份代號：603665)擔任獨立非執行董事及審核委員會成員。

Ms. CAI Haijing (蔡海靜), aged 43, joined the Group in February 2019 as an independent non-executive Director. Since December 2007, she was a lecturer of accounting at Zhejiang University of Finance & Economics and subsequently appointed as an associate professor and a professor in December 2014 and November 2019, respectively. In October 2017, she was regarded as the leading expert of the Zhejiang High-education Youngster and the nurturing target of the Zhejiang 151 Talent Project in December 2015. In December 2021, she was selected as “Leading Talents in Universities of Zhejiang Province” and “Zhijiang Young Social Science Scholar of Zhejiang Province”.

She has been serving as an independent director of Zhejiang Xinguang Pharmaceutical Co., Ltd. (浙江新光藥業股份有限公司) (a pharmaceutical company listed on the Shenzhen Stock Exchange, stock code: 300516) since August 2024. She has been serving as an independent non-executive director and a member of the audit committee of Zhejiang Hals Vacuum Ware Co., LTD. (浙江哈爾斯真空器皿股份有限公司), a commodity manufacturing company listed on the Shenzhen Stock Exchange (stock code: 002615), since May 2021 and Zhejiang Mtcn Technology Co., Ltd. (浙江中晶科技股份有限公司), a semiconductor company listed on the Shenzhen Stock Exchange (stock code: 003026) since January 2024. As an independent non-executive director and a member of the audit committee, she is responsible for providing independent judgment and advice in relation to general management and audit committee to those listed companies. She served as an independent non-executive director and a member of the audit committee of UE Furniture Co., Ltd. (永藝傢具股份有限公司), a furniture manufacturing company listed on the Shanghai Stock Exchange (stock code: 603600) since July 2016 to February 2021, Hangzhou Jizhi Mechatronic Co., Ltd. (杭州集智機電股份有限公司), a machinery manufacturing company listed on the Shenzhen Stock Exchange (stock code: 300553) from July 2015 to June 2021, Wangneng Environment Co., Ltd. (旺能環境股份有限公司), an environment protection company listed on the Shenzhen Stock Exchange (stock code: 002034) from December 2017 to December 2023, Zhejiang Kang Long Da Special Protection Technology Co., Ltd. (浙江康隆達特種防護科技股份有限公司), a textile manufacturing company listed on the Shanghai Stock Exchange (stock code: 603665) from October 2017 to September 2023.

董事及高級管理層 DIRECTORS AND SENIOR MANAGEMENT

彼於2013年6月獲得中國中南財經政法大學會計專業博士學位，於2007年10月於加拿大布魯克大學獲得碩士學位，於2006年6月於中國浙江財經大學獲得學士學位。彼於2011年6月成為英國特許會計師協會會員以及於2010年9月成為加拿大註冊會計師協會會員。

She obtained a doctoral degree in accounting from Zhongnan University of Economics and Law, the PRC, in June 2013, a master's degree from Brock University, Canada, in October 2007 and a bachelor's degree from Zhejiang University of Finance & Economics, the PRC, in June 2006. She was admitted as a fellow of the Association of Chartered Certified Accountants in June 2011 and the Canadian Institute of Chartered Accountants in September 2010.

高級管理層

沈國榮先生，44歲，於2020年9月獲委任為本集團的執行總裁，彼主要負責區域內項目的整體管理。彼於物業管理服務行業擁有逾20年經驗。彼於2004年10月加入本集團，於2005年2月之前一直擔任項目經理，負責項目的整體管理。彼其後自2005年2月至2009年12月擔任濱江物業的總經理助理，負責整體管理及監督，於2009年12月獲委任為本集團的副總經理。

SENIOR MANAGEMENT

Mr. SHEN Guorong (沈國榮), aged 44, has been appointed as an executive president of the Group in September 2020, and he is primarily responsible for the general management of regional projects. He has more than 20 years of experience in the property management service industry. He has joined the Group since October 2004 as a project manager and was responsible for the overall management of projects till February 2005. He subsequently served as an assistant to general manager of Binjiang Property, and was responsible for the general management and supervision from February 2005 to December 2009. He was appointed as a deputy general manager of the Group in December 2009.

於加入本集團前，彼自2002年1月至2004年9月為嘉業陽光物業管理有限公司(一家涉足物業管理服務行業的公司)的項目經理，負責項目的整體管理。於2017年6月，彼獲委任為江幹區物業管理協會的主席。於2014年7月，彼亦獲認可為杭州市物業管理招投標專家及杭州市物業管理優秀項目考評專家庫成員。於2022年10月，彼獲委任為上城區物業管理協會的主席。

Prior to joining the Group, he was a project manager at Jiaye Sunshine Property Management Co., Ltd., a company engaged in the property management service industry, from January 2002 to September 2004. He was responsible for the overall project management. In June 2017, he was appointed as the chairman of Jianggan District Property Management Institute. He was also recognized as the Hangzhou Property Management Bidding Expertise and the fellow of Hangzhou Property Management Excellent Projects Evaluation Expert Base in July 2014. In October 2022, he was appointed as the president of the Property Management Association of Shangcheng District.

彼畢業於中國嘉興學院，於2011年1月獲建築工程管理專業大專學歷。於2013年11月，彼獲中華人民共和國住房和城鄉建設部認可為註冊物業管理師。

He graduated from Jiaxing University, the PRC, with an associate degree in construction project management in January 2011. In November 2013, he was recognized as a registered Property Manager by the Ministry of Housing and Urban-Rural Development of the People's Republic of China.

董事及高級管理層

DIRECTORS AND SENIOR MANAGEMENT

王國義先生，63歲，於2020年9月獲委任為本集團副總裁。彼主要負責業務發展、工程管理、交付前驗收管理及售後服務。彼於物業管理服務行業擁有逾20年經驗。自2005年3月至2009年12月，彼於濱江物業擔任工程總監，負責工程管理，於2009年12月獲任為本集團副總經理。

於加入本集團前，彼先前自2000年1月至2005年2月在浙江南都物業管理有限公司（一家從事物業管理的公司）擔任工程師，負責工程管理及顧問。自1996年11月至1998年6月，彼擔任印尼上璋籐業有限公司的生產部門技術員，該公司從事藤條製造、出口及進口，而彼負責機械維護。自1991年12月至1996年11月，彼擔任杭州化工大廈電器技工，該公司從事化工行業，而彼負責電器安裝及維護以及電話交換台運行。自1984年12月至1991年12月，彼擔任杭州標準件總廠的電器技工，該廠從事機械組件製造，而彼負責模具車間的電器維護。自1981年12月至1984年12月，彼擔任杭州廣播器材廠（前稱杭州錢江毛筆製刷廠）的電器技工，該公司從事廣播設備製造，而彼負責電器維護。

彼於1980年6月獲得中國杭州市第五高級中學的高中文憑。

Mr. WANG Guoyi (王國義), aged 63, has been appointed as a vice president of the Group since September 2020. He is primarily responsible for business development, engineering management, pre-delivery examination management and after-sale services. He has over 20 years of experience in the property management service industry. From March 2005 to December 2009, he served as an engineering director in Binjiang Property and was responsible for the engineering management. He was appointed as a deputy general manager of the Group in December 2009.

Prior to joining the Group, he previously worked as an engineer at Zhejiang Nandu Property Management Co., Ltd., a company engaged in property management, from January 2000 to February 2005, where he was responsible for engineering management and consultancy. From November 1996 to June 1998, he worked as a technician at the production department of Pt. San Weei Indonesia Rattan Industry, a company engaged in rattan manufacturing, exporting and importing, where he was responsible for mechanical maintenance. From December 1991 to November 1996, he worked as an electrician at Hangzhou Chemistry Building, a company engaged in the chemical industry, where he was responsible for electrical installation and maintenance, as well as the operation of the telephone switchboard. From December 1984 to December 1991, he served as an electrician at Hangzhou Standard Head Factory, a company engaged in manufacturing mechanical components, where he was responsible for electrical maintenance at the mold workshop. From December 1981 to December 1984, he served as an electrician at Hangzhou Broadcast Equipment Factory (previously known as Hangzhou Qianjiang Maobi Factory, a company engaged in manufacturing broadcasting equipment, where he was responsible for electrical maintenance.

He obtained a high school diploma from the Fifth High School, Hangzhou, the PRC, in June 1980.

董事及高級管理層 DIRECTORS AND SENIOR MANAGEMENT

程燕飛先生，45歲，於2020年9月獲委任為本集團的副總裁，彼主要負責區域項目的整體管理。彼於物業管理服務行業擁有逾20年經驗。彼於2005年10月加入本集團，於2017年1月之前一直擔任項目經理，負責項目的整體管理。彼其後自2017年2月至2020年9月擔任濱江物業的區域副總經理，負責區域範圍內項目整體管理及監督。

於加入本集團前，彼自2005年4月至2005年10月擔任杭州佰全物業管理有限公司綜合主管，自2003年12月至2005年4月擔任杭州大家物業經營管理公司管理員，自2003年4月至2003年11月任北京華潤置地物業管理有限公司管理員。

彼於2003年1月畢業於北方交通大學，獲物業管理大專學歷，2008年1月獲得杭州市物業管理項目主任行業崗位證書。於2013年11月，彼獲中華人民共和國住房和城鄉建設部認可為註冊物業管理師。自2020年8月起被杭州市物業管理協會聘任為杭州市物業管理優秀項目考評專家庫成員。自2024年6月起被杭州市住房保障和房產管理局聘任為杭州市物業管理招投標專家庫成員。

Mr. CHENG Yanfei (程燕飛), aged 45, has been appointed as a vice president of the Group since September 2020 and is primarily responsible for the general management of regional projects. He has more than 20 years of experience in the property management service industry. He has joined the Group since October 2005 as a project manager and was responsible for the overall management of projects till January 2017. He was subsequently served as a deputy regional manager of Binjiang Property, and was responsible for the general management and supervision from February 2017 to September 2020.

Prior to joining the Group, he was a general manager at Hangzhou Baiquan Property Management Co., Ltd. from April 2005 to October 2005, a manager at Hangzhou Dajia Property Operation and Management Co., Ltd. from December 2003 to April 2005, a manager at Beijing CR Land Property Management Co., Ltd. from April 2003 to November 2003.

He graduated from Northern Jiaotong University with an associate degree in property management in January 2003. In January 2008, he obtained the certificate of property management project director in Hangzhou. In November 2013, he was recognized as a registered property manager by the Ministry of Housing and Urban-Rural Development of the People's Republic of China. Since August 2020, he has been appointed by Hangzhou Property Management Association as a member of Hangzhou Property Management Excellent Project evaluation expert database. Since June 2024, he has been appointed by Hangzhou Housing Security and Real Estate Administration Bureau as a member of the bidding expert database of Hangzhou property management.

董事及高級管理層

DIRECTORS AND SENIOR MANAGEMENT

林猛先生，59歲，於2020年9月獲委任為本集團副總裁。彼主要負責業務發展、交付前諮詢、品牌運營。彼於物業管理服務行業擁有近20年經驗。自2009年起，彼於濱江物業擔任項目經理，負責項目的整體管理，於2015年9月獲任為本集團經理，負責本集團業務發展、交付前諮詢、品牌運營。於2018年12月起任本集團總監，負責本集團業務發展、交付前諮詢、品牌運營。

彼於2006年7月畢業於浙江大學，獲行政管理學大專學歷，於2006年5月獲得國家建設部人事教育司頒發的物業企業經理上崗證書，於2020年6月被杭州市住房保障及房產管理局聘任為前期物業招投標專家庫成員。

Mr. LIN Meng (林猛), aged 59, has been appointed as a vice president of the Group since September 2020. He is primarily responsible for business development, pre-delivery consulting and brand operation. He has almost 20 years of experience in the property management service industry. Since 2009, he has served as a project manager in Binjiang Property and has been responsible for the overall management of projects. He was appointed as a manager of the Group in September 2015 and was responsible for business development, pre-delivery consulting and brand operation. Since December 2018, he has served as a director of the Group and has been responsible for business development, pre-delivery consulting and brand operation.

He graduated from Zhejiang University with an associate degree in administration in July 2006. In May 2006, he obtained the certificate of property enterprise manager issued by the Department of Personnel and Education of the Ministry of Construction. He was appointed as the fellow of Early-stage Property Bidding Expert Base by Hangzhou Housing Security and Management Bureau in June 2020.

董事及高級管理層 DIRECTORS AND SENIOR MANAGEMENT

湯雄先生，45歲，於2021年4月加入本集團，任財務負責人，主要負責本集團的全面財務管理。

加入本集團前，2015年4月至2021年4月彼獲任浙江開元物業管理股份有限公司產業財務總監，該公司為物業服務管理企業，而彼負責物業產業財務管理。自2012年2月至2015年4月，彼獲任麗水華僑開元名都大酒店財務總監，負責酒店財務整頓，該公司從事酒店管理。自2011年4月至2012年2月，彼獲任安徽高速開元國際大酒店財務總監，負責酒店開業籌建時期全面財務管理。2010年12月至2011年4月，彼獲任常州開元度假村財務總監，負責全面財務管理。2009年2月至2010年12月，彼獲任開元寧波九龍湖度假村財務總監助理，負責酒店籌建時期財務管理。2007年11月至2009年2月，彼獲任開元酒店集團投資、審計經理，負責集團財務管理。2002年9月至2007年11月，彼獲任武漢東方大酒店總會計師，負責會計核算管理。

彼畢業於中國人民大學，獲財務會計本科學歷。彼於2004年5月獲得中華人民共和國財政部頒發的中級會計師證書。彼於2020年1月成為美國註冊管理會計師協會註冊管理會計師。彼於2024年12月獲得浙江省財政廳及浙江省人力資源和社會保障廳聯合頒發的高級會計師證書。

Mr. TANG Xiong (湯雄), aged 45, joined the Group in April 2021 as the financial controller and he is primarily responsible for the overall financial management of the Group.

Prior to joining the Group, he was appointed as an industry financial director of Zhejiang New Century Property Management Co., Ltd., a company engaged in property services and management, and he was responsible for property industry financial management from April 2015 to April 2021. He was appointed as a financial director of Huaqiao New Century Grand Hotel Lishui, a company engaged in hotel management, and he was responsible for the financial restructuring of the hotel from February 2012 to April 2015. He was appointed as a financial director of Gaosu New Century Hotel International Anhui and he was responsible for the general financial management during the preparation and opening of the hotel from April 2011 to February 2012. He was appointed as a financial director of New Century Resort Changzhou and he was responsible for the general financial management from December 2010 to April 2011. He was appointed as an assistant to financial director of New Century Resort Jiulong Lake Ningbo and he was responsible for financial management during the preparation of the hotel from February 2009 to December 2010. He was appointed as a manager of investment and audit of New Century Hotel Group and he was responsible for the financial management of the group from November 2007 to February 2009. He was appointed as the chief accountant of Wuhan Oriental Hotel and he was responsible for accounting management from September 2002 to November 2007.

He graduated from Renmin University of China (中國人民大學) with a bachelor's degree. In May 2004, he obtained the certificate of intermediate accountant granted by the Ministry of Finance of the People's Republic of China. He was admitted as a certified management accountant of the Institute of Certified Management Accountants of the United States of America in January 2020. In December 2024, he obtained the certificate of senior accountant jointly granted by Zhejiang Provincial Department of Finance and Zhejiang Province Human Resources and Social Security Department.

董事會報告

DIRECTORS' REPORT

主要業務

本集團的主要業務為於中國提供物業管理服務、非業主增值服務及5S增值服務。有關本集團於截至2025年12月31日止年度的主要業務的分析載列於綜合財務報表附註3。

業績

本集團截至2025年12月31日止年度的業績載於本年報第233頁至第234頁之綜合損益及其他全面收益表。

末期股息

經考慮本集團業務發展需要及對股東的回報後，董事會建議派發2025年末期股息為每股0.978港元，全年派息比率為75%。擬派發的末期股息約270.3百萬港元，須經股東於本公司應屆股東週年大會（「股東週年大會」）上批准。末期股息預計將於2026年8月7日（星期五）派付股東。本公司於現時並無持有任何庫存股份（包括任何於中央結算及交收系統持有或存放的庫存股份）。

PRINCIPAL BUSINESS

The Group is principally engaged in the provision of property management services, value-added services for non-property owners and 5S value-added services in the PRC. The analysis of the Group's principal business for the year ended 31 December 2025 is set out in Note 3 to the consolidated financial statements.

RESULTS

The results of the Group for the year ended 31 December 2025 are set out in the consolidated statement of profit or loss and other comprehensive income on pages 233 to 234 of this annual report.

FINAL DIVIDEND

Having considered the needs of business development of the Group and returns of the Shareholders, the Board recommends the payment of a final dividend for 2025 of HK\$0.978 per share. The dividend ratio of the year is 75%. The proposed final dividend amounted to approximately HK\$270.3 million in total, and shall be subject to approval by the Shareholders at the forthcoming annual general meeting of the Company (the "AGM"). The final dividend is expected to be paid to the Shareholders on Friday, 7 August 2026. The Company does not currently hold any treasury shares (including any treasury shares held or deposited in CCASS).

股息政策

董事會已於2020年3月19日批准及採納更新的股息政策如下：

根據股息政策，本集團擬每年分配本集團不少於50%的純利予股東分派股息。董事會建議派付任何股息時須考慮(其中包括)：

- 商業環境及多項可能對本集團營運或財務表現有影響的內部或外部因素；
- 本集團的實際及估計未來財務表現；
- 本集團的實際及估計營運資金需求、經營策略以及發展計劃；
- 法律和監管規定；
- 本集團或本集團附屬公司派付股息的合約限制；
- 稅務考慮；
- 股東利益；及
- 董事會可能認為相關的其他因素。

本公司是否宣派股息最終由董事會全權酌情釐定，並須遵守開曼群島公司法及本公司組織章程細則(「**組織章程細則**」)。即使董事會決定建議並宣派股息，派付股息的形式、頻率及金額最終亦取決於上文所披露因素及其他影響本公司的因素。關於以上更新的股息政策的詳情，請參見本公司刊發於2020年3月19日的公告內。

DIVIDEND POLICY

On 19 March 2020, the Board had approved and adopted a revised dividend policy as follows:

In accordance with the dividend policy, the Group intends to distribute not less than 50% of its net profit to its Shareholders as dividend distribution for each year. The Board will consider, among others, the following factors when proposing to pay any dividend:

- the business environment and various internal or external factors which may affect the operation or financial performance of the Group;
- the actual and estimated future financial performance of the Group;
- the actual and estimated working capital requirement, operation strategy and development plan of the Group;
- legal and regulatory requirement;
- contractual restriction on the distribution of dividend by the Group or subsidiaries of the Group;
- the taxation implication;
- interests of the Shareholders; and
- other factors the Board may consider relevant.

The declaration of the dividend by the Company shall be at the full discretion of the Board and be subject to the Company Law of Cayman Islands and the articles of association of the Company (the “**Articles of Association**”). Even though the Board decides to propose and declare the distribution of dividend, the form, frequency and amount of the dividend distribution shall be subject to the factors disclosed above and other factors which may affect the Company. For details of the above mentioned revised dividend policy, please refer to the announcement of the Company dated 19 March 2020.

董事會報告

DIRECTORS' REPORT

業務回顧

本集團於報告期之業務回顧及本集團未來展望載於本年報第7頁至第39頁「主席報告」及「管理層討論及分析」一節。採用財務表現關鍵指標對本集團於報告期之分析載於第26頁至第39頁「財務回顧」一節。

環境政策及表現

本集團深明保護環境的重要性，並已採納嚴格的環保措施以確保遵守現行的環保法律及法規。

鑒於本集團的業務性質，本集團相信其不會承受重大環境責任風險或合規成本。於報告期內及截至本年報日期，本集團並無就違反中國環保法律而遭受過任何罰款或處罰。

環境、社會及企業管治報告載於本年報第115頁至第220頁。

BUSINESS REVIEW

Business review of the Group for the Reporting Period and the Group's prospects are set out in the sections headed "Chairman's Statement" and "Management Discussion and Analysis" on pages 7 to 39 of this annual report. The analysis of the Group during the Reporting Period using key indicators of financial performance is set out in the section headed "Financial Review" on pages 26 to 39.

ENVIRONMENTAL POLICY AND PERFORMANCE

The Group recognises the importance of environmental protection and adopted stringent measures for environmental protection in order to ensure the compliance with the prevailing environmental protection laws and regulations.

Given the nature of operations of the Group, the Group believes it is not subject to material environmental liability risk or compliance costs. During the Reporting Period and up to the date of this annual report, no fines or penalties for non-compliance with the PRC environmental laws had been imposed on us.

The environmental, social and governance report of the Company is set out on pages 115 to 220 of this annual report.

風險及不確定因素

本集團可能面臨之主要風險及不確定因素載於本年報第14頁至第39頁「管理層討論及分析」一節。

遵守相關法例及規例

本公司嚴格遵守以下對經營有重大影響的法律及規例：(a)有關外商投資的法律及法規；(b)有關物業管理服務企業資質、委任、收費、外包及房地產經紀的法律、法規及政策；(c)有關知識產權的法律及法規；(d)有關外國投資者併購境內企業的法律及法規；(e)有關外匯、稅務的法律及法規；及(f)有關勞動及社會保障的法律及法規。同時本公司內部建立了適用的法律法規清單，並不時更新，以茲遵守。

於截至2025年12月31日止年度期間，基於本公司法務部門與外部法律顧問的充分協作，通過本公司持續有效的監管，本公司能夠遵守對本公司有重大影響的中國境內外相關法律及規例。

財務概要

本集團過去五個財政年度之業績以及資產及負債概要載列於本年報第5頁至第6頁。本概要並不構成經審核綜合財務報表的一部分。

RISKS AND UNCERTAINTIES

A description of the principal risks and uncertainties that the Group may be facing is set out in the section headed "Management Discussion and Analysis" on pages 14 to 39 of this annual report.

COMPLIANCE WITH RELEVANT LAWS AND REGULATIONS

The Company strictly complied with the following laws and regulations which may have a significant impact on its operation: (a) the laws and regulations relating to foreign investment; (b) the laws, regulations and policies relating to qualification of property management service company, appointment, fees, outsourcing and real estate brokerage; (c) the laws and regulations relating to intellectual property; (d) the laws and regulations relating to merger and acquisition of domestic enterprises by foreign investors; (e) the laws and regulations relating to foreign exchange and taxation; and (f) the laws and regulations relating to labor and social security. Meanwhile, a list of applicable laws and regulations was established within the Company and updated from time to time for compliance.

During the year ended 31 December 2025, the Company was able to comply with the relevant laws and regulations within and outside China which have a significant impact on it, through the full cooperation between its legal department and the external legal advisors, and the Company's continuous and effective supervision.

FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last five financial years are set out on pages 5 to 6 of this annual report. This summary does not form part of the audited consolidated financial statements.

董事會報告

DIRECTORS' REPORT

主要客戶及供應商

主要客戶

截至2025年12月31日止年度，本集團五大客戶的提供收入佔本集團總收入的17.0% (2024年：14.8%)，而本集團之單一最大客戶的提供收入佔本集團總收入的13.8% (2024年：9.5%)。

主要供應商

截至2025年12月31日止年度，本集團五大供應商的採購成本佔本集團總成本的15.7% (2024年：12.0%)，而本集團之單一最大供應商的採購成本佔本集團總成本的5.0% (2024年：7.0%)。

於報告期內，除綜合財務報表附註29所披露外，概無董事、任何彼等的緊密聯繫人或任何股東(據董事所知擁有已發行股份數目(不包括庫存股份)的5%以上)於本集團五大客戶或供應商中擁有權益。

僱員關係

作為一家服務型企業，本集團意識到員工的服務水平及專業發展對本集團的發展至關重要。於報告期內，本集團繼續提供有競爭力的薪酬方案及績效考核制度，提升員工認可計劃及獎勵，並提供各項培訓機會，以增強員工歸屬感。報告期內僱員滿意度良好，未發生重大勞務糾紛或訴訟。

本集團於報告期內的僱員情況，薪金及福利、培訓詳情載於本年報第35頁的「管理層討論及分析」一節「人力資源」段落。

MAJOR CUSTOMERS AND SUPPLIERS

Major Customers

For the year ended 31 December 2025, the revenue from of the Group's top five customers accounted for 17.0% (2024: 14.8%) of the Group's total revenues while the revenue from the Group's single largest customer accounted for 13.8% (2024: 9.5%) of the Group's total revenues.

Major Suppliers

For the year ended 31 December 2025, the costs of purchase of the Group's top five suppliers accounted for 15.7% (2024: 12.0%) of the total costs while the costs of purchase of the Group's single largest supplier accounted for 5.0% (2024: 7.0%) of the Group's total costs.

During the Reporting Period, save as disclosed in Note 29 to the consolidated financial statements, none of the Directors, any of their close associates or any Shareholders (which to the knowledge of the Directors owns more than 5% of the number of the issued Shares (excluding treasury shares)) had any interest in the top five customers or suppliers of the Group.

Relationship with Employees

As a service-oriented enterprise, the Group has realized employees' service level and professional development are critical to its development. During the Reporting Period, the Group continued to offer competitive compensation packages and performance review systems, enhance employee recognition initiatives and rewards and provide various training opportunities to enhance employees' sense of belonging. During the Reporting Period, employees were satisfied with the Group and the Group had not experienced any material labour disputes or litigations.

The details of employment, salaries and benefits and staff training of the Group during the Reporting Period are set out in the paragraph under "Human resources" in the section headed "Management Discussion and Analysis" on page 35 of this annual report.

物業、廠房及設備

本集團於截至2025年12月31日止年度期間的物業、廠房及設備變動詳情載於綜合財務報表附註10。

股本

本公司之股本於報告期內未發生變動，詳情載於綜合財務報表附註25(b)。

儲備

本集團及本公司之儲備於截至2025年12月31日止年度期間的變動詳情載於第237頁至第238頁的綜合權益變動表及綜合財務報表附註25(d)。

可供分派儲備

截至2025年12月31日，本公司的可供分派儲備(包括本公司的股份溢價及保留溢利)為人民幣1,057.6百萬元。

股息分派

截至2025年及2024年12月31日止年度，本集團的股息建議派付或實際支付總額分別為人民幣446.6百萬元及人民幣382.7百萬元，增加約16.7%，此增加由於本集團經營狀況良好，利潤穩健增長及注重股東回報。

銀行借款及其他借款

於報告期內，本集團並無任何銀行借款及其他借款。

PROPERTY, PLANT AND EQUIPMENT

Details of the movements in the property, plant and equipment of the Group during the year ended 31 December 2025 are set out in Note 10 to the consolidated financial statements.

SHARE CAPITAL

The Company's share capital has not changed during the Reporting Period. Details are set out in Note 25(b) to the consolidated financial statements.

RESERVES

Details of the movements in the reserves of the Group and the Company during the year ended 31 December 2025 are set out in the consolidated statement of changes in equity on pages 237 to 238 and Note 25(d) to the consolidated financial statements.

RESERVES AVAILABLE FOR DISTRIBUTION

As of 31 December 2025, the reserves available for distribution of the Company (including share premium and retained profits of the Company) amounted to RMB1,057.6 million.

PAYMENT OF DIVIDEND

For the years ended 31 December 2025 and 2024, the total amount of dividend proposed or paid by the Group amounted to RMB446.6 million and RMB382.7 million, respectively, representing an increase of approximately 16.7%. The increase was mainly due to the Group's sound operating conditions represented by the steady growth of profits and the Group's focus on the Shareholders' return.

BANK LOANS AND OTHER BORROWINGS

During the Reporting Period, the Group did not have any bank loans and other borrowings.

董事會報告

DIRECTORS' REPORT

董事

於報告期內及截至本年報日期，董事如下：

執行董事：

余忠祥
戚加奇
鍾若琴

非執行董事：

莫建華
蔡鑫

獨立非執行董事：

丁建剛
李坤軍
蔡海靜

根據組織章程細則第84(1)條和第84(2)條的規定，莫建華先生、丁建剛先生及李坤軍先生須於股東週年大會上輪值告退，並願意膺選連任。

載有(其中包括)須於股東週年大會上輪值及重選之董事詳情的通函將於適當時候寄發予股東。

董事和高級管理層

董事和本公司的高級管理層的履歷詳情載於本年報第40頁至第51頁。

DIRECTORS

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

Executive Directors:

YU Zhongxiang
QI Jiaqi
ZHONG Ruoqin

Non-executive Directors:

MO Jianhua
CAI Xin

Independent Non-executive Directors:

DING Jiangang
LI Kunjun
CAI Haijing

Mr. MO Jianhua, Mr. DING Jiangang and Mr. LI Kunjun shall retire by rotation, and offer themselves for re-election at the AGM in accordance with Articles 84(1) and 84(2) of the Articles of Association.

A circular setting out, among other things, details of the Directors subject to rotation and re-election at the AGM will be dispatched to the Shareholders in due course.

DIRECTORS AND SENIOR MANAGEMENT

Biographical details of the Directors and senior management of the Company are set out on pages 40 to 51 of this annual report.

獨立非執行董事獨立性的確認

本公司已收到各獨立非執行董事根據聯交所證券上市規則(「上市規則」)第3.13條確認彼等的獨立性，而本公司認為，全體獨立非執行董事均符合載於上市規則第3.13條的獨立指引並根據該指引的條款均為獨立人士。

董事之服務合約及委聘函

概無董事與本集團訂立不可於一年內不付賠償(法定賠償除外)而終止的服務合約。

有關董事服務合約及委聘函之詳情，請參閱本年報「企業管治報告」一節。

董事於重大交易、安排或合約的權益

於截至2025年12月31日止年度期間及截至本年報日期，概無董事於本公司、其任何附屬公司或同系附屬公司作為訂約方並對本集團業務而言屬重大交易、安排或合約中直接或間接擁有重大權益。

管理合約

於報告期內及截至本年報日期，本公司並無就有關整體全部或任何重要部份業務的管理及行政工作簽訂或訂有任何合約。

CONFIRMATION OF INDEPENDENCE FROM THE INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received from each of the independent non-executive Directors a confirmation of his/her independence pursuant to Rule 3.13 of the Rules Governing the Listing of Securities on the Stock Exchange (the “Listing Rules”) and the Company considers all of the independent non-executive Directors are in compliance with the independent guidelines set out in Rule 3.13 of the Listing Rules and are independent in accordance with the terms of the guidelines.

DIRECTORS' SERVICE CONTRACTS AND LETTERS OF APPOINTMENT

None of the Directors has a service contract which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

For the details of the service contracts and the appointment letters of the Directors, please see the section headed “Corporate Governance Report” in this annual report.

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACT OF SIGNIFICANCE

During the year ended 31 December 2025 and up to the date of this annual report, no Director had a material interest, either directly or indirectly, in any transaction, arrangement or contract of significance to the business of the Group to which the Company, any of its subsidiaries or fellow subsidiaries was a party.

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 Reporting Period and up to the date of this annual report.

董事會報告

DIRECTORS' REPORT

薪酬政策

本公司薪酬委員會(「薪酬委員會」)的主要職責為董事及高級管理層的薪酬政策及架構，及就設立正規而具透明度的程序制訂此等薪酬政策，向董事會提出建議，並確保任何董事或其任何聯繫人不得參與釐定其自身的薪酬。

於釐定董事及高級管理人員的薪酬時，董事會會考慮同類公司的薪酬水平、須付出的時間及職責以及本集團內其他職位的僱用條件、各董事的個別表現及本公司的表現。任何董事不得參與釐定其自身的薪酬。

有關於報告期內董事及五位最高薪酬人士的薪酬詳情載於綜合財務報表附註7及附註8。

退休及僱員福利計劃

本公司退休及僱員福利計劃詳情載於綜合財務報表附註5(b)。

本集團的中國附屬公司僱員須參加由地方政府管理及運營的界定供款計劃。本集團的中國附屬公司乃按地方政府同意的僱員薪金若干百分比向計劃供款，以撥支僱員退休福利。

本集團有關上述界定供款計劃的唯一責任為根據該計劃做作出規定供款。概無已被沒收供款將可由本集團動用以減少現有的供款水平。

REMUNERATION POLICY

The primary duties of the remuneration committee of the Company (the “**Remuneration Committee**”) are to make recommendations to the Board on the remuneration policy and structure for Directors and senior management and on the establishment of a formal and transparent procedure for developing remuneration policy and to ensure that no Director or any of his/her associates is involved in deciding his/her own remuneration.

In determining the remuneration of Directors and senior management, the Board will consider the remuneration level of comparable companies, the time commitment and responsibilities and employment conditions elsewhere in the Group, individual performance of respective Directors and the Company’s performance. No Director shall be involved in deciding his/her own remuneration.

Details of the emoluments of the Directors, and the five highest paid individuals during the Reporting Period are set out in Note 7 and Note 8 to the consolidated financial statements.

RETIREMENT AND EMPLOYEE BENEFITS SCHEME

Details of the retirement and employee benefits scheme of the Company are set out in Note 5(b) to the consolidated financial statements.

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 which are calculated on certain percentages of the employee salary as agreed by the local municipal government to the scheme to fund the retirement benefits of the employees.

The only obligation of the Group with respect to the defined contribution scheme is to make the required contributions under the scheme. No forfeited contributions will be used by the Group to reduce the existing level of contributions.

董事資料之變動

自2025中期報告日期至本年報日期止期間，概無根據上市規則第13.51(2)條(a)至(e)段及(g)段有關任何董事須予披露之任何資料變動須根據上市規則第13.51B(1)條披露。

董事及最高行政人員於股份、相關股份及債權證中擁有的權益及淡倉

於2025年12月31日，董事及本公司最高行政人員擁有根據香港法例第571章《證券及期貨條例》(「證券及期貨條例」)第XV部第7及8分部已知會本公司及聯交所的本公司或其任何相聯法團(定義見證券及期貨條例第XV部)的股份、相關股份及債權證的權益及淡倉(包括根據證券及期貨條例的該等條文彼等被當作或視為擁有的權益及淡倉)，或根據證券及期貨條例第352條已登記於須予備存之登記冊，或根據上市規則附錄C3所載的《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：

CHANGES OF INFORMATION IN RELATION TO THE DIRECTORS

There was no change to any information required to be disclosed in relation to any Director pursuant to paragraphs (a) to (e) and (g) of Rule 13.51(2) of the Listing Rules during the period from the date of the interim report 2025 to the date of this annual report that required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES AND DEBENTURES

As at 31 December 2025, the interests and short positions of the Directors and the chief executive of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (the “SFO”) which had been notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be maintained pursuant to section 352 of the SFO, or which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) contained in Appendix C3 to the Listing Rules, are set out as follows:

董事會報告

DIRECTORS' REPORT

姓名	身份／權益性質	股份數目	好倉／淡倉	佔本公司股權之 概約百分比
Name	Capacity/Nature of interest	Number of Shares	Long/Short position	Approximate percentage of shareholding in the Company
莫建華先生(「莫先生」)(附註2) MO Jianhua ("Mr. MO") (Note 2)	全權信託的委託人及受控法團權益 Settlor of a discretionary trust and interest in controlled corporation	35,640,000	好倉 Long position	12.89%
戚加奇先生(附註3) Mr. Qi Jiaqi (Note 3)	全權信託的受益人 Beneficiary of a discretionary trust	126,720,000	好倉 Long position	45.85%

附註：

Notes:

- 於2025年12月31日，已發行股份總數為276,407,000股。
- 於2025年12月31日，好運創投有限公司(「好運」)持有已發行股本的12.89%。好運的全部已發行股本由Infiniti Trust (Asia) Limited (作為莫建華家族信託的受託人)透過其代名人公司持有。莫建華家族信託為莫先生(作為委託人)於2018年11月19日建立的全權信託。莫建華家族信託的受益人包括莫先生及其若干家族成員。因此，根據證券及期貨條例，莫先生被視為於好運持有的股份中擁有權益。
- 於2025年12月31日，巨龍創投有限公司(「巨龍」)持有已發行股份45.85%。巨龍的全部已發行股本由Cantrust (Far East) Limited (作為戚金興家族信託的受託人)透過其代名人公司持有。戚金興家族信託為戚金興先生(「戚先生」)(作為委託人)於2018年11月19日建立的全權信託。戚金興家族信託的受益人包括戚先生、戚加奇先生及戚先生的其他若干家族成員。因此，根據證券及期貨條例，Cantrust (Far East) Limited、戚金興家族信託、戚先生及戚加奇先生被視為於巨龍持有的股份中擁有權益。

除上文所披露者外，於2025年12月31日，概無董事或本公司最高行政人員於本公司或其相聯法團(定義見證券及期貨條例第XV部)的股份、相關股份或債權證中，擁有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股份、相關股份及債權證的權益及淡倉(包括根據證券及期貨條例的該等條文彼等被當作或視為擁有的權益及淡倉)，或須登記於根據證券及期貨條例第352條須予備存的登記冊內，或根據標準守則須知會本公司及聯交所的任何權益或淡倉。

Save as disclosed above, as at 31 December 2025, none of the Directors or chief executive of the Company had interests or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO), which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions in which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be maintained pursuant to section 352 of the SFO, or which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code.

董事購買股份或債權證的權利

除於本年報所披露者外，本公司或其附屬公司於報告期內的任何時間概無訂立任何安排，致使董事可藉購買本公司或任何其他法人團體股份或債權證而獲益，且並無董事或彼等之配偶或18歲以下的子女獲授予任何權利以認購本公司或任何其他法人團體的股本或債務證券，或已行使任何該等權利。

主要股東於股份及相關股份中的權益及淡倉

於2025年12月31日，就董事所知，下列人士（董事及本公司最高行政人員除外）於股份或相關股份中擁有根據證券及期貨條例第XV部第2及3分部須向本公司披露並已登記於本公司根據證券及期貨條例第336條須予備存之登記冊內之權益或淡倉：

DIRECTORS' RIGHTS TO ACQUIRE SHARES OR DEBENTURES

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

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

As at 31 December 2025, to the knowledge of the Directors, the following persons (other than the Directors and chief executive of the Company) had interests or short positions in the Shares or underlying Shares which were required to be disclosed to the Company pursuant to Divisions 2 and 3 of Part XV of the SFO and recorded in the register of the Company required to be maintained pursuant to section 336 of the SFO:

姓名	身份／權益性質	股份數目	好倉／淡倉	佔本公司股權之概約百分比
Name	Capacity/Nature of interest	Number of Shares	Long/Short position	Approximate percentage of shareholding in the Company
巨龍(附註2) Great Dragon (Note 2)	實益擁有人 Beneficial owner	126,720,000	好倉 Long position	45.85%
Bright Cloud Holding Limited (附註2) Bright Cloud Holding Limited (Note 2)	受控法團權益 Interest in controlled corporation	126,720,000	好倉 Long position	45.85%
Cantrust (Far East) Limited (附註2) Cantrust (Far East) Limited (Note 2)	受託人及受控法團權益 Trustee and interest in controlled corporation	126,720,000	好倉 Long position	45.85%
戚先生(附註2) Mr. Qi (Note 2)	全權信託的委託人及受控法團權益 Settlor of a discretionary trust and interest in controlled corporation	126,720,000	好倉 Long position	45.85%
欣成環球控股有限公司(「欣成」)(附註3) Jovial Success Global Holdings Limited ("Jovial Success") (Note 3)	實益擁有人 Beneficial owner	35,640,000	好倉 Long position	12.89%
Splendid Force Holding Limited (附註3) Splendid Force Holding Limited (Note 3)	受控法團權益 Interest in controlled corporation	35,640,000	好倉 Long position	12.89%

董事會報告

DIRECTORS' REPORT

姓名	身份／權益性質	股份數目	好倉／淡倉	佔本公司股權之概約百分比
Name	Capacity/Nature of interest	Number of Shares	Long/Short position	Approximate percentage of shareholding in the Company
好運(附註3)	實益擁有人	35,640,000	好倉	12.89%
Haoyu (Note 3)	Beneficial owner		Long position	
Great Splendor Holding Limited (附註3)	受控法團權益	35,640,000	好倉	12.89%
Great Splendor Holding Limited (Note 3)	Interest in controlled corporation		Long position	
朱慧明先生(「朱先生」)(附註3)	全權信託的委託人及受控法團權益	35,640,000	好倉	12.89%
Mr. ZHU Huiming ("Mr. ZHU") (Note 3)	Settlor of a discretionary trust and interest in controlled corporation		Long position	
Infiniti Trust (Asia) Limited (附註3)	受託人及受控法團權益	71,280,000	好倉	25.79%
Infiniti Trust (Asia) Limited (Note 3)	Trustee and interest in controlled corporation		Long position	

附註：

Notes:

- 於2025年12月31日，已發行股份總數為276,407,000股。
 - 於2025年12月31日，巨龍持有已發行股份的45.85%。巨龍的全部已發行股本由Cantrust (Far East) Limited (作為威金興家族信託的受托人)透過其代名人公司持有。威金興家族信託為威先生(作為委託人)於2018年11月19日建立的全權信託。威金興家族信託的受益人包括威先生、威加奇先生及威先生的若干家族成員。因此，根據證券及期貨條例，Cantrust (Far East) Limited、威金興家族信託、威先生及威加奇先生均被視為於巨龍持有的股份中擁有權益。
 - 於2025年12月31日，欣成及好運分別持有本公司已發行股本的12.89%。欣成及好運的全部已發行股本由Infiniti Trust (Asia) Limited (分別作為朱慧明家族信託及莫建華家族信託的受托人)透過其代名人公司持有。因此，根據證券及期貨條例，Infiniti Trust (Asia) Limited被視為於欣成及好運持有的股份中擁有權益。朱慧明家族信託為朱先生(作為委託人)於2018年11月19日建立的全權信託。朱慧明家族信託的受益人包括朱先生及其若干家族成員。因此，根據證券及期貨條例，Splendid Force Holding Limited、朱慧明家族信託及朱先生均被視為於欣成持有的股份中擁有權益。莫建華家族信託為莫先生(作為委託人)於2018年11月19日建立的全權信託。莫建華家族信託的受益人包括莫先生及其若干家族成員。因此，根據證券及期貨條例，Great Splendor Holding Limited、莫建華家族信託及莫先生均被視為於好運持有的股份中擁有權益。
- As at 31 December 2025, the total number of issued Shares were 276,407,000.
 - As at 31 December 2025, Great Dragon holds 45.85% of issued Shares. The entire issued share capital of Great Dragon is held by Cantrust (Far East) Limited (through its nominee company) as trustee of Bright Cloud Trust. Bright Cloud Trust is a discretionary trust set up by Mr. QI as settlor on 19 November 2018. The beneficiaries of the Bright Cloud Trust include Mr. QI, Mr. QI Jiaqi and certain family members of Mr. QI. Therefore, each of Cantrust (Far East) Limited, Bright Cloud Trust, Mr. QI and Mr. QI Jiaqi is deemed to be interested in the Shares held by Great Dragon under the SFO.
 - As at 31 December 2025, each of Jovial Success and Haoyu hold 12.89% of issued Shares, respectively. The entire issued share capital of Jovial Success and Haoyu are held by Infiniti Trust (Asia) Limited (through its nominee companies) as trustee of each Splendid Force Trust and Great Splendor Trust, respectively. Therefore, Infiniti Trust (Asia) Limited is deemed to be interested in the Shares held by Jovial Success and Haoyu under the SFO. Splendid Force Trust is a discretionary trust set up by Mr. ZHU as settlor on 19 November 2018. The beneficiaries of the Splendid Force Trust include Mr. ZHU and his certain family members. Therefore, each of Splendid Force Holding Limited, Splendid Force Trust, and Mr. ZHU is deemed to be interested in the Shares held by Jovial Success under the SFO. Great Splendor Trust is a discretionary trust set up by Mr. MO as settlor on 19 November 2018. The beneficiaries of the Great Splendor Trust include Mr. MO and his certain family members. Therefore, each of Great Splendor Holding Limited, Great Splendor Trust and Mr. MO is deemed to be interested in the Shares held by Haoyu under the SFO.

除上文所披露者外，於2025年12月31日，就董事所知，概無任何其他人士（董事及本公司最高行政人員除外）於股份或相關股份中擁有根據證券及期貨條例第XV部第2及3分部須予披露，或須登記於證券及期貨條例第336條所述的登記冊內之權益或淡倉。

購股權計劃

截至2025年12月31日止年度，本公司未採納、授予、行使或取消任何購股權計劃。

股票掛鈎協議

於報告期內，本集團並無訂有任何股票掛鈎協議。

優先購買權

組織章程細則及開曼群島法律項下並無優先購買權條文，規定本公司須按比例基準向現有股東發售新股份。

Save as disclosed above, as at 31 December 2025, to the knowledge of the Directors, none of any other person (other than the Directors and chief executive of the Company) had interests or short positions in the Shares or underlying Shares which were required to be disclosed pursuant to Divisions 2 and 3 of Part XV of the SFO or to be recorded in the register referred to in section 336 of the SFO.

SHARE OPTION SCHEME

For the year ended 31 December 2025, no share option scheme has been adopted, granted, exercised or cancelled by the Company.

EQUITY-LINKED AGREEMENT

No equity-linked agreements were entered into by the Group or in existence during the Reporting Period.

PRE-EMPTIVE RIGHTS

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

董事會報告

DIRECTORS' REPORT

不競爭承諾

本公司控股股東戚金興先生及巨龍創投有限公司(「**控股股東**」)，於2019年2月21日訂立不競爭契據，據此，控股股東已無條件及不可撤回地承諾及契諾本集團，其不會(除非通過本集團及通過本集團持有的任何投資或權益)，並將促使其緊密聯繫人(本集團成員公司除外)不會直接或間接(包括通過代名人)為其本身或連同或代表任何人士、商號或公司直接或間接(其中包括)投資、參與、從事及／或經營(在各情況下均不論作為股東、合夥人、代理、僱員或其他身份)直接或間接與於中國的物業管理服務、非業主增值服務及5S增值服務構成競爭或可能構成競爭的任何業務或於當中持有任何權益(「**不競爭承諾**」)。

關於不競爭承諾的詳情，請參見招股章程。

本公司已收到控股股東就彼等截至2025年12月31日止年度期間已遵守不競爭承諾的年度確認書，以作本年報內披露。

獨立非執行董事已根據控股股東所提供或彼等給予的資料及確認，審閱不競爭承諾於報告期內之履行情況，並確認控股股東已遵守不競爭承諾。

NON-COMPETITION UNDERTAKING

The Company's controlling shareholders, Mr. QI Jinxing and Great Dragon Ventures Limited (the "**Controlling Shareholders**") entered into the Deed of Non-Competition on 21 February 2019 pursuant to which the Controlling Shareholders have unconditionally and irrevocably undertaken to and covenanted with the Group that he or it will not (except through the Group and any investment or interests held through the Group), and will procure that his or its close associates (except members of the Group) will not, directly or indirectly (including through nominees), either on his own account or in conjunction with or on behalf of any person, firm or company, among other things, invest in, participate in, engage in and/or operate or be interested in (in each case whether as a shareholder, partner, agent, employee or otherwise) any business which competes or is likely to compete, directly or indirectly, with property management services, value-added services to non-property owner and 5S value-added services in the PRC (the "**Non-Competition Undertaking**").

Please refer to the Prospectus for details of the Non-Competition Undertaking.

The Company has received annual confirmations from the Controlling Shareholders in respect of their compliance with the Non-Competition Undertaking for the year ended 31 December 2025 for disclosure in this annual report.

Based on the information and confirmations provided by the Controlling Shareholders, the independent non-executive Directors have reviewed the implementation of Non-Competition Undertaking during the Reporting Period, and confirmed that the Controlling Shareholders have complied with the Non-Competition Undertaking.

董事於競爭業務的權益

除於本年報所披露外，於報告期內，概無董事或彼等的聯繫人於任何與本集團業務直接或間接構成競爭或可能構成競爭的業務中擁有任何權益。

控股股東於合約中的權益

除以下「持續關連交易」所披露者外，概無控股股東或其任何附屬公司於報告期內在本公司或其任何附屬公司所訂立而對本集團業務而言屬重大之任何合約中直接或間接擁有重大權益。

股東已放棄或同意放棄股息

截至2025年12月31日止年度，董事會確認，未有股東已放棄或同意放棄任何股息。

關聯方交易

有關關聯方交易的詳情載於綜合財務報表附註29。根據上市規則第14A章構成不獲豁免持續關連交易的任何關聯方交易詳情披露於下文，而其他關聯方交易並不構成關連交易。

董事會確認，本公司已就上述關聯方交易遵守上市規則第14A章要求的披露規定。

持續關連交易

本集團已訂立多項須遵守上市規則第14A章項下的申報、年度審閱及公告規定的持續關連交易：

DIRECTORS' INTEREST IN COMPETING BUSINESS

Save as disclosed in this annual report, none of the Directors or their associates had any interest in any business which directly or indirectly compete or may compete with the businesses of the Group during the Reporting Period.

CONTROLLING SHAREHOLDERS' INTERESTS IN CONTRACTS

Save as disclosed in "Continuing Connected Transactions", no controlling shareholder or any of its subsidiaries had a material interest, whether directly or indirectly, in any contract of significance to the business of the Group to which the Company or any of its subsidiaries was a party during the Reporting Period.

DIVIDEND WAIVED OR AGREED TO BE WAIVED BY SHAREHOLDERS

As confirmed by the Board, for the year ended 31 December 2025, none of Shareholders has waived or agreed to waive any dividend.

RELATED PARTY TRANSACTIONS

Details of the related party transactions were set out in Note 29 to the consolidated financial statements. Details of any related party transaction which constitutes continuing connected transaction not exempted under Chapter 14A of the Listing Rules are disclosed below, and other related party transactions did not constitute connected transactions.

The Board confirms that the Company has complied with the disclosure requirements under Chapter 14A of the Listing Rules in respect of the above related party transactions.

CONTINUING CONNECTED TRANSACTIONS

The Group has entered into continuing connected transactions subject to the reporting, annual review and announcement requirements under Chapter 14A of the Listing Rules:

董事會報告

DIRECTORS' REPORT

向濱江房產集團提供物業管理服務

由於本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)於2024年12月5日訂立的物業管理服務協議(「2025年物業管理服務主協議」)於2025年12月31日屆滿，且本集團預期於其屆滿後繼續與濱江房產集團進行相關交易，本公司已於2025年12月17日(交易時間後)訂立2026年物業管理服務主協議(「2026年物業管理服務主協議」)，以重續2025年物業管理服務主協議所涉及的交易及規範本集團向濱江房產集團就其未售出的住宅和非住宅物業單位提供物業管理服務的相關交易。2026年物業管理服務主協議的期限自2026年1月1日至2026年12月31日。關於訂立2026年物業管理服務主協議的詳情，請參見本公司刊發於2025年12月17日的公告。

董事(包括獨立非執行董事)認為本公司於2026年繼續進行2025年物業管理服務主協議及2026年物業管理服務主協議項下的交易對本公司有利。董事估計，截至2025年12月31日及2026年12月31日止各個年度，濱江房產集團應付本集團的有關物業管理服務費的最高金額分別不會超過人民幣80.0百萬元及人民幣80.0百萬元。此等持續關連交易的2025年度實際交易金額為人民幣70.5百萬元。

Provision of Property Management Services for Binjiang Real Estate Group

As the property management services agreement dated 5 December 2024 entered into by the Company (for itself and on behalf of its subsidiaries) and Binjiang Real Estate (for itself and on behalf of its subsidiaries) (the “2025 Master Property Management Services Agreement”) expired on 31 December 2025, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, the Company entered into the 2026 master property management services agreement (the “2026 Master Property Management Services Agreement”), on 17 December 2025 (after trading hours), to renew the transactions contemplated under the 2025 Master Property Management Services Agreement and regulate the transactions in relation to the provision of property management services by the Group to Binjiang Real Estate Group for their unsold residential and non-residential property units. The 2026 Master Property Management Services Agreement is for a term commencing on 1 January 2026 and expiring on 31 December 2026. For details of the 2026 Master Property Management Services Agreement, please refer to the announcement of the Company dated 17 December 2025.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2025 Master Property Management Services Agreement and the 2026 Master Property Management Services Agreement in 2026. The Directors estimated that for each of the year ended 31 December 2025 and the year ending 31 December 2026, the maximum amount of the relevant property management service fees payable by Binjiang Real Estate Group to the Group would not exceed RMB80.0 million and RMB80.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2025 was RMB70.5 million.

向濱江房產集團提供顧問服務

由於本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)於2024年12月5日訂立的顧問主協議(「**2025年顧問主協議**」)於2025年12月31日屆滿,且本集團預期於其屆滿後繼續與濱江房產集團進行相關交易,本公司已於2025年12月17日(交易時間後)訂立2026年顧問主協議(「**2026年顧問主協議**」),以重續2025年顧問主協議所涉及的交易及規範本集團向濱江房產集團提供就其物業項目的物業管理顧問服務的相關交易。2026年顧問主協議的期限自2026年1月1日至2026年12月31日。關於訂立2026年顧問主協議的詳情,請參見本公司刊發於2025年12月17日的公告。

董事(包括獨立非執行董事)認為本公司繼續進行2025年顧問主協議及2026年顧問主協議項下的交易對本公司有利。董事估計,截至2025年及2026年12月31日止各個年度,濱江房產集團應付本集團的服務費最高金額將分別不會超過人民幣20.0百萬元及人民幣20.0百萬元。此等持續關連交易的2025年度實際交易金額為人民幣14.3百萬元。

Provision of Consultancy Services for Binjiang Real Estate Group

As the master consultancy agreement dated 5 December 2024 entered into by the Company (for itself and on behalf of its subsidiaries) and Binjiang Real Estate (for itself and on behalf of its subsidiaries) (the “**2025 Master Consultancy Agreement**”) expired on 31 December 2025, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate upon its expiry, the Company entered into a 2026 master consultancy agreement (the “**2026 Master Consultancy Agreement**”), on 17 December 2025 (after trading hours), to renew the transactions contemplated under the 2025 Master Consultancy Agreement and regulate the transactions in relation to the provision of property management consultancy services by the Group to Binjiang Real Estate Group for its property projects. The 2026 Master Consultancy Agreement is for a term commencing on 1 January 2026 and expiring on 31 December 2026. For details of the 2026 Master Consultancy Agreement, please refer to the announcement of the Company dated 17 December 2025.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2025 Master Consultancy Agreement and the 2026 Master Consultancy Agreement. The Directors estimated that for each of the year ended 31 December 2025 and the year ending 31 December 2026, the maximum amount of service fees payable by the Binjiang Real Estate Group to the Group would not exceed RMB20.0 million and RMB20.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2025 was RMB14.3 million.

董事會報告

DIRECTORS' REPORT

向濱江房產集團提供交付前管理服務

由於本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)於2023年11月28日訂立的交付前管理服務主協議(「2024年交付前管理服務主協議」)於2024年12月31日屆滿，且本集團預期於其屆滿後繼續與濱江房產集團進行相關交易，本公司已於2024年12月5日(交易時間後)訂立2025年交付前管理服務主協議(「2025年交付前管理服務主協議」)，以重續2024年交付前管理服務主協議所涉及的交易及規範本集團向濱江房產集團提供交付前管理服務的相關交易。2025年交付前管理服務主協議的年期自協議生效之日起(即2025年1月1日)或各方獲得所有必要同意和批准(包括獨立股東的批准)之日(以較晚者為準)至2026年12月31日。關於訂立2025年交付前管理服務主協議的詳情，請參見本公司刊發於2024年12月5日的公告及本公司刊發於2024年12月23日的通函內。2025年交付前管理服務主協議已經於2025年1月17日股東特別大會獲獨立股東批准。

董事(包括獨立非執行董事)認為本集團於繼續進行2025年交付前管理服務主協議項下的交易對本公司有利。董事估計，截至2024年、2025及2026年12月31日止各個年度，濱江房產集團應付本集團的服務費最高金額將分別不會超過人民幣340.0百萬元、人民幣290.0百萬元及人民幣290.0百萬元。此等持續性關連交易的2025年度實際交易金額為人民幣206.5百萬元。

Provision of Pre-Delivery Management Services for Binjiang Real Estate Group

As the master pre-delivery management services agreement dated 28 November 2023 entered into by the Company (for itself and on behalf of its subsidiaries) and Binjiang Real Estate (for itself and on behalf of its subsidiaries) (the “2024 Master Pre-delivery Management Services Agreement”) expired on 31 December 2024, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, the Company entered into a 2025 master pre-delivery management services agreement (the “2025 Master Pre-delivery Management Services Agreement”), on 5 December 2024 (after trading hours), to renew the transactions contemplated under the 2024 Master Pre-delivery Management Services Agreement and regulate the transactions in relation to the provision of pre-delivery management services by the Group to Binjiang Real Estate Group. The 2025 Master Pre-delivery Management Services Agreement is for a term commencing on the effective date of the agreement (i.e., 1 January 2025) or the date the parties receive all necessary consents and approvals (including the approval of the Independent Shareholders), whichever is later, and expires on 31 December 2026. For details of the 2025 Master Pre-delivery Management Services Agreement, please refer to the announcement of the Company dated 5 December 2024 and the circular of the Company dated 23 December 2024. The 2025 Master Pre-delivery Management Services Agreement was approved by the independent Shareholders at the extraordinary general meeting held on 17 January 2025.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2025 Master Pre-delivery Management Services Agreement. The Directors estimated that for each of the year ended 31 December 2024, the years ending 31 December 2025 and 31 December 2026, the maximum amount of service fees payable by Binjiang Real Estate Group to the Group would not exceed RMB340.0 million, RMB290.0 million and RMB290.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2025 is RMB206.5 million.

向濱江房產集團提供銷售代理服務

由於本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)於2024年12月5日訂立的銷售代理服務主協議(「**2025年銷售代理服務主協議**」)於2025年12月31日屆滿，且本集團預期於其屆滿後繼續與濱江房產集團進行相關交易，本公司已於2025年12月17日(交易時間後)訂立2026年銷售代理服務主協議(「**2026年銷售代理服務主協議**」)，以重續2025年銷售代理服務主協議所涉及的交易及規範本集團向濱江房產集團提供銷售代理服務的相關交易。2026年銷售代理服務主協議的期限自2026年1月1日至2026年12月31日。關於訂立2026年銷售代理服務主協議的詳情，請參見本公司刊發於2025年12月17日的公告內。

董事(包括獨立非執行董事)認為本公司於繼續進行2025年銷售代理服務主協議及2026年銷售代理服務主協議項下的交易對本公司有利。董事估計，截至2025年及2026年12月31日止各個年度，濱江房產集團應付本集團的服務費最高金額將分別不會超過人民幣36.0百萬元及人民幣36.0百萬元。此等持續關連交易的2025年度實際交易金額為人民幣15.2百萬元。

Provision of Sales Agency Services for Binjiang Real Estate Group

As the sales agency services master agreement dated 5 December 2024 entered into by the Company (for itself and on behalf of its subsidiaries) and Binjiang Real Estate (for itself and on behalf of its subsidiaries) (the “**2025 Sales Agency Services Master Agreement**”) expired on 31 December 2025, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, the Company entered into a 2026 sales agency services master agreement (the “**2026 Sales Agency Services Master Agreement**”), on 17 December 2025 (after trading hours), to renew the transactions contemplated under the 2025 Sales Agency Services Master Agreement and regulate the transactions in relation to the provision of sales agency services by the Group to Binjiang Real Estate Group. The 2026 Sales Agency Services Master Agreement is for a term commencing on 1 January 2026 and expiring on 31 December 2026. For details of the 2026 Sales Agency Services Master Agreement, please refer to the announcement of the Company dated 17 December 2025.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2025 Sales Agency Services Master Agreement and the 2026 Sales Agency Services Master Agreement. The Directors estimated that for each of the year ended 31 December 2025 and the year ending 31 December 2026, the maximum amount of service fees payable by Binjiang Real Estate Group to the Group would not exceed RMB36.0 million and RMB36.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2025 was RMB15.2 million.

董事會報告

DIRECTORS' REPORT

自濱江房產集團租賃物業

由於本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)於2023年11月28日訂立的租賃主協議(「**2024年租賃主協議**」)於2024年12月31日屆滿,且本集團預期於其屆滿後繼續與濱江房產集團進行相關交易,本公司已於2024年12月5日(交易時間後)訂立2025年主租賃協議(「**2025年租賃主協議**」),以重續2024年租賃主協議所涉及的交易及規範本集團自濱江房產集團租賃若干物業的相關交易。2025年租賃主協議期限自2025年1月1日至2025年12月31日。關於訂立2025年租賃主協議的詳情,請參見本公司刊發於2024年12月5日的公告內。

董事(包括獨立非執行董事)認為本集團繼續進行2025年租賃主協議項下的交易對本公司有利。董事估計,截至2024年及2025年12月31日止各個年度,本集團應付濱江房產集團的租金費用的最高金額分別不會超過人民幣4.0百萬元及人民幣4.0百萬元。此等持續性關連交易的2023年度實際交易金額為人民幣1.9百萬元。

Leasing of Properties from Binjiang Real Estate Group

As the master leasing agreement dated 28 November 2023 entered into by the Company (for itself and on behalf of its subsidiaries) and Binjiang Real Estate (for itself and on behalf of its subsidiaries) (the “**2024 Master Leasing Agreement**”) expired on 31 December 2024, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, the Company entered into a 2025 master leasing agreement (the “**2025 Master Leasing Agreement**”), on 5 December 2024 (after trading hours), to renew the transactions contemplated under the 2024 Master Leasing Agreement and regulate the transactions in relation to the leasing of certain properties by the Group from Binjiang Real Estate Group. The 2025 Master Leasing Agreement is for a term commencing on 1 January 2025 and expiring on 31 December 2025. For details of the 2025 Master Leasing Agreement, please refer to the announcement of the Company dated 5 December 2024.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2025 Master Leasing Agreement. The Directors estimated that for each of the years ended 31 December 2024 and ending 31 December 2025, the maximum amount of rental fees payable by the Group to Binjiang Real Estate Group would not exceed RMB4.0 million and RMB4.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2025 is RMB1.9 million.

由濱江房產集團提供餐飲服務

於2024年7月16日(交易時段後)，本公司與濱江房產簽訂補充協議，將本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)於2023年11月28日訂立的餐飲服務主協議(「**2024年餐飲服務主協議**」)項下截至2024年12月31日止年度的現有年度上限由人民幣4.0百萬元修訂為人民幣10.0百萬元。關於修訂2024年餐飲服務主協議年度上限的詳情，請參見本公司刊發於2024年7月16日的公告。

由於2024年餐飲服務主協議於2024年12月31日屆滿，且本集團預期於其屆滿後繼續與濱江房產集團進行相關交易，本公司已於2024年12月5日(交易時間後)訂立2025年餐飲服務主協議(「**2025年餐飲服務主協議**」)，以重續2024年餐飲服務協議所涉及的交易。2025年餐飲服務主協議期限自2025年1月1日至2025年12月31日。關於訂立2025年餐飲服務主協議的詳情，請參見本公司刊發於2024年12月5日的公告。

董事(包括獨立非執行董事)認為本集團繼續進行2025年餐飲服務主協議項下的交易對本公司有利。董事估計，截至2024年及2025年12月31日止各個年度，本集團應付濱江房產集團的租金費用的最高金額分別不會超過人民幣10.0百萬元及人民幣10.0百萬元。此等持續性關連交易的2025年度實際交易金額為人民幣0.8百萬元。

The provision of Catering Services by Binjiang Real Estate Group

On 16 July 2024 (after trading hours), the Company entered into a supplementary agreement with Binjiang Real Estate to revise the existing annual cap for the year ended 31 December 2024 under the Catering Services Master Agreement (the “**2024 Catering Services Master Agreement**”) entered into on 28 November 2023 between the Company (for itself and on behalf of its subsidiaries) and Binjiang Real Estate (for itself and on behalf of its subsidiaries) from RMB4.0 million to RMB10.0 million. For details of the revision of the annual cap of the 2024 Catering Services Master Agreement, please refer to the announcement of the Company dated 16 July 2024.

As the 2024 Catering Services Master Agreement expired on 31 December 2024, and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, the Company entered into a 2025 catering services master agreement (the “**2025 Catering Services Master Agreement**”), on 5 December 2024 (after trading hours), to renew the transactions contemplated under the 2024 Catering Services Agreement. The 2025 Catering Services Master Agreement is for a term commencing on 1 January 2025 and expiring on 31 December 2025. For details of the 2025 Catering Services Master Agreement, please refer to the announcement of the Company dated 5 December 2024.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2025 Catering Services Master Agreement. The Directors estimated that for each of the year ended 31 December 2024 and the year ending 31 December 2025, the maximum amount of rental fees payable by the Group to Binjiang Real Estate Group would not exceed RMB10.0 million and RMB10.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2025 is RMB0.8 million.

董事會報告 DIRECTORS' REPORT

由濱江房產集團收購停車位、儲藏室及商舖

由於本公司(為其自身及代表其附屬公司)與濱江房產(為其自身及代表其附屬公司)於2024年12月5日訂立的停車位、儲藏室及商舖購買主協議(「**2025年停車位、儲藏室及商舖購買主協議**」)屆滿，且本集團預期於其屆滿後繼續與濱江房產集團進行相關交易，本公司已於2025年12月17日(交易時間後)訂立2026年停車位、儲藏室及商舖購買主協議(「**2026年停車位、儲藏室及商舖購買主協議**」)，以重續2025年停車位、儲藏室及商舖購買主協議所涉及的交易。2026年停車位、儲藏室及商舖購買主協議期限自2026年1月1日至2026年12月31日。關於訂立2026年停車位、儲藏室及商舖購買主協議的詳情，請參見本公司刊發於2025年12月17日的公告。

董事(包括獨立非執行董事)認為本公司繼續進行2025年停車位、儲藏室及商舖購買主協議及2026年停車位、儲藏室及商舖購買主協議項下的交易對本公司有利。董事估計，截至2025年及2026年12月31日止各個年度，本集團應付濱江房產集團的租金費用的最高金額分別不會超過人民幣200.0百萬元及人民幣150.0百萬元。此等持續關連交易的2025年度實際交易金額為人民幣79.0百萬元。

Acquisition of parking spaces, storage rooms and shops by Binjiang Real Estate Group

As the Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops dated 5 December 2024 entered into by the Company (for itself and on behalf of its subsidiaries) and Binjiang Real Estate (for itself and on behalf of its subsidiaries) (the “**2025 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops**”) expired and the Group expected to carry on the transactions contemplated thereunder with Binjiang Real Estate Group upon its expiry, the Company entered into a 2026 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops (the “**2026 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops**”), on 17 December 2025 (after trading hours), to renew the transactions contemplated under the 2025 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops. The 2026 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops is for a term commencing on 1 January 2026 and expiring on 31 December 2026. For details of the 2026 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops, please refer to the announcement of the Company dated 17 December 2025.

The Directors (including the independent non-executive Directors) consider that it is in the interests of the Company to continue the transactions under the 2025 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops and the 2026 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops. The Directors estimated that for each of the years ended 31 December 2025 and ending 31 December 2026, the maximum amount of rental fees payable by the Group to Binjiang Real Estate Group would not exceed RMB200.0 million and RMB150.0 million, respectively. The actual transaction amount for these continuing connected transactions in 2025 is RMB79.0 million.

於本年報日期，濱江房產由控股股東之一戚金興先生控制，故此根據上市規則屬於本公司的關連人士。因此，根據上市規則第14A章，2026年物業管理服務主協議、2026年顧問主協議、2025年交付前管理服務主協議、2026年銷售代理服務主協議及2026年停車位、儲藏室及商舖購買主協議所涉及的交易屬於本公司的持續關連交易。

由於2026年物業管理服務主協議、2026年銷售代理服務主協議、2026年顧問主協議及2026年停車位、儲藏室及商舖購買主協議項下擬進行之交易的最高適用百分比率超過0.1%，但所有適用百分比率均低於5%，故各自項下的交易將須遵守上市規則第14A章項下之申報、年度審閱及公告規定，但獲豁免遵守通函及獨立股東批准規定。

由於2025年交付前管理服務主協議項下擬進行之交易的一項或多項適用百分比率高於5%且總代價超過10.0百萬港元，故2025年交付前管理服務主協議項下擬進行之交易須遵守上市規則第14A章下之公告、通函及獨立股東批准規定。

As at the date of this annual report, Binjiang Real Estate is controlled by Mr. Qi Jinxing, one of the controlling shareholders, and is therefore a connected person of the Company pursuant to the Listing Rules. Accordingly, in accordance with Chapter 14A of the Listing Rules, the transactions covered by the 2026 Master Property Management Services Agreement, the 2026 Master Consultancy Agreement, the 2025 Master Pre-delivery Management Services Agreement, the 2026 Sales Agency Services Master Agreement, and the 2026 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops are the Company's continuing connected transactions.

As the highest of the applicable percentage ratios for the transactions contemplated under the 2026 Master Property Management Services Agreement, the 2026 Sales Agency Services Master Agreement, the 2026 Master Consultancy Agreement, and the 2026 Master Agreement for the Purchase of Parking Spaces, Storage Rooms and Shops are more than 0.1%, and all the applicable percentage ratios are less than 5%, the transactions under each of the agreements are subject to the reporting, annual review and announcement requirements under Chapter 14A of the Listing Rules, but exempt from the circular and independent Shareholders' approval requirements.

As one or more of the applicable percentage ratios for the transactions contemplated under the 2025 Master Pre-delivery Management Services Agreement is more than 5% and the total consideration is more than HK\$10.0 million, the transactions contemplated under the 2025 Master Pre-delivery Management Services Agreement are subject to announcement, circular and independent Shareholders' approval requirements under Chapter 14A of the Listing Rules.

董事會報告 DIRECTORS' REPORT

獨立非執行董事已審核上述非豁免持續關連交易並確認該等交易於報告期內已：

- (a) 於本集團一般及日常業務過程中進行；
- (b) 按正常商業條款或優於本集團從獨立第三方可得或獲取的條款；及
- (c) 根據其各自規管協議按公平合理並符合股東整體利益的條款訂立。

本公司委聘核數師根據香港會計師公會頒佈的《香港鑒證業務準則第3000號(經修訂)》[「歷史財務資料審核或審閱以外的鑒證工作」]，並參考《實務說明第740(經修訂)》[「香港上市規則所述持續關連交易的核數師函件」]，就本集團持續關連交易作出匯報。核數師已根據上市規則第14A.56條就本集團於上述持續關連交易發出載有其發現和結論的函件：

- 1. 概無發現事項致使核數師相信所披露持續關連交易未經董事會批准。
- 2. 就有關本集團提供服務的交易而言，概無發現事項致使核數師相信所披露持續關連交易並非在各重大方面按照本集團的定價政策進行。
- 3. 概無發現事項致使核數師相信所披露持續關連交易並非在各重大方面按照規管該等交易的相關協議訂立。

The independent non-executive Directors have reviewed the above non-exempt continuing connected transactions and confirmed that, during the Reporting Period, these transactions have been entered into:

- (a) in the ordinary and usual course of the Group's business;
- (b) on normal commercial terms or better terms available or obtained by the Group from an independent third party; and
- (c) in accordance with the respective agreements, on terms that are fair and reasonable and in the interests of the Shareholders as a whole.

The Company has engaged its auditor to report on the continuing connected transactions of the Group in accordance with the Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 (Revised) "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued a letter containing the findings and conclusions in respect of the continuing connected transactions of the Group disclosed above in accordance with Rule 14A.56 of the Listing Rules:

- 1. Nothing had come to its attention that may cause it to believe that the disclosed continuing connected transactions had not been approved by the Board.
- 2. For transactions involving the provision of services by the Group, nothing had come to its attention that may cause it to believe that the disclosed continuing connected transactions were not entered into, in all material respects, in accordance with the pricing policies of the Group.
- 3. Nothing had come to its attention that may cause it to believe that the disclosed continuing connected transactions were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions.

4. 就各持續關連交易總額而言，概無發現事項致使核數師相信所披露持續關連交易已超過本公司制定的年度上限。

關於以上持續關連交易的詳情，包括各項協議中的具體定價條款或程序以及關於定價政策及指引的重要資料，請參閱本公司日期為2024年12月5日、2025年1月17日及2025年12月17日的公告及本公司日期為2024年12月23日的通函。本公司確認其於報告期內遵守上市規則第14A章的披露規定。報告期內，本集團進行持續關連交易時所遵循的價值及交易條款依從這些定價政策及指引。

慈善捐款

於報告期內，本集團作出的慈善捐款及其他捐款為人民幣48,400元。

重大法律訴訟

截至2025年12月31日止年度，本公司不存在涉及任何重大法律訴訟或仲裁。就董事所知，也不存在任何尚未完結或對本公司存在威脅性的重大法律訴訟或索賠。

獲准許的彌償條文

本公司已就其董事及高級管理層可能面對因企業活動產生之法律訴訟，就董事及高級職員之責任作出適當的保險安排。

4. With respect to the aggregate amount of each of the continuing connected transaction, nothing had come to its attention that may cause it to believe that the disclosed continuing connected transactions had exceeded the annual caps as set by the Company.

For details of the aforesaid continuing connected transactions, including specific pricing terms or program under each agreement and material information about pricing policies and guidance, please refer to the announcements of the Company dated 5 December 2024, 17 January 2025, 17 December 2025 and the circular of the Company dated 23 December 2024. The Company confirmed that it has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules during the Reporting Period. During the Reporting Period, the Group complied with the value and the transaction terms pursuant to these pricing policies and guidance when carrying on continuing connected transactions.

CHARITY DONATIONS

During the Reporting Period, the charitable and other donations made by the Group amounted to RMB48,400.

MATERIAL LEGAL PROCEEDINGS

For the year ended 31 December 2025, the Company was not involved in any material legal proceeding or arbitration. To the best knowledge of the Directors, there is no material legal proceeding or claim which is pending or threatened against the Company.

PERMITTED INDEMNITY PROVISIONS

The Company has arranged for appropriate insurance coverage for Directors' and officers' liabilities in respect of potential legal actions against its Directors and senior management arising from corporate activities.

董事會報告 DIRECTORS' REPORT

本公司任何時候的董事、秘書及其他高級人員(不論現任或離任)以及現時或曾經就本公司任何事務行事的清盤人或受託人(如有)，以及每位該等人士及其每位繼承人、遺囑執行人及遺產管理人均可從本公司的資產及利潤獲得彌償，該等人士或任何該等人士、該等人士的任何繼承人、遺囑執行人或遺產管理人就各自的職務執行其職責或信託執行其職責或假定職責時，因所作出、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，可獲確保免就此受任何損害。任何該等人士均毋須就其他人士的行為、收入、疏忽或過失而負責，亦毋須為符合規定以致參與任何收入，或為本公司向其寄存或存入本公司任何款項或財產作保管目的之任何銀行或其他人士，或為本公司賴以投放或投資任何款項或財產的擔保不足或缺乏，或為該等人士執行各自的職務或信託時發生的任何其他損失、不幸事故或損害而負責，但是本彌償保證不延伸至與上述任何人士欺詐或不忠誠有關的任何事宜。

每位股東同意放棄其原可因任何董事在履行其職責時或為本公司而採取任何行動或未有採取任何行動而針對該董事提起的申索或起訴權利(不論個別或根據或憑藉本公司的權利)，前提是該權利的放棄不延伸至與董事欺詐或不忠誠有關的任何事宜。

The Directors, secretary and other senior officers of the Company at anytime, whether at present or in the past, and the liquidator or trustees (if any) acting or who have acted in relation to any of the affairs of the Company and each of them, and each of their heirs, executors and administrators, 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, their or any of their heirs, executors or administrators, shall or 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 or trusts; and none of them shall be answerable for the acts, receipts, neglects or defaults of the other or others of them or for joining in any receipts for the sake of conformity, or for any bankers or other persons with whom any moneys or effects belonging to the Company shall or may be lodged or deposited for safe custody, or for insufficiency or deficiency of any security upon which any moneys of or belonging to the Company shall be placed out on or invested, or for any other loss, misfortune or damage which may happen in the execution of their respective offices or trusts, or in relation thereto; provided that this indemnity shall not extend to any matter in respect of any fraud or dishonesty which may attach to any of said persons.

Each Shareholder agrees to waive any claim or right of action he might have, whether individually or by or in the right of the Company, against any Director on account of any action taken by such Director, or the failure of such Director to take any action in the performance of his duties with or for the Company; provided that such waiver shall not extend to any matter in respect of any fraud or dishonesty which may attach to such Director.

報告期後事項

報告期結束後，董事建議宣派末期股息。詳情已在綜合財務報表附註25(c)披露。

除上文所披露外，於報告期後及直至本年報日期，概無對本集團構成重大影響的事項須予以披露。

審核委員會

本公司審核委員會(「**審核委員會**」)已與本公司管理層檢討年度業績以及本集團所採用之會計政策及慣例，並討論審核、風險管理、內部監控及財務報表事宜，包括檢討本集團截至2025年12月31日止年度之綜合財務報表。

企業管治守則

本公司致力維持高水準之企業管治常規。有關本公司所採納之企業管治常規資料載於本年報第81頁至第114頁之企業管治報告。

公眾持有量

根據本公司可獲得之公開信息及就董事所知，於報告期內及直至最後可行日期(即2026年4月20日)，本公司一直維持上市規則所規定之足夠公眾持股量，本公司維持已發行總股本最少25%由公眾人士持有。

EVENTS AFTER THE REPORTING PERIOD

Subsequent to the end of the Reporting Period, the Directors proposed a final dividend. Further details are disclosed in note 25(c) of the consolidated financial statement.

Except as disclosed above, there were no events that had a material impact on the Group that required disclosure after the Reporting Period and up to the date of this annual report.

AUDIT COMMITTEE

The audit committee of the Company (the “**Audit Committee**”) has, together with the Company’s management, reviewed the annual results and the accounting policies and practices adopted by the Group, and discussed matters in relation to audit, risk management, internal control and financial statements, including reviewing the Group’s consolidated financial statements for the year ended 31 December 2025.

CORPORATE GOVERNANCE CODE

The Company is committed to maintaining a high level of corporate governance practices. Information about the corporate governance practices adopted by the Company are set out in the Corporate Governance Report on pages 81 to 114 in this annual report.

PUBLIC FLOAT

Based on the information that is publicly available to the Company and to the best knowledge of the Directors, the Company has maintained sufficient public float as required by the Listing Rules and at least 25% of the Company’s entire issued share capital was held by the public during the Reporting Period and up to the latest practicable date (i.e. April 20, 2026).

董事會報告

DIRECTORS' REPORT

核數師

畢馬威會計師事務所獲委任為截至2025年12月31日止年度的核數師。畢馬威會計師事務所已審核隨附的財務報表，該等報表按國際財務報告準則編製。自上市日期以來，本公司的核數師未有發生變化。

畢馬威會計師事務所須於即將舉行的股東週年大會上退任，並符合資格及願意膺選連任。有關續聘畢馬威會計師事務所為核數師的決議案將於股東週年大會上提呈。

承董事會命
主席兼執行董事
余忠祥

中國杭州，2026年3月25日

AUDITOR

KPMG has been appointed as auditor for the year ended 31 December 2025. KPMG has audited the accompanying financial statements which were prepared in accordance with IFRS Accounting Standards. There has no change in the auditor of the Company since the Listing Date.

KPMG is subject to retirement and, being eligible, offers itself for re-appointment at the forthcoming AGM. A resolution for re-appointment of KPMG as auditor will be proposed at the AGM.

By Order of the Board
YU Zhongxiang
Chairman and executive Director

Hangzhou, the PRC, March 25, 2026

企業管治報告

CORPORATE GOVERNANCE REPORT

董事會欣然呈列本公司截至2025年12月31日止年度之企業管治報告。

本集團力爭成為「物業行業品牌領跑者，高端品質標準制訂者」，承載「業主第一、服務第一、品質第一」的企業宗旨，銘記「從心出發讓愛回家」的服務理念，在「真誠、創新、完美、安全、健康、綠色」的質量方針指引下，持續推行標準化，積極對標優秀同行，提升自身管理水平，致力於讓本集團的品牌更優、能力更強、口碑更好。有關本集團的宗旨願景以及相關舉措的詳情載於本年報之「環境、社會及管治報告」。

The Board is pleased to present the corporate governance report of the Company for the year ended 31 December 2025.

The Group strives to become “the brand leader in the property industry and the standard setter of high-end quality”, carrying the corporate purpose of “owner first, service first, quality first”, bearing in mind the service concept of “serving with heart and filling home with love”, and under the guidance of the quality policy of “sincerity, innovation, perfection, safety, health and green”, the Group continues to implement standardization, actively benchmarking with its excellent counterparts and improving its own management level, striving to make the Group’s brand better, stronger and more reputable. Details of the Group’s mission and vision and related initiatives are set out in the “Environmental, Social and Governance Report” of this annual report.

企業管治報告

CORPORATE GOVERNANCE REPORT

企業管治常規

本集團致力於維持高標準的企業管治，務求保障股東權益及提升本公司企業價值及問責性。報告期內，本公司已採納並遵守上市規則附錄C1企業管治守則（「**企業管治守則**」）第二部分所載之所有適用守則條文，惟以下偏離除外：

根據企業管治守則的守則條文第C.2.1條，主席及行政總裁之角色應該區分及不應由同一人兼任。然而，本公司並無區分主席與行政總裁，主席與行政總裁之職責均由余忠祥先生承擔。董事會相信，由同一人擔任主席與總裁之職責，有利於確保本集團內領導一致，並可實現本集團更有效及高效的整體戰略規劃。此外，董事會合共八名董事中，三名為獨立非執行董事，董事會將有足夠的獨立意見，可保護本公司及股東的整體利益。此外，董事會的決定均透過大多數表決通過。因此，董事會認為，現時安排的權力及職權平衡不會受到影響，該架構有助本公司迅速有效地作出及實施決定。董事會將繼續檢討並於計及本集團整體情況後，考慮於適當時候將董事會主席與本公司行政總裁的職務分開。

CORPORATE GOVERNANCE PRACTICES

The Group is committed to maintaining high standards of corporate governance to safeguard the interests of the Shareholders and to enhance corporate value and accountability of the Company. During the Reporting Period, the Company has adopted and complied with all applicable code provisions under Part 2 the Corporate Governance Code (the “**Corporate Governance Code**” or “**CG Code**”) in Appendix C1 to the Listing Rules, except for the following deviations:

Pursuant to code provision C.2.1 of the Corporate Governance Code, the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. However, the Company does not have a separate chairman and chief executive officer and the responsibility of both chairman and chief executive officer vesting in Mr. YU Zhongxiang. The Board believes that vesting the responsibilities of both chairman and president in the same person has the benefit of ensuring the consistent leadership within the Group and enables more effective and efficient overall strategic planning of the Group. Besides, with three independent non-executive Directors out of a total of eight Directors in the Board, there will be sufficient independent voice within the Board to protect the interests of the Company and the Shareholders as a whole. In addition, all decisions of the Board are adopted by a majority vote. Therefore, the Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable the Company to make and implement decisions promptly and effectively. The Board will continue to review and consider splitting the roles of chairman of the Board and chief executive officer of the Company at a time when it is appropriate and suitable by taking into account the circumstances of the Group as a whole.

企業管治報告

CORPORATE GOVERNANCE REPORT

除上文所披露者外，報告期內本公司已遵守企業管治守則。本公司將繼續嚴格遵守企業管治守則項下的企業管治規定及上市規則。

董事會 責任

董事會負責本集團的整體領導，並監察本集團的策略性決定以及監察業務及表現。董事會已向本集團的高級管理層授予本集團日常管理及營運的權力及責任。為監察本公司事務的特定範疇，董事會已成立四個董事會委員會，包括審核委員會、薪酬委員會、本公司提名委員會（「**提名委員會**」）及ESG及策略委員會（「**ESG及策略委員會**」，統稱「**董事會委員會**」）。董事會已向該等董事會委員會授與各職權範圍所載的責任。

全體董事須確保彼等本著真誠、遵守適用法律及法規，無論何時均以符合本公司及股東利益的方式履行職責。

本公司計劃就針對董事的法律訴訟安排適當責任保險，並將每年審視該保險之保障範圍。

董事會組成

於本年報日期，董事會由三名執行董事、兩名非執行董事及三名獨立非執行董事組成，詳情如下：

執行董事：

余忠祥

（董事會主席及行政總裁）

戚加奇

鍾若琴

Save as disclosed above, the Company complied with the Corporate Governance Code during the Reporting Period. The Company will continue to strictly abide by the corporate governance requirements under the Corporate Governance Code and the Listing Rules.

BOARD OF DIRECTORS Responsibilities

The Board is responsible for the overall leadership of the Group, oversees the Group's strategic decisions and monitors business and performance. The Board has delegated the authority and responsibility for day-to-day management and operation of the Group to the senior management of the Group. To oversee particular aspects of the Company's affairs, the Board has established four Board committees, including the Audit Committee, the Remuneration Committee, the nomination committee (the "**Nomination Committee**"), ESG and the strategy committee of the Company (the "**ESG and the Strategy Committee**") collectively, the "**Board Committees**"). The Board has delegated to the Board Committees responsibilities as set out in their respective terms of reference.

All Directors shall ensure that they carry out their duties in good faith, in compliance with applicable laws and regulations, and in the interests of the Company and the Shareholders at all times.

The Company plans to arrange appropriate insurance coverage in respect of liability arising from legal action against its Directors, and will conduct an annual review on such insurance coverage.

COMPOSITION OF THE BOARD OF DIRECTORS

As at the date of this annual report, the Board comprised three executive Directors, two non-executive Directors and three independent non-executive Directors as set out below:

Executive Directors:

YU Zhongxiang

(Chairman of the Board and Chief Executive Officer)

QI Jiaqi

ZHONG Ruoqin

企業管治報告

CORPORATE GOVERNANCE REPORT

非執行董事：

莫建華
蔡鑫

獨立非執行董事：

丁建剛
李坤軍
蔡海靜

董事履歷載於本年報之「董事及高級管理層」一節。

於報告期內，董事會已遵守上市規則第3.10(1)及3.10(2)條有關委任至少三名獨立非執行董事(其中至少一名獨立非執行董事須擁有適當的專業資格或會計或相關財務管理專業知識)的規定。

本公司亦已遵守上市規則第3.10A條有關委任相當於董事會成員三分之一的獨立非執行董事的規定。由於各獨立非執行董事均已根據上市規則第3.13條確認其獨立性，故本公司認為彼等均為獨立人士。

除本年報之「董事及高級管理層」一節所載董事履歷中所披露者外，概無董事與任何其他董事或最高行政人員有任何個人關係(包括財務、業務、家族或其他重大／相關關係)。

全體董事(包括獨立非執行董事)均為董事會帶來各種不同的寶貴營商經驗、知識及專門技能，使其有效率及有效地運作。獨立非執行董事應邀於審核委員會、提名委員會、ESG及策略委員會與薪酬委員會任職。

Non-Executive Directors:

MO Jianhua
CAI Xin

Independent Non-Executive Directors:

DING Jiangan
LI Kunjun
CAI Haijing

The biographies of the Directors are set out in section headed “Directors and Senior Management” in this annual report.

During the Reporting Period, the Board has met the requirements of Rules 3.10(1) and 3.10(2) of the Listing Rules relating to the appointment of at least three independent non-executive Directors with at least one possessing appropriate professional qualifications or accounting or related financial management expertise.

The Company has also complied with Rule 3.10A of the Listing Rules, which relates to the appointment of independent non-executive Directors representing one-third of the Board. Each of the independent non-executive Directors has confirmed his/her independence pursuant to Rule 3.13 of the Listing Rules and the Company considers each of them to be independent.

Save as disclosed in the biographies of the Directors as set out in the section headed “Directors and Senior Management” of this annual report, none of the Directors has any personal relationship (including financial, business, family or other material/relevant relationship) with any other Directors or any chief executive.

All Directors, including independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and expertise to the Board for its efficient and effective functioning. Independent non-executive Directors are invited to serve on the Audit Committee, Nomination Committee, ESG and Strategy Committee and Remuneration Committee.

企業管治報告

CORPORATE GOVERNANCE REPORT

鑒於企業管治守則條文要求董事披露於上市公司或機構所持職務的數量及性質及其他重大承擔，以及彼等的身份及於發行人任職的時間，故董事已同意適時向本公司披露彼等的承擔。

持續專業發展

所有新委任的董事均獲提供必要的入職培訓及資料，以確保其對本公司的營運及業務以及其於相關法規、法例、規則及條例下對彼等的責任有適當程度的了解。本公司亦定期為董事安排研討會，以不時為彼等提供上市規則及其他相關法律及監管規定最新發展及變動的更新資料。本公司管理層亦定期獲提供有關本公司表現、狀況及前景的更新資料，使董事會全體及各董事得以履行彼等的職責。

本公司鼓勵全體董事進行持續專業發展，藉此發展及更新其知識及技能。本公司聯席公司秘書不時更新及提供有關董事角色、職能及職責的書面培訓材料。

於截至2025年12月31日止年度期間，全體現任董事已接受有關企業管治及規例課題之相關培訓，並已提供彼等之培訓記錄。鑒於上述各項，本公司認為全體董事已遵守企業管治守則之守則條文第C.1條。

As regards the code provision under the CG Code requiring directors to disclose the number and nature of offices held in listed companies or organizations and other significant commitments as well as their identity and the time involved to the issuer, the Directors have agreed to disclose their commitments to the Company in a timely manner.

CONTINUOUS PROFESSIONAL DEVELOPMENT

All newly appointed Directors would be provided with necessary induction and information to ensure that they have a proper understanding of the Company's operations and businesses as well as their responsibilities under relevant statutes, laws, rules and regulations. The Company also arranges regular seminars to provide Directors with updates on latest development and changes in the Listing Rules and other relevant legal and regulatory requirements from time to time. The management of the Company is also provided with regular updates on the Company's performance, position and prospects to enable the Board as a whole and each Director to discharge their duties.

The Company encourages continuous professional development training for all the Directors to develop and refresh their knowledge and skills. The joint company secretaries of the Company update and provide the Directors with written training materials in relation to their roles, functions and duties from time to time.

During the year ended 31 December 2025, all current Directors have received relevant training on corporate governance and regulatory issues, and have provided their training records. In view of the above, the Company considers that all Directors have complied with code provision C.1 of the CG Code.

企業管治報告

CORPORATE GOVERNANCE REPORT

董事於截至2025年12月31日止年度所參與有關本集團業務之持續專業發展活動概述如下：

A summary of the continuous professional developments in relation to the business of the Group received by the Directors for the year ended 31 December 2025 is as follows:

董事姓名 Name of Directors	培訓形式 Way of training	培訓內容 Training topics
執行董事 Executive Directors		
余忠祥 YU Zhongxiang	會議 Meeting	企業管治／行業相關／法律法規 Corporate governance/Industry related training/Laws and regulations
戚加奇 QI Jiaqi	會議 Meeting	企業管治／行業相關／法律法規 Corporate governance/Industry related training/Laws and regulations
鍾若琴 ZHONG Ruoqin	會議／培訓 Meeting/Training	企業管治／行業相關／法律法規／財務 Corporate governance/Industry related training/Laws and regulations/Finance
非執行董事 Non-executive Directors		
莫建華 MO Jianhua	會議 Meeting	企業管治／行業相關／法律法規 Corporate governance/Industry related training/Laws and regulations
蔡鑫 CAI Xin	會議 Meeting	企業管治／行業相關／法律法規 Corporate governance/Industry related training/Laws and regulations
獨立非執行董事 Independent Non-executive Directors		
丁建剛 DING Jiangan	會議 Meeting	企業管治／法律法規 Corporate governance/Laws and regulations
李坤軍 LI Kunjun	會議 Meeting	企業管治／法律法規 Corporate governance/Laws and regulations
蔡海靜 CAI Haijing	會議 Meeting	企業管治／法律法規／財務 Corporate governance/Laws and regulations/Finance

企業管治報告

CORPORATE GOVERNANCE REPORT

主席及行政總裁

根據企業管治守則之守則條文第C.2.1條，董事會主席及行政總裁角色應予以區分及由不同人士擔任。然而，本公司並無區分主席與行政總裁，主席與行政總裁之職責均由余忠祥先生承擔。董事會相信，由同一人擔任主席與行政總裁之職責，有利於確保本集團內領導一致，並可實現本集團更有效及高效的整體戰略規劃。此外，董事會合共八名董事中，三名為獨立非執行董事，董事會將有足夠的獨立意見，可保護本公司及股東的整體利益。此外，董事會的決定均透過大多數表決通過。因此，董事會認為，現時安排的權力及職權平衡不會受到影響，該架構有助本公司迅速有效地作出及實施決定。董事會將繼續檢討並於計及本集團整體情況後，考慮於適當時候將董事會主席與本公司行政總裁的職務分開。因此，董事認為偏離企業管治守則守則條文第C.2.1條的原因在此情況下屬恰當。

董事的委任及重選連任

各執行董事已與本公司訂立服務合約，惟可根據服務合約的規定終止。

各非執行董事已與本公司訂立服務合約，任期3年，惟可根據服務合約的規定終止。

各獨立非執行董事已與本公司訂立委任函，任期3年，惟可根據委任函的規定終止。

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Pursuant to code provision C.2.1 of the CG Code, the roles of chairman of the Board and chief executive officer should be separate and should not be performed by the same individual. However, the Company does not have a separate chairman and chief executive officer and the responsibility of both chairman and chief executive officer vesting in Mr. YU Zhongxiang. The Board believes that vesting the responsibilities of both chairman and chief executive officer in the same person has the benefit of ensuring the consistent leadership within the Group and enables more effective and efficient overall strategic planning of the Group. Besides, with three independent non-executive Directors out of a total of eight Directors in the Board, there will be sufficient independent voice within the Board to protect the interests of the Company and the Shareholders as a whole. In addition, all decisions of the Board are adopted by a majority vote. Therefore, the Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable the Company to make and implement decisions promptly and effectively. The Board will continue to review and consider splitting the roles of chairman of the Board and chief executive officer of the Company at a time when it is appropriate and suitable by taking into account the circumstances of the Group as a whole. Accordingly, the Directors consider that the deviation from code provision C.2.1 of the CG Code is appropriate in the circumstances.

APPOINTMENT AND RE-ELECTION OF DIRECTORS

Each of the executive Directors has entered into a service contract with the Company, subject to termination in accordance with the requirements of the service contract.

Each of the non-executive Directors has entered into a service contract with the Company, with a term of 3 years, subject to termination in accordance with the requirements of the service contract.

Each of the independent non-executive Directors has entered into a letter of appointment with the Company, with a term of 3 years, subject to termination in accordance with the requirements of the letter of appointment.

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概無董事與本集團訂立本公司不可於一年內不付賠償(法定賠償除外)而終止的服務合約。

董事須根據組織章程細則第84條於各屆股東週年大會輪值告退及膺選連任。獲董事會委任以增加董事會成員或填補董事會臨時空缺的董事，須分別於委任後首屆股東週年大會上由股東重選連任。此外，當建議重選連任的獨立非執行董事已為本公司服務九年以上時，其重選連任須受到股東週年大會上單獨決議案批准的規限。

董事的委任、重選連任及罷免程序及過程載於組織章程細則。提名委員會負責檢討董事會的架構、人數及組成，並就董事的委任、重新委任及接任計劃向董事會提供推薦及建議。

董事會會議

本公司採納定期舉行董事會會議之慣例，每年召開至少四次董事會會議。所有定期董事會會議均發出不少於十四天的通知，令全體董事均獲機會出席定期會議並討論議程事項。

None of the Directors has a service contract with the Group which is not determinable by the Company within one year without the payment of compensation (other than statutory compensation).

The Directors are subject to retirement by rotation and re-election at each AGM in accordance with Article 84 of the Articles of Association. Appointed as an addition to the Board or to fill a casual vacancy on the Board will be subject to re-election by the Shareholders at the forthcoming AGM respectively after the appointment. In addition, when an independent non-executive Director proposed for re-election has served the Company for more than nine years, his/her re-election will be subject to a separate resolution to be approved at the AGM.

The procedures and process of appointment, re-election and removal of Directors are set out in the Articles of Association. The Nomination Committee is responsible for reviewing the Board's structure, size and composition, and for making recommendations to the Board on the appointment, re-election and succession planning of Directors.

BOARD MEETINGS

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

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就其他董事會及董事會委員會會議而言，本公司會發出合理通知。會議通知中已包括會議議程及相關董事會文件，並至少在舉行董事會或董事會委員會會議日期的三天前送出，以確保董事有充足時間審閱有關文件及充分準備出席會議。倘董事或董事會委員會成員未能出席會議，則彼等會獲悉將予討論的事宜及於會議召開前有機會知會主席有關彼等的意見。公司秘書應備存會議紀錄，並提供該等會議紀錄副本予所有董事作其參閱及紀錄之用。

董事會會議及委員會會議的會議紀錄會詳盡記錄董事會及董事會委員會所考慮的事宜及所達致的決定，包括董事提出的任何問題。各董事會會議及董事會委員會會議的會議紀錄草擬本會／將會於會議舉行後的合理時間內寄送至各董事，以供彼等考慮。董事會會議的會議紀錄公開供所有董事查閱。

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

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

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於截至2025年12月31日止年度期間，共召開6次董事會會議及2次股東大會，各董事出席董事會會議及股東大會的情況載於下表：

During the year ended 31 December 2025, 6 Board meetings and 2 general meetings were held and the attendance of each Director at the Board meetings and general meetings is set out in the table below:

董事姓名	Name of Directors	出席會議次數／ 合資格出席 董事會會議次數 Number of Meetings Attended/ Eligible to attend the Board meetings	出席會議次數／ 合資格出席 股東大會次數 Number of Meetings Attended/ Eligible to attend the general meeting
余忠祥先生	Mr. YU Zhongxiang	6/6	2/2
戚加奇先生	Mr. QI Jiaqi	6/6	1/1
鍾若琴女士	Ms. ZHONG Ruoqin	6/6	2/2
莫建華先生	Mr. MO Jianhua	6/6	1/1
蔡鑫先生	Mr. CAI Xin	6/6	2/2
丁建剛先生	Mr. DING Jiangan	6/6	2/2
李坤軍先生	Mr. LI Kunjun	6/6	2/2
蔡海靜女士	Ms. CAI Haijing	6/6	2/2

進行證券交易的標準守則

本公司已採納標準守則，作為其本身有關董事及相關僱員進行證券交易的操守守則（「證券交易守則」）。本公司已就董事有否遵守標準守則所載的規定標準向全體董事作出具體查詢，而全體董事已確認彼等於截至2025年12月31日止整個年度內一直遵守標準守則及證券交易守則。

可能擁有本公司內幕消息的本公司僱員亦須遵守有關進行證券交易守則。於截至2025年12月31日止年度，本公司概無發現任何本公司相關僱員違反證券交易守則的情況。

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code as its code of conduct regarding securities transactions of the Directors and relevant employees (the “**Securities Transactions Code**”). The Company had made a specific enquiry with all Directors whether they have complied with the required standard set out in the Model Code and all Directors confirmed that they have complied with the Model Code and the Securities Transactions Code throughout the year ended 31 December 2025.

The Company’s employees, who are likely to be in possession of inside information of the Company, have also been subject to the Securities Transactions Code for securities transactions. No incident of non-compliance of the Securities Transactions Code by the Company’s relevant employees was noted by the Company during the year ended 31 December 2025.

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董事會的授權

董事會對本公司所有重大事宜保留決策權，包括：批准及監督一切政策事宜、整體策略及預算、內部監控及風險管理系統、重大交易(特別是可能牽涉利益衝突者)、財務數據、委任董事及其他主要財務及營運事宜。董事於履行彼等職責時可尋求獨立專業意見，費用由本公司承擔。董事亦被鼓勵向本公司高級管理層進行獨立諮詢。

本集團的日常管理、行政及營運交予高級管理層負責。董事會定期檢討所授權職能及職責。管理層訂立任何重大交易前須取得董事會批准。

確保獨立意見的機制

本公司透過以下機制確保為董事會引入獨立意見：

1. 提名委員會應每年審閱董事會成員組成及獨立非執行董事的獨立性，尤其是獨立非執行董事的佔比及任職超過九年的獨立非執行董事的獨立性(如有)。
2. 本公司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。

DELEGATION BY THE BOARD

The Board reserves for its decision on all major matters of the Company, including: approval and monitoring of all policy matters, overall strategies and budgets, internal control and risk management systems, material transactions (in particular those that may involve conflict of interests), financial information, appointment of Directors and other significant financial and operational matters. The Directors could have recourse to seek independent professional advice in performing their duties at the Company's expense. The Directors are encouraged to access and to consult with the Company's senior management independently.

The daily management, administration and operation of the Group are delegated to the senior management. The delegated functions and responsibilities are periodically reviewed by the Board. Approval has to be obtained from the Board prior to any significant transactions entered into by the management.

MECHANISMS TO ENSURE INDEPENDENT VIEWS

The Company ensures independent views and input are available to the Board via the below mechanisms:

1. The Board composition and the independence of the independent non-executive Directors should be reviewed by the Nomination Committee on an annual basis, in particular the portion of the independent non-executive Directors and the independence of the independent non-executive Director who has served for more than nine years (if any).
2. A written confirmation was received by the Company under Rule 3.13 of the Listing Rules from each of the independent non-executive Directors in relation to his/her independence of the Company. The Company considers all the independent non-executive Directors to be independent.

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3. 鑒於遵循良好的企業管治常規及為避免利益衝突，兼任控股股東及／或控股股東的若干附屬公司董事及／或高級管理層的董事，應就有關與控股股東及／或聯繫人交易的相關董事會決議案放棄投票。
3. In view of good corporate governance practices and to avoid conflict of interests, the Directors who are also directors and/or senior management of the controlling Shareholders and/or certain subsidiaries of the controlling shareholders, would abstain from voting in the relevant Board resolutions in relation to the transactions with the controlling shareholders and/or its associates.
4. 董事會主席每年至少與獨立非執行董事會晤一次。
4. The chairman of the Board shall meet with independent non-executive Directors at least once annually.
5. 全體董事會成員在根據本公司政策履行職責時，可尋求獨立專業意見(如必要)。
5. All members of the Board can seek independent professional advice when necessary to perform their responsibilities in accordance with the Company's policy.

董事會每年審閱確保為董事會引入獨立意見的機制，不論關乎獨立非執行董事之佔比、聘用及獨立性，其貢獻及能否取得外部獨立專業意見。

The Board reviews the mechanisms for ensuring independent views and input are available to the Board on an annual basis, whether in terms of proportion, recruitment and independence of independent non-executive directors, and their contribution and access to external independent professional advice.

企業管治職能

董事會負責本集團企業管治職能的日常運作，包括：

CORPORATE GOVERNANCE FUNCTIONS

The Board is responsible for the day-to-day operations of the corporate governance functions of the Group, which include:

- (a) 檢討及監察本公司在遵守法律及監管規定方面之政策及常規；
- (a) review and monitor the Company's policies and practices in complying with legal and regulatory requirements;
- (b) 檢討及監察董事及高級管理層之培訓及持續專業發展；
- (b) review and monitor the training and continuous professional development of the Directors and senior management;
- (c) 制定、檢討及監察適用於僱員及董事之操守守則及合規手冊；
- (c) develop, review and monitor the code of conduct and compliance manual applicable to employees and the Directors;
- (d) 制定及檢討本公司之企業管治政策及常規，並向董事會推薦其意見及匯報相關事宜；
- (d) develop and review the Company's corporate governance policies and practices, make recommendations and report on related issues to the Board;

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| (e) 檢討本公司對企業管治守則之遵守情況及在企業管治報告之披露；及 | (e) review the Company's compliance with the CG Code and disclosures in the Corporate Governance Report; and |
| (f) 檢討及監察本公司對本公司的舉報政策的遵守情況。 | (f) review and monitor the Company's compliance with its whistleblowing policy. |

董事會於2025年度的主要工作如下：

Major duties of the Board in 2025 were as follows:

- | | |
|---------------------------------|---|
| • 審議及批准關連交易相關事宜； | • consider and approve related matters of connected transactions; |
| • 討論及制定本公司戰略規劃； | • discuss and formulate strategic plans of the Company; |
| • 討論及調整本公司管理架構及僱員政策； | • discuss and adjust the management structure and employment policy of the Company; |
| • 審閱本公司內部控制報告，檢討本公司企業管治守則遵守情況；及 | • review the internal control report of the Company and reviewed the compliance of corporate governance of the Company; and |
| • 監察本公司反貪污和內部舉報情況並檢討。 | • monitor and review the anti-corruption and internal reporting practice of the Company. |

董事會委員會

審核委員會

審核委員會由三名成員組成，即蔡海靜女士（主席）、丁建剛先生及李坤軍先生，全部為獨立非執行董事。

審核委員會之角色為協助董事會履行其職責，審閱及監督本公司的財務報告、風險管理及內部控制系統，並履行董事會不時委派的任何其他責任。審核委員會有權在其認為有需要時委聘獨立的法律及其他顧問及進行調查。

BOARD COMMITTEES

Audit Committee

The Audit Committee comprises three members, all being independent non-executive Directors, namely Ms. CAI Haijing (chairman), Mr. DING Jiangan and Mr. LI Kunjun.

The roles of the Audit Committee are to assist the Board in fulfilling its responsibilities to review and monitor the Company's financial reporting, risk management and internal control systems, and to perform any other duties as may be delegated by the Board from time to time. The Audit Committee has the authority to engage independent legal and other advisors and conduct investigations as it considers necessary.

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審核委員會的主要職責如下：

1. 監察本集團中期及年度業績以及中期及年度財務報表的完整性。與財務總監及本公司其他高級管理人員舉行會議，接獲、審議並商討管理層、內部監察團隊和外聘核數師之報告，以審閱本公司的中期及全年業績、中期報告及年報，監察本公司的財務報表以及年度報告及賬目、半年度報告及(若擬刊發)季度報告的完整性，並審閱報表及報告所載有關財務申報的重大判斷(包括新業務的業務邏輯及會計處理方法、關連交易的年度匯總及監管等內容)，以確保本集團的綜合財務報表按照國際財務報告準則及遵照香港公司條例及上市規則之適用披露規定編製，以及就編製財務報表認為必要的相關內部監控，令財務報表不存在不論因欺詐或錯誤引起的重大錯誤陳述；
2. 主要負責審閱並監察外聘核數師的獨立性、客觀性及審核過程的客觀性和有效性。審閱每年接獲的由外聘核數師發出確認其獨立性及客觀性的函件。與外聘核數師之代表舉行會議，以考慮其審核的範疇，並批准其收費以及所提供的非審核服務的範疇及適合性，就外聘核數師的委任、重新委任及罷免向董事會提供建議，批准外聘核數師的薪酬及聘用條款，及處理任何有關該等核數師辭職或辭退該等核數師的問題；

The major duties of the Audit Committee are as follows:

1. to monitor the integrity of the Group's interim and annual results and interim and annual financial statements. To meet with the chief financial officer and other senior management of the Company to receive, consider and discuss reports from management, the internal audit team and the external auditors in order to review the Company's interim and annual results, interim reports and annual reports, to monitor the integrity of the Company's financial statements and annual reports and accounts, half-year reports and, if prepared for publication, quarterly reports, and to review the materiality of the financial reporting contained in the statements and reports (including the business logic and accounting treatment of new businesses, the annual aggregation of connected transactions and regulation) to ensure that the Group's consolidated financial statements are prepared in accordance with the International Financial Reporting Standards and in compliance with the applicable disclosure requirements of the Companies Ordinance of Hong Kong and the Listing Rules, and that such internal controls as are considered necessary for the preparation of the financial statements are such that they are free from material misstatement, whether due to fraud or error;
2. to be primarily responsible for reviewing and monitoring the independence and objectivity of the external auditor and the objectivity and effectiveness of the audit process. To review the annual letters received from the external auditors confirming their independence and objectivity, to meet with the external auditors' representatives to consider the scope of their audit and to approve their fees and the scope and appropriateness of the non-audit services to be provided, to make recommendations to the Board on the appointment, re-appointment and removal of the external auditors, to approve the remuneration and terms of engagement of the external auditors, and to address any questions of resignation or dismissal of such auditors;

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3. 檢討本集團的風險管理及內部監控系統及審訂內部審核的工作範疇、範圍與成效。與管理層討論風險管理及內部監控系統，以確保管理層已履行職責建立有效的系統。討論應包括考慮本公司在會計及財務匯報職能方面的資源、員工資歷及經驗是否足夠，以及培訓課程及有關預算是否充足。檢討本集團評估其監控環境及管理重大風險(包括可持續發展風險)的程序，以協助董事會評估整體管治、風險管理及內部監控框架及維持有效的風險管理及內部監控系統。獲取並審議風險管理報告、管理層報告等內容，檢討公司風險管理及內部監控系統的有效性；及
3. to review the Group's risk management and internal control systems and to review the scope, coverage and effectiveness of the internal audit function. To discuss the risk management and internal control system with management to ensure that management has performed its duty to have an effective system in place. The discussion should include consideration of the adequacy of the Company's resources, staff qualifications and experience in the accounting and financial reporting functions, as well as the adequacy of training courses and related budgets. To review the Group's process for assessing its control environment and managing material risks, including sustainability risks, to assist the Board in assessing the overall governance, risk management and internal control framework and maintaining effective risk management and internal control systems. To obtain and consider risk management reports, management reports, etc. and to review the effectiveness of the Company's risk management and internal control systems; and
4. 訂立及審查本公司企業管治的政策及常規。定期聽取有關企業管治事宜之合規情況，以及其他有關企業管治之匯報，包括本公司遵守法律及監管要求方面之政策及常規並就此檢討，亦確保任何偏離管治守則的情況均於年報中妥為解釋及披露。
4. to establish and review the Company's corporate governance policies and practices. To receive and review regular compliance reports on corporate governance matters and other reports on corporate governance, including the Company's policies and practices on compliance with legal and regulatory requirements and to ensure that any deviation from the CG Code is properly explained and disclosed in the annual reports.

審核委員會的書面職權範圍於聯交所及本公司網站可供查閱。審核委員會於2025年度的主要工作如下：

- 審閱本集團2024年度之年度業績；
- 審閱本集團2025年度之中期業績；

The written terms of reference of the Audit Committee are available on the websites of the Stock Exchange and the Company. Major works of the Audit Committee in 2025 were as follows:

- review the annual results of the Group for the year 2024;
- review the interim results of the Group for the year 2025;

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- 審閱核數師有關本集團審計計劃及策略的報告；
- 與核數師舉行3次會議，以考慮核數師就其獨立審閱2025年中期財務報告及2024年年度審核綜合財務報表的範疇、策略、程序和結果所作的報告；
- 於管理層不在場的情況下分別與核數師、財務總監及內部監察團隊進行單獨溝通，檢討核數師之獨立性，以及審核程序之客觀性及有效性。對應付核數師之審核費用及非審核服務費用進行檢討。經考慮核數師之績效及獨立性後，向董事會建議重新委任畢馬威為外聘核數師；
- 審議及討論本集團關連交易情況；
- 對財務申報系統、合規程序、內部監控（包括本公司對舞弊風險的內部控制及大股東於上市公司有關業務衝突的處理與識別等）以及風險管理系統及程序作出檢討。董事會並無偏離審核委員會就甄選、委任、退任或罷免外聘核數師作出的任何推薦建議；及
- 審核內部審核職能，並確認其足夠有效。
- review the auditor's report on the Group's audit plan and strategy;
- hold 3 meetings with the auditors to consider the auditors' report on the scope, strategy, procedures and results of their independent review of the interim financial report for 2025 and the annual audit of the consolidated financial statements for 2024;
- separately communicate with the auditors, the chief financial officer and the internal audit team in the absence of management to review the independence of the auditors and the objectivity and effectiveness of the audit process, review the audit fees and non-audit service fees payable to the auditors and recommend to the Board the re-appointment of KPMG as external auditor after considering its performance and independence;
- review and discuss the Group's connected transactions;
- review the financial reporting system, compliance procedures, internal controls (including the Company's internal controls over fraud risks and the handling and identification of business conflicts between major Shareholders in relation to listed companies, etc.) and risk management systems and procedures. The Board did not deviate from any recommendation made by the Audit Committee on the selection, appointment, retirement or dismissal of the external auditor; and
- review the internal audit function, and confirm it is adequate and effective.

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於截至2025年12月31日止年度期間，審核委員會共召開4次會議，審核委員會成員的出席記錄載於下表：

During the year ended 31 December 2025, the Audit Committee held 4 meetings in total and the attendance record of the Audit Committee members is set out in the table below:

審核委員會成員姓名	Name of Audit Committee Members	出席會議次數／ 合資格出席會議次數 Number of meetings attended/eligible to attend
蔡海靜女士(主席)	Ms. CAI Haijing (<i>chairman</i>)	4/4
丁建剛先生	Mr. DING Jiangan	4/4
李坤軍先生	Mr. LI Kunjun	4/4

薪酬委員會

薪酬委員會現時由三名成員組成，即兩位獨立非執行董事丁建剛先生(主席)及蔡海靜女士，以及非執行董事莫建華先生。

Remuneration Committee

The Remuneration Committee currently comprises three members including two independent non-executive Directors, namely Mr. DING Jiangan (chairman) and Ms. CAI Haijing as well as a non-executive Director, Mr. MO Jianhua.

薪酬委員會的主要職責如下：

The major duties of the Remuneration Committee are as follows:

- 就本公司全體董事及高級管理層的薪酬政策及架構，及就設立正規而具透明度的程序制訂此等薪酬政策，向董事會提出建議；
 - 因應董事會所訂的企業方針及目標，檢討及批准管理層的薪酬建議；
 - 就釐定個別執行董事及高級管理層的薪酬待遇，包括實物福利、退休金權利及賠償金額(包括就喪失或終止職務或委任應支付的任何賠償)並向董事會提出建議；
 - 就非執行董事的薪酬向董事會提出建議；
- to make recommendations to the Board on the Company's policy and structure for all Directors' and senior management's remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy;
 - to review and approve the management's remuneration proposals with reference to the Board's corporate goals and objectives;
 - to make recommendations to the Board on the remuneration packages of individual executive Directors and senior management, including benefits in kind, pension rights and compensation payments, including any compensation payable for loss or termination of their office or appointment;
 - to make recommendations to the Board on the remuneration of the non-executive Directors;

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| 5. 考慮可資比較公司支付的薪酬、須付出的時間及職責及本集團內其他職位的僱用條件； | 5. to consider salaries paid by comparable companies, time commitment and responsibilities and employment conditions elsewhere in the Group; |
| 6. 檢討及批准向執行董事及高級管理層就其喪失或終止職務或委任而須支付的賠償，以確保該等賠償與合約條款一致；若未能與合約條款一致，賠償亦須公平合理，不致過多； | 6. to review and approve compensation payable to executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with contractual terms and is otherwise fair and not excessive; |
| 7. 檢討及批准因董事行為失當而解僱或罷免有關董事所涉及的賠償安排，以確保該等安排與合約條款一致；若未能與合約條款一致，有關賠償亦須合理適當； | 7. to review and approve compensation arrangements relating to dismissal or removal of Directors for misconduct to ensure that they are consistent with contractual terms and are otherwise reasonable and appropriate; |
| 8. 確保任何董事或其任何聯繫人不得參與釐定其自身的薪酬； | 8. to ensure that no Director or any of his associates is involved in deciding his own remuneration; |
| 9. 就其他執行董事的薪酬建議諮詢本公司主席及／或總裁／董事總經理／行政總裁； | 9. to consult with the Company's chairman and/or the president/managing director/chief executive officer about their remuneration proposals for other executive Directors; |
| 10. 審閱及／或批准上市規則第17章所述有關股份計劃的事宜；及 | 10. to review and/or approve matters relating to share schemes under Chapter 17 of the Listing Rules; and |
| 11. 考慮董事會轉介予薪酬委員會的所有其他事項。 | 11. to consider all other matters as referred to the Remuneration Committee by the Board. |

薪酬委員會的書面職權範圍於聯交所及本公司網站可供查閱。薪酬委員會於2025年度的主要工作如下：

- 審閱本集團薪酬政策及架構；
- 批准執行董事服務合約條款；及
- 審閱各董事及本公司高級管理層之薪酬，並向董事會提供調整建議。

The written terms of reference of the Remuneration Committee are available on the websites of the Stock Exchange and the Company. Major works of the Remuneration Committee in 2025 were as follows:

- review the remuneration policy and structure of the Group;
- approve the terms of service contracts with the executive Directors; and
- review the remuneration of each Director and senior management of the Company and make recommendations on its adjustment to the Board.

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於截至2025年12月31日止年度期間，薪酬委員會共召開1次會議，薪酬委員會成員的出席記錄載於下表：

During the year ended 31 December 2025, the Remuneration Committee held 1 meetings in total and the attendance record of the Remuneration Committee members is set out in the table below:

薪酬委員會成員姓名	Name of Remuneration Committee Members	出席會議次數／ 合資格出席會議次數 Number of meetings attended/eligible to attend
丁建剛先生(主席)	Mr. DING Jiangang (<i>chairman</i>)	1/1
蔡海靜女士	Ms. CAI Haijing	1/1
莫建華先生	Mr. MO Jianhua	1/1

提名委員會

提名委員會現時由四名成員組成，即三位獨立非執行董事蔡海靜女士、丁建剛先生及李坤軍先生，以及執行董事及董事會主席余忠祥先生(主席)。

Nomination Committee

The Nomination Committee currently comprises four members including three independent non-executive Directors, namely Ms. CAI Haijing, Mr. DING Jiangang and Mr. LI Kunjun as well as an executive Director and chairman of the Board, namely Mr. YU Zhongxiang (chairman).

提名委員會的主要職責如下：

The major duties of the Nomination Committee are as follows:

- 至少每年檢討董事會的架構、人數及組成(包括但不限於性別、技能、多元化、知識、專業經驗及服務期限)、協助董事會編製董事會技能表，並就任何為配合本公司的公司策略而擬對董事會作出的變動提出建議；
- 物色具備合適資格可擔任董事的人士，並挑選提名有關人士出任董事或就此向董事會提供意見；
- to review the structure, size and composition (including but not limited to gender, skills, diversity, knowledge, professional experience and length of service) of the Board at least annually, 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;
- to identify individuals suitably qualified to become Board members and select or make recommendations to the Board on the selection of individuals nominated for directorships;

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| 3. 評估獨立非執行董事的獨立性； | 3. to assess the independence of independent non-executive Directors; |
| 4. 就董事委任或重新委任以及董事(尤其是董事會主席及主要行政人員)繼任計劃向董事會提出建議； | 4. to make recommendations to the Board on the appointment or reappointment of Directors and succession planning for Directors, in particular the chairman of the Board and the chief executive; |
| 5. 每年檢討董事會成員多元化政策及全體員工(包括高級管理人員)多元化政策，及檢討董事會為執行董事會成員多元化政策及全體員工(包括高級管理人員)多元化政策而制定的可計量目標和達標進度，以及每年在企業管治報告內披露其政策或政策摘要及檢討結果； | 5. to review the diversity policies of the Board and the workforce (including senior management) annually, to review the measurable objectives that the Board has set for implementing the diversity policies of the Board and the workforce (including senior management), and the progress of achieving the objectives, and to make disclosure of the policies or the summary of the policies and its review results in the corporate governance report annually; |
| 6. 支持本公司定期評估董事會的表現；及 | 6. to support the Company's regular evaluation of the performance of the Board; and |
| 7. 處理董事會授權的其他事宜。 | 7. to deal with other matters conferred by the Board. |

本公司已採納提名政策(「**提名政策**」)。根據提名政策，提名委員會審慎考慮包括但不限於以下各項準則評估、挑選並向董事會建議董事候選人：

The Company has adopted a nomination policy (the “**Nomination Policy**”). Pursuant to the Nomination Policy, the Nomination Committee carefully considers, including but not limited to the following criteria for evaluating, selecting and recommending candidates for directors to the Board:

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| 1. 各方面多元化，包括但不限於性別、年齡、經驗、文化及教育背景、專業水平、技能以及知識； | 1. diversity in all aspects, including but not limited to gender, age, experience, cultural and educational background, professional level, skills and knowledge; |
| 2. 具備足夠時間有效履行其職責；彼等為其他上市及非上市公司服務應限於合理數量； | 2. sufficient time to perform their duties effectively; their services to other listed and unlisted companies shall be limited to a reasonable amount; |

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| 3. 資歷，包括在本公司業務所涉及相關行業取得的技能、成就及經驗； | 3. qualifications, including skills, achievements and experience gained in the relevant industries involved in the Company's business; |
| 4. 獨立性； | 4. independence; |
| 5. 誠信可靠； | 5. integrity and reliability; |
| 6. 該人士可為董事會帶來的潛在貢獻；及 | 6. potential contribution that the person may made to the Board; and |
| 7. 承諾提升及盡力提高股東價值。 | 7. commitment to enhancing and maximizing shareholders' value. |

提名委員會之建議將於其後提交董事會以作決定。

The recommendations of the Nomination Committee will then be put to the Board for decision.

提名委員會的書面職權範圍於聯交所及本公司網站可供查閱。提名委員會於2025年度的主要工作如下：

The written terms of reference of the Nomination Committee are available on the websites of the Stock Exchange and the Company. Major works of the Nomination Committee in 2025 were as follows:

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| <ul style="list-style-type: none">• 檢討董事會的架構、人數及組成(包括但不限於性別、技能、多元化、知識、專業經驗及服務期限)，並就任何為配合本公司的公司策略而擬對董事會作出的變動提出建議；• 評估獨立非執行董事的獨立性；及• 就董事委任或重新委任以及董事(尤其是董事會主席及行政總裁)繼任計劃向董事會提出建議。 | <ul style="list-style-type: none">• review the structure, size and composition (including but not limited to gender, skills, diversity, knowledge, professional experience and length of service) of the Board at least annually, and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;• assess the independence of independent non-executive Directors; and• make recommendations to the Board on the appointment or reappointment of Directors and succession planning for Directors, in particular the chairman of the Board and the chief executive officer. |
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於截至2025年12月31日止年度期間，提名委員會共召開2次會議，提名委員會成員的出席記錄載於下表：

During the year ended 31 December 2025, the Nomination Committee held 2 meetings in total and the attendance record of the Nomination Committee members is set out in the table below:

提名委員會成員姓名	Name of Nomination Committee Members	出席會議次數／ 合資格出席會議次數 Number of meetings attended/eligible to attend
余忠祥先生(主席)	Mr. YU Zhongxiang (<i>chairman</i>)	2/2
李坤軍先生	Mr. LI Kunjun	2/2
丁建剛先生	Mr. DING Jiangan	2/2
蔡海靜女士(於2025年6月27日獲委任)	Ms. CAI Haijing (<i>appointed on 27 June 2025</i>)	0/0

董事會成員多元化政策

董事會持續不斷地尋求提高其運作效率及保持高水準的企業管治水平，並且認識到董事會層面的多元化對於保持競爭優勢及可持續發展而言至關重要。因此，本公司已採納董事會多元化政策。在設計董事會組成時，本公司已從多方面考慮了董事會多元化問題，包括但不限於性別、年齡、文化和教育背景、行業經驗、技術及專業技能及／或資格、知識、服務期限長短及作為董事將需投入的時間等。本公司還將不時考慮有關其自身業務模型和特殊需要等因素。最終決定將基於指定候選人的長處及可為董事會帶來的貢獻而作出。

BOARD DIVERSITY POLICY

The Board remains committed to enhancing its operating efficiency and maintaining high standards of corporate governance on a continuing basis and recognizes the vital importance of the diversity of the Board with regard to the maintenance of competitive advantage and sustainable development. Therefore, the Company has adopted a board diversity policy. In designing the composition of the Board, the Company has taken into account the diversity of the Board from various aspects, including but not limited to gender, age, cultural and educational background, industry experience, technical and professional skills and/or qualifications, knowledge, length of service and time to be devoted as a Director. The Company will consider its own business model and special needs from time to time as well. The ultimate decision will be made based on the merits of the selected candidates and the contributions they can bring to the Board.

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董事會力求確保其具有均衡的技能、經驗及觀點多元化，而這些均為董事會執行其商業戰略以及董事會有效運作所需的支持。於本年報日期，8名董事中包括2名女性。本公司認為，董事會已達成性別多元化。本公司將繼續維持董事會中至少包含2名女性董事。各董事年齡由37歲至62歲不等，其行業經驗涵蓋房地產、投融資、會計與審核、媒體及市場研究等廣泛領域。

董事會認為董事會成員足夠多元化。提名委員會將不時檢討多元化政策，以確保其持續有效，並持續檢討董事會成員多元化狀況。

截至2025年12月31日，本集團僱員(不包括董事)女性和男性的比例分別約為48.3%和51.7%。因此，本公司亦認為其已達成僱員性別多元化。就本集團而言，招聘考慮不分性別，原因是本集團的任何職位均不需要任何被認為某一性別表現優於另一性別的能力或技能。

ESG及策略委員會

ESG及策略委員會現時由七名成員組成，即兩名獨立非執行董事丁建剛先生及李坤軍先生，兩名非執行董事莫建華先生(主席)及蔡鑫先生，以及三名執行董事余忠祥先生、戚加奇先生及鍾若琴女士。

The Board strives to ensure the appropriate balance of skills, experience and diversity of perspectives that are essential for the implementation of its business strategies of the Board and the effective operation of the Board. As of the date of this annual report, the eight Directors include two women. The Company considers that the Board has achieved gender diversity. The Company will continue to maintain at least two female Directors on the Board. Each of the Directors is aged between 37 and 62. Their industry experience covers such a wide range of fields such as real estate, investment and financing, accounting and auditing, media and market research.

The Board is of opinion that the composition of the Board is sufficiently diversified. The Nomination Committee will review the diversity policy from time to time to ensure the sustainability and effectiveness of the policy and will continue to review the diversity of the composition of the Board.

As of 31 December 2025, the proportion of female and male employees of the Group (excluding Directors) were approximately 48.3% and 51.7% respectively. As such, the Company also considers that it has achieved gender diversity among its employees. For the Group, recruitment is considered regardless of gender, as any position in the Group does not require any ability or skill that is considered to outperform another gender.

ESG AND STRATEGY COMMITTEE

The ESG and Strategy Committee currently comprises seven members including two independent non-executive Directors, namely Mr. DING Jiangan and Mr. LI Kunjun, two non-executive Directors, namely Mr. MO Jianhua (chairman) and Mr. CAI Xin as well as three executive Directors, namely Mr. YU Zhongxiang, Mr. QI Jiaqi and Ms. ZHONG Ruoqin.

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ESG及策略委員會主要職責如下：

The major duties of the ESG and Strategy Committee are as follows:

1. 檢討業務發展並向董事會提出推薦建議；
 2. 就重大投資、合併、收購及出售事項向董事會提供意見；
 3. 就本公司環境、社會及公司治理責任(或稱可持續發展)之目的、策略、優次排列、措施、目標及指引，向董事會提出建議；
 4. 監督、檢討及評估本公司以貫徹企業環境、社會及公司治理責任(或稱可持續發展)的重點、目標與指引所採取的行動，包括與本公司業務部門進行協調，確保其營運及實務遵守相關重點與目標；
 5. 審視及向董事會匯報本公司可持續發展及環境、社會及公司治理之風險及機遇；
 6. 就可能影響本公司業務營運及表現的環境、社會及公司治理(或稱可持續發展)相關問題、趨勢進行監察、評估及檢討；
 7. 監督及檢討本公司環境、社會及公司治理責任，以及相關的政策、實務、框架與管理方針，並提供改善建議；
 8. 就本公司環境、社會及公司治理(或稱可持續發展)之表現，對本公司之公眾通訊、披露與發佈(包括環境、社會及管治(ESG)報告)進行審閱並向董事會提供意見；及
1. to review and make recommendation to the Board on business development;
 2. to provide advice to the Board on significant investment, merger, acquisition and disposal;
 3. to advise the Board on the objectives, strategies, priorities, measures, objectives and guidelines of the Company's environmental, social and corporate governance responsibilities (or sustainability);
 4. to monitor, review and evaluate the actions taken by the Company to implement the corporate environmental, social and corporate governance responsibilities (or sustainability) priorities, objectives and guidelines, including coordinating with the Company's business units to ensure that their operations and practices comply with the relevant priorities and objectives;
 5. to review and report to the Board on risks and opportunities related to the Company's sustainability and environmental, social and corporate governance;
 6. to monitor, assess and review environmental, social and corporate governance (or sustainability) related issues and trends that may affect the Company's business operations and performance;
 7. to monitor and review the Company's environmental, social and corporate governance responsibilities, as well as related policies, practices, frameworks and management guidelines, and make recommendations for improvement;
 8. to review and advise the Board on the Company's public communications, disclosures and releases (including environmental, social and governance (ESG) reports) regarding the Company's environmental, social and corporate governance (or sustainability) performance; and

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9. 履行董事會可能委派的其他職責及責任。

9. to perform other duties and responsibilities as may be assigned by the Board.

ESG及策略委員會的書面職權範圍於聯交所及本公司網站可供查閱。ESG及策略委員會於2025年度的主要工作如下：

The written terms of reference of the ESG and Strategy Committee are available on the websites of the Stock Exchange and the Company. Major works of the ESG and Strategy Committee in 2025 were as follows:

1. 討論本集團截至2025年最新戰略規劃進展；及
2. 討論本集團未來發展方向與目標。

1. to discuss about the latest strategic planning progress of the Group up to 2025; and
2. to discuss about the direction and targets of future development of the Group.

於截至2025年12月31日止年度期間，ESG及策略委員會共召開1次會議，ESG及策略委員會成員的出席記錄載於下表：

During the year ended 31 December 2025, the ESG and Strategy Committee held 1 meeting in total and the attendance record of the ESG and Strategy Committee members is set out in the table below:

ESG及策略委員會成員姓名	Name of ESG and Strategy Committee Members	出席會議次數／ 合資格出席會議次數 Number of meetings attended/eligible to attend
莫建華先生(主席)	Mr. MO Jianhua (<i>chairman</i>)	1/1
余忠祥先生	Mr. YU Zhongxiang	1/1
戚加奇先生	Mr. QI Jiaqi	1/1
鍾若琴女士	Ms. ZHONG Ruoqin	1/1
蔡鑫先生	Mr. CAI Xin	1/1
丁建剛先生	Mr. DING Jiangang	1/1
李坤軍先生	Mr. LI Kunjun	1/1

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董事薪酬

本公司已全面披露董事薪酬，並於財務報表附註7按照彼等的姓名、金額及類別披露。並無董事放棄或同意放棄截至2025年12月31日止年度的酬金。

高級管理層的薪酬

截至2025年12月31日止年度，本公司的高級管理層(彼等之履歷載於本年報第40頁至第51頁)的酬金載列如下：

REMUNERATION OF DIRECTORS

The Company has made full disclosure of remunerations of Directors by name, amount and type in Note 7 to the financial statements. No Director has waived or agreed to waive any emoluments for the year ended 31 December 2025.

REMUNERATION OF SENIOR MANAGEMENT

The remuneration of senior management of the Company (whose biographies are set out on pages 40 to 51 of this annual report) for the year ended 31 December 2025 falls under the following bands:

酬金等級	Band of remuneration	人數 Number
零-人民幣1,000,000元	Nil-RMB1,000,000	0
大於人民幣1,000,000元	Over RMB1,000,000	5

董事有關財務報表的財務申報責任

董事明白彼等須編製本集團截至2025年12月31日止年度的財務報表的職責，以真實公平地反映本公司及本集團的狀況，並就本集團表現及前景作出平衡、清晰及容易理解的評核。

本公司管理層已向董事會提供必要的闡釋及資料，使董事會能對提呈予董事會批准的本集團財務報表進行知情的評估。

董事並不知悉與可能對本集團持續經營構成重大疑問的事件或狀況有關的任何重大不確定因素。

核數師就彼等有關本公司綜合財務報表的申報責任作出的聲明載於本年報第221頁至第376頁的獨立核數師報告。

DIRECTORS' RESPONSIBILITIES FOR FINANCIAL REPORTING IN RESPECT OF FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements of the Group for the year ended 31 December 2025, which give a true and fair view of the affairs of the Company and the Group, and presenting a balanced, clear and comprehensive assessment of the Group's performance and prospects.

The management of the Company has provided to the Board such explanation and information as are necessary to enable the Board to carry out an informed assessment of the Group's financial statements, which are put to the Board for approval.

The Directors were not aware of any material uncertainties relating to events or conditions, which may cast significant doubt upon the Group's ability to continue as a going concern.

The statement of the auditors regarding their reporting responsibilities on the consolidated financial statements of the Company is set out in the Independent Auditor's Report on pages 221 to 376 of this annual report.

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風險管理及內部控制

於經營業務的過程中，本集團承擔多種風險，包括業務風險、財務風險、合規風險以及經營及其他風險。

董事會確認承擔本公司風險管理及內部監控系統之責任，並有責任檢討該等制度的有效性。審核委員會負責監督本公司的財務記錄、內部控制程序及風險管理制度。訂立該等系統旨在管理而非消除未能達成業務目標之風險，而且只能就不會有重大的失實陳述、損失或欺詐作出合理而非絕對的保證。報告期內，本公司已建立內部審核職能，並由審核委員會執行和審查，以獨立評估本公司風險管理及內部監控系統之有效性，並及時向董事會報告。

RISK MANAGEMENT AND INTERNAL CONTROL

In the course of business operation, the Group is subject to various risks, including business risks, financial risks, compliance risks, and operational and other risks.

The Board acknowledges its responsibility for the Company's risk management and internal control systems, and is responsible for reviewing the effectiveness of such systems. The Audit Committee is responsible for overseeing the Company's financial records, internal control procedures and risk management systems. Such systems are designed to manage rather than eliminating the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material misstatement, loss or fraud. During the Reporting Period, the Company has established the internal audit function, which is carried out and reviewed by the Audit Committee, in order to independently evaluate the effectiveness of the Company's risk management and internal control system and timely report to the Board.

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本公司已建立健全的風險管理及內部控制程序，本公司通過該程序監控、評估及管理本公司在業務活動中面臨的風險。本公司的風險管理程序基於清晰界定的風險識別標準、風險監控職責及各主要類別風險管控辦法。本公司管理層積極監察區域經濟、物業管理服務行業趨勢、對於持續關連交易的依賴程度及所適用法律法規變化，並評估業務擴張的收支情況及消化能力。本公司已接納並分階段實施獨立顧問所提呈的建議，以進一步提升其內部控制及風險管理的政策、程序及慣例。本公司的風險管理程序就主要風險識別及管理清晰界定各方的管理職責、授權和審批，亦就重要風險管理流程制定明確的書面政策並向其所有管理層及員工傳達。本公司內部控制程序旨在為實現目標提供合理保證，包括高效及穩定的經營、可靠的財務報告及遵守適用法律法規。

The Company has established comprehensive risk management and internal control processes through which the Company monitors, evaluates and manages the risks that the Company is exposed to its business activities. The risk management procedure of the Company is based on the well-defined risk identification standards, risk monitor responsibilities and risk control measure of each major classification. The management of the Company actively monitors the regional economy, trend of property management services industry, reliance on continuing connected transactions and changes in applicable laws and regulations, and assesses income and expenditure and absorptive capacity of business expansions. The recommendations submitted by independent consultant have been accepted by the Company and implemented in stages, to further enhance the policies, procedures and practices of its internal control and risk management. The risk management procedure of the Company clearly specifies the management duties, authorization and approval of each party in respect of the major risk identification and management, and develops clear written policy for significant risk management process and circulates it to all managements and staffs. The Company's internal control procedures are designed to provide reasonable assurance for achieving objectives, including efficient and stable operations, reliable financial reporting and compliance with applicable laws and regulations.

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為有效降低不必要的財務風險和經營風險，進而確保企業經營目標的實現，本公司已指定專門部門執行內控審核職能，建立完善內控制度體系，監管制度的落實、執行情況，並於每年度評估內部控制及風險管理制度的充足性和有效性。而對於影響本集團業務和運營的重大風險，管理層確保已採取適當的措施，為遵守法律法規提供合理保障，提高經營的效果和效率。本公司董事會及管理層亦於每年度評估相關制度的充足性和有效性，並考慮及實施專門部門提呈的完善制度的建議。

In order to effectively reduce unnecessary financial risks and operational risks, and thus ensure the realization of corporate business objectives, the Company has designated specific departments to perform internal control and audit functions, establish a sound internal control system, monitor the implementation of the system, and evaluate the adequacy and effectiveness of internal control and risk management systems annually. For the significant risks affecting the Group's business and operations, the management has ensured that appropriate measures have been taken to provide reasonable protection for compliance with laws and regulations and improve the effectiveness and efficiency of operations. The Board and management of the Company also evaluate the adequacy and effectiveness of the relevant systems annually, and consider and implement the recommendations proposed by the specific departments for the improvement of systems.

本公司董事及高級管理層定期接受有關上市集團持續披露義務的培訓。本公司亦聘請外部法律顧問，以就內幕消息的披露義務獲取專業指導。本公司管理層負責設計、實施和維持內部監控系統的有效性，包括對內幕消息披露的合法合規情況的監控，而董事會負責監督管理層推行的內部監控措施是否適當，以及是否得到有效的執行。

The Directors and senior management of the Company regularly receive training relating to continuing disclosure obligation of listed groups. The Company also engaged external legal consultant to obtain professional guidance on disclosure obligations in respect of inside information. The management of the Company is responsible for designing, implementing and maintaining the effectiveness of the internal control system, which includes monitoring on compliance with disclosure in respect of inside information. The Board is responsible for supervising the appropriateness and efficiency of the internal control measure carried by management.

本集團於處理事務時，充分參考上市規則項下的披露規定以及香港證券及期貨事務監察委員會於2012年6月頒佈的「內幕消息披露指引」。

The Group conducts its affairs with close regard to the disclosure requirement under the Listing Rules as well as the "Guidelines on Disclosure of Inside Information" published by the Securities and Futures Commission of Hong Kong in June 2012.

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本公司已建立一套系統，包括對外信息發佈管理規定、流程和程序，以符合有關股價敏感資料及／或內幕消息的披露義務。所涉主要步驟如下：

- 董事會及公司秘書通過定期的財務及經營報告，以便有系統及適時地識別是否存在內幕消息；
- 通過核心管理人員來監察業務及企業發展及事件，以便能夠及時識別可能構成內幕消息的資料；
- 透過財務報告、公告及本公司網站等途徑向公眾廣泛披露資料；
- 向公眾披露前確保內幕消息絕對保密；及
- 授權指定人員(包括董事及公司秘書)，在遵從上市規則的相關披露責任及規定的前提下，與股東、投資者、分析師等進行溝通對話。

於截至2025年12月31日止年度期間，本公司已採取措施，包括通過審閱本集團的內部控制制度及通過為董事、高級管理層及僱員提供有關內部控制政策、上市公司董事及管理層於上市規則下的職責及責任以及其他適用法律法規的指引，確保有效實施內部控制制度。董事會對本集團風險管理及內部監控系統進行2次檢討。董事會及管理層已對本集團截至2025年12月31日止年度的風險管理及內部監控系統之有效性進行檢討，並確認其足夠且有效。

The Company has established a system, including management regulations, processes and procedures for external information dissemination, to comply with the disclosure obligations in relation to price-sensitive and/or inside information. The major steps involved are as follows:

- the Board and the company secretary identify the existence of inside information in a systematic and timely manner through regular financial and operational reports;
- monitoring business and corporate developments and events through core management to enable timely identification of information that may constitute inside information;
- extensive disclosure of information to the public through channels such as financial reports, announcements and the Company's website;
- ensuring inside information is kept strictly confidential before it is disclosed to the public; and
- authorizing designated personnel (including Directors and company secretary) to communicate with Shareholders, investors and analysts, subject to compliance with the relevant disclosure obligations and requirements under the Listing Rules.

During the year ended 31 December 2025, the Company has adopted various measures to ensure the effective implementation of the internal control system, including through the review of the Group's internal control system and provision of guidance in respect of the internal control policies, responsibilities and duties of the listing company's directors and management under the Listing Rules and other applicable laws and regulations for the Directors, senior management and employees. The Board had reviewed the risk management and internal control system of the Group for 2 times. The Board and the management has reviewed the effectiveness of the risk management and internal control system of the Group for the year ended 31 December 2025 and considered it sufficient and effective.

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本公司已根據證券及期貨條例及上市規則採納內幕消息政策，以確保處理內幕消息的保密性，並在切實可行情況下盡快向公眾刊發相關披露。對於難以保密的信息，本公司及時進行相應的信息披露，從而確保有效保護投資者和利益相關方的權益。

The Company has adopted an inside information policy in accordance with the SFO and the Listing Rules to ensure the confidentiality of handling inside information and the publication of respective disclosure to the public as soon as practicable. The Company will make corresponding information disclosure timely with regard to information that is unlikely to maintain confidentiality, so as to ensure effective protection of the rights and interests of investors and stakeholders.

核數師酬金

截至2025年12月31日止年度，核數師有關年度核數服務及審閱服務之酬金分別為人民幣2.1百萬元及人民幣0.5百萬元，合計人民幣2.6百萬元。其他非核數服務主要包括環境、社會及管治報告顧問服務、股東大會監票服務之酬金為人民幣0.1百萬元。

AUDITOR'S REMUNERATION

For the year ended 31 December 2025, the auditor's remuneration for the annual audit services and review services were RMB2.1 million and RMB0.5 million respectively and the aggregate amount was RMB2.6 million. The fee for non-audit services, mainly the environmental, social and governance report consulting services, general meetings' vote monitoring service was RMB0.1 million.

公司秘書

鍾若琴女士(「鍾女士」)，執行董事之一，亦為本公司其中一名聯席公司秘書。

COMPANY SECRETARY

Ms. ZHONG Ruoqin ("Ms. ZHONG"), one of the Company's executive Directors, is also one of the joint company secretaries of the Company.

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區慧晶女士(「區女士」)自2021年11月10日獲委任為聯席公司秘書及上市規則第3.05條項下所規定的本公司授權代表、根據香港法例第622章公司條例第16部規定的本公司授權代表及上市規則第19.05(2)條項下所規定的代本公司在香港接收法律程序文件及通知書的授權人士。區女士為方圓企業服務集團(香港)有限公司的高級經理，擁有逾15年的公司秘書服務經驗。區女士於香港城市大學取得工商管理學士學位及專業會計與企業管治碩士學位。區女士為香港公司治理公會及英國特許公司治理公會資深會員。

區女士於本公司的主要聯繫人為鍾女士。

截至2025年12月31日止年度，鍾女士及區女士已按照上市規則第3.29條之規定接受不少於15小時的相關專業培訓。

與股東的溝通及投資者關係

本公司認為，與股東的有效溝通對加強投資者關係及使投資者了解本集團的業務、表現及策略非常重要。本公司亦深信及時與非選擇性地披露本公司資料以供股東及投資者作出知情投資決策的重要性。

Ms. AU Wai Ching (“**Ms. AU**”) has been appointed as the Joint Company Secretary and an authorized representative of the Company under Rule 3.05 of the Listing Rules, an authorized representative of the Company pursuant to Part 16 of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) and an authorized person of the Company under Rule 19.05(2) of the Listing Rules for the acceptance of service of process and notices in Hong Kong on behalf of the Company since 10 November 2021. Ms. AU is a senior manager of SWCS Corporate Services Group (Hong Kong) Limited with over 15 years of experience in corporate secretarial services. Ms. AU obtained a bachelor’s degree in business administration and a master’s degree in professional accounting and corporate governance from City University of Hong Kong. Ms. AU is a fellow member of both The Hong Kong Chartered Governance Institute and The Chartered Governance Institute in the United Kingdom.

The primary contact of Ms. AU in the Company is Ms. ZHONG.

For the year ended 31 December 2025, Ms. ZHONG and Ms. AU have undertaken not less than 15 hours of relevant professional training in accordance with Rule 3.29 of the Listing Rules.

COMMUNICATION WITH SHAREHOLDERS AND INVESTOR RELATIONSHIP

The Company considers that effective communication with Shareholders is essential for enhancing investor relations and understanding of the Group’s business, performance and strategies. The Company also recognizes the importance of timely and non-selective disclosure of information on the Company for the Shareholders and investors to make informed investment decisions.

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股東週年大會提供股東與董事直接溝通的機會。董事會主席及各董事會委員會主席出席股東週年大會解答股東提問。核數師亦出席股東週年大會，解答有關審計行為、核數師報告的編製及內容及核數師獨立性的提問。

為促進有效的溝通，以及建立本公司與股東之間的相互關係及通訊渠道，本公司採納股東通訊政策，並設有網站(<http://www.hzbjwy.com>)，本公司於該網站刊登有關其業務營運及發展的最新資料、財務資料、企業管治常規及其他資料，以供公眾人士查閱。

截至2025年12月31日止年度，董事會已審閱股東通訊政策，包括於股東大會採取的行動、對所接收問詢的處理以及現有的多種通訊渠道。本公司認為在截止2025年12月31日止年度內已有效實施股東通訊政策。

股東權利

為保障股東的利益及權利，本公司會於股東大會上就各事項(包括選舉個別董事)提呈獨立決議案。

於股東大會上提呈的所有決議案將根據上市規則以投票方式進行表決，投票結果將於各股東大會結束後及時於本公司及聯交所網站刊登。

The AGM provides opportunity for the Shareholders to communicate directly with the Directors. The chairman of the Board and the chairmen of the Board Committees attend the AGM to answer the Shareholders' questions. The auditor also attends the AGM to answer questions about the conduct of the audit, the preparation and content of the auditor's report and auditor's independence.

To promote effective communication and to build an inter-relationship and communication channel between the Company and the Shareholders, the Company adopts a shareholders' communication policy and maintains a website at <http://www.hzbjwy.com>, where the up-to-date information on the Company's business operations and developments, financial information, corporate governance practices and other information are available for public access.

During the year ended 31 December 2025, the Board has reviewed the shareholders' communication policy, including the actions taken at the general meetings, the handling of enquiries received and the various communication channels available. The Company considers that the shareholders' communication policy has been effectively implemented during the year ended 31 December 2025.

SHAREHOLDERS' RIGHTS

To safeguard the Shareholders' interests and rights, a separate resolution will be proposed for each issue at general meetings, including the election of individual Directors.

All resolutions put forward at general meetings will be voted on by poll pursuant to the Listing Rules and the poll results will be posted on the websites of the Company and the Stock Exchange in a timely manner after each general meeting.

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召開股東特別大會及提呈議案

根據組織章程細則，股東可於本公司股東大會上提出議案以供審議。任何一位或以上於遞呈要求當日持有不少於本公司繳足股本（具本公司股東大會上按每股投一票的基準投票之投票權）十分之一的股東，有權隨時透過向董事會或本公司之公司秘書發出書面要求，要求本公司召開股東特別大會，以處理有關要求中指明的任何事項或決議案並在該大會的議程中增加決議；上述會議應於相關要求遞呈後兩個月內舉行。倘遞呈後21日內董事會未有召開該大會，則遞呈要求人士可自行按正常程序召開大會，而遞呈要求人士因董事會未有召開股東大會而合理產生的所有開支應由本公司向遞呈要求人士作出償付。

關於建議某人參選董事的事宜，可於本公司網站參閱有關程序。

向董事會提出查詢

股東如欲向董事會作出有關本公司的查詢，可透過電郵向本公司總部之投資者關係部門查詢，電郵地址為ir@binjiangfuwu.com。

章程文件的修改

於報告期內，本公司的組織章程大綱及組織章程細則（「**章程大綱及細則**」）沒有修改。章程大綱及細則可於本公司網站及聯交所網站查閱。

CONVENING AN EXTRAORDINARY GENERAL MEETING AND PUTTING FORWARD PROPOSALS

According to the Articles of Association, the Shareholders may put forward proposals at the general meeting of the Company for consideration. Any one or more member(s) 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 on the basis of one vote per share) shall at all times have the right, by written requisition to the Board or the company secretary of the Company to require an extraordinary general meeting to be convened by the Company for the transaction of any business specified in such requisition or resolution and to add the resolution to the agenda of that meeting; and such meeting shall be held within two 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/herself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board to convene such general meeting shall be reimbursed to the requisitionist(s) by the Company.

As regards proposing a person for election as a Director, the procedures are available on the website of the Company.

ENQUIRIES TO THE BOARD

Shareholders who intend to put forward their enquiries about the Company to the Board may send their enquiries to the Investor Relations of the Company at its headquarters through email at ir@binjiangfuwu.com.

AMENDMENTS TO CONSTITUTIONAL DOCUMENTS

During the Reporting Period, no change has been made to the Memorandum of Association and the Articles of Association of the Company (the “**Memorandum and Articles**”). The Memorandum and Articles is available on the Company’s website and the Stock Exchange’s website for inspection.

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關於本報告

報告簡介

這是本集團發佈的第八份《環境、社會及管治報告》(「ESG 報告」)，旨在呈現本集團2025年於環境和社會方面的管理政策、措施以及相關績效表現。

編製基礎

本報告按照聯交所上市規則之附錄C2《環境、社會及管治報告守則》編製。

發佈週期

本報告為年度報告，報告期間為2025年1月至2025年12月，下一報告期間(2026年)的報告預計將於2027年4月發佈。

報告範圍

本報告除環境範疇固定源數據以外的涵蓋範圍包括濱江服務集團有限公司及其附屬公司，較上年沒有變化。關於環境範疇的固定源數據，由於本集團的業務屬性，對在管項目上的資源使用影響有限，統計範圍為本集團總部，較上年沒有變化。

數據來源

本報告數據來源於本集團的內部文件和相關統計資料。

ABOUT THIS REPORT

Overview

This is the eighth “Environmental, Social and Governance Report” (the “ESG Report”) issued by the Group to present the achievement of the Group regarding its management policies in the environmental and social aspects and the fulfilment of environmental and social responsibilities in 2025.

Basis of preparation

This report is prepared in accordance with Appendix C2 of the *Environmental, Social and Governance Reporting Code* of the Listing Rules.

Publication interval

ESG report is released annually and this report covers the year from January 2025 to December 2025. The next report for 2026 is expected to be released in April 2027.

Scope of Report

The scope of this report other than emissions from stationary combustion in environmental includes Binjiang Service Group Co. Ltd. and its subsidiaries, which is unchanged from the previous year. With regard to the emissions from stationary combustion on environmental categories, due to the Group’s business attributes, which have a limited impact on the use of resources in projects under management, the scope of the report covers the Group’s headquarters, and there is no change from the previous year.

Sources of Data

The data used in this report are derived from the internal documents and related statistical materials of the Group.

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匯報原則

本報告乃根據以下原則編製：

重要性：本集團通過重要性評估確定主要環境、社會及管治(「ESG」)議題，相關過程與結果已在本報告中披露：

量化原則：本集團依據聯交所「上市規則指引—附錄C2環境、社會及管治報告守則」中「關鍵績效指標」要求，對「環境」和「社會」範疇的具有歷史數據的關鍵績效指標進行量化的披露，對前瞻性的信息比如目標盡可能進行量化的披露，並將在未來逐步完善統計流程實現全部披露。

平衡原則：本報告披露努力實現客觀、公正、真實地反映本集團2025年環境及社會事宜工作成效及實踐，並且以負責的態度披露所遇到的問題及改善措施。

一致性原則：本集團遵循一致的披露統計方法，此份報告中，對上年報告中曾經的披露過的信息保持了相同的披露統計方法，對首次披露的信息，本集團將在往後年度採用一致的方法進行ESG信息的披露，以方便逐年做有意義的比較。

報告獲取

本報告刊載於聯交所網站與本集團官方網站。

Reporting Principles

This report is prepared based on the following principles:

Materiality: The Group identifies major Environmental, Social and Governance (the “ESG”) issues through materiality assessment, and the relevant process and results have been disclosed in this report.

Quantitative: The Group makes quantitative disclosure of the key performance indicators with historical data in the areas of “environmental” and “social” according to the requirements of the “Key Performance Indicators” in the Appendix C2 the *Environmental, Social and Governance Reporting Code* of the Listing Rules, makes quantitative disclosure of forward-looking information such as targets as much as possible, and will gradually improve the statistical process to achieve full disclosure in the future.

Balance: This report objectively, fairly and truly discloses the Group’s work performance and practice in environmental and social matters in 2025, and discloses the problems encountered and improvement measures in a responsible manner.

Consistency: The Group follows a consistent statistical method for disclosure. In this report, we have maintained the same statistical method for the information as disclosed in the previous year’s report. For the information disclosed for the first time, the Group will adopt a consistent statistical method for ESG information disclosure in subsequent years, in order to facilitate meaningful comparisons from year to year.

Access to the Report

This report is posted on the website of the Stock Exchange and the official website of the Group.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

1. 董事會聲明

濱江服務的業務發展機遇來自於全社會對美好生活的需求，正因為此，本集團格外關注企業的可持續發展。本集團建立健全ESG管治體系，由董事會領導並參與ESG重大事宜的審議與決策，包括識別與評估ESG風險、制定ESG戰略與方針、建立管理政策與計劃、審批和審視ESG目標管理，並批准每年度的ESG報告等管理內容。

董事會對本集團的ESG策略及匯報承擔全部責任，負責評估及釐定本集團ESG風險，並確保濱江服務設立合適及有效的ESG風險管理及內部監控系統。ESG及策略委員會為主責委員會，支持董事會履行上述職責。

基於外部環境和本集團發展戰略，本集團對內、外部利益相關方進行調研，識別出關鍵ESG議題，以此明確工作重點，包括：企業管治、風險及危機管理、員工權益與福利、發展及培訓、客戶關係管理和社區發展與服務等，在日常工作中對上述議題進行重點審視與績效提升，並相應地開展目標管理。未來，本集團將持續根據利益相關方期望和本集團運營實際調整可持續發展管理策略及推進方式，不斷提升可持續發展水平。

1. STATEMENT BY THE BOARD OF DIRECTORS

The business development opportunities of the Group stem from the society's pursuit of better quality of life. Because of this, the Group pays special attention to the sustainable development, establish and improve the ESG governance system, and have the review and decision-making of major ESG issues led by the Board, including identifying and evaluating ESG risks, formulating ESG strategies and policies, establishing management policies and plans, approving and reviewing ESG target management, and approving the annual ESG report and other management content.

Assuming full responsibility for the Group's ESG strategy and reporting, the Board is responsible for assessing and determining the Group's ESG related risks, and ensuring that the Group has an appropriate and effective system for ESG risk management and internal monitoring. The ESG and Strategy Committees are the lead committees that support the Board in fulfilling these responsibilities.

Based on the external environment and the Group's development strategy, the Group conducted research on internal and external stakeholders, identified key ESG issues, and clarified work priorities, including: corporate governance, risk and crisis management, employees' rights and benefits, development and training, customer relationship management and community development and services, with focus on reviewing the above issues and improving performance in daily work, and carried out target management accordingly. In the future, the Group will continue to adjust the strategy and promotion method of sustainable development management according to the expectations of stakeholders and the actual operation of the Group, so as to continuously improve the level of sustainable development.

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本報告詳盡披露濱江服務2025年ESG工作的進展與成效。董事會作為ESG事宜的最高負責及決策機構，確保本報告內容不存在任何虛假記載、誤導性陳述或重大遺漏，對其內容的真實性和準確性承擔全部責任。

This report disclosed details of the progress and effectiveness of the ESG work of the Group in 2025. The Board, as the highest responsible and decision-making body for ESG matters, warrants that there are no false representations or misleading statements contained in, or material omissions from this report, and accepts all responsibilities for the truthfulness and accuracy of this report.

2. 環境、社會及管治概要

2.1 集團ESG策略

本集團始終秉持「從心出發、讓愛回家」的服務理念和成為「物業行業品牌領跑者，高端服務品質標準制訂者」的企業願景，通過更專業化、標準化、人性化的服務為業主及住戶帶來社區生活的幸福感。與此同時，本集團堅持「真誠、創新、完美、安全、健康、綠色」的質量方針，始終將企業社會責任牢記於心，把可持續發展理念滲透至集團治理和業務的每一個方面，致力於經濟效益和社會效益、環境效益的共同實現。

2. ENVIRONMENT, SOCIETY AND GOVERNANCE OVERVIEW

2.1 ESG Strategy of the Group

The Group is committed to the service concept of “Hearty Service, Loving Home ” and the corporate vision of becoming “the Leader of Property Management Brands and the Setter of High Quality Standards”. The Group aims to secure the well-being of owners and residents through more professional, standardised and humanized services. At the same time, the Group adheres to the quality policy of “Sincere, Innovative, Perfect, Safe, Healthy, Green ” and strives to always keep its corporate social responsibility in mind. These policies and principles instill the concept of sustainable development into every aspect of the Group’s governance and business and enable the Group to realise economic, social and environmental benefits.

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2.2 集團ESG管治架構

本集團設立了自上而下的ESG管治結構，董事會負責本集團環境及社會事宜的監管，ESG及策略委員會為主責委員會。此外，我們也組建了由高層管理人員領銜、中層管理人員參與的ESG報告工作組，該工作組成員由董事會辦公室、綜合管理部、財務部、人力資源部、採購部、信息部、市場發展中心、運營部和各服務中心的代表組成，涵蓋了本集團日常管理的各相關部門。

ESG管治架構

董事會 ESG相關風險評估、優先次序釐定與風險管理，監督及檢討本集團在環境與社會事宜上的表現。

ESG與策略委員會 針對ESG重要性評估得出的重大議題、策略及方針，細化和落實ESG相關工作；統籌ESG報告工作。

2.2 ESG Governance Structure of the Group

The Group has established a top-down ESG governance structure, with the Board being responsible for overseeing the environmental and social matters of the Group, and the ESG and Strategy Committee being the main responsible committee. In addition, we have also set up an ESG Reporting Working Group led by senior management with the participation of middle management. The working commission consists of representatives from all regular management divisions of the Group, including the Board Office, the Integrated Management Department, the Finance Department, the Human Resource Department, the Procurement Department, the Information Department, the Market Development Centre, the Operations Department and all Service Centres.

ESG Governance Structure

Board ESG-related risk assessment, prioritisation and risk management, monitoring and reviewing the Group's performance on environmental and social issues.

ESG and Strategy Refining Committee Refining and implementing ESG-related work based on material issues, strategies and policies derived from the ESG materiality assessment; and coordinating ESG reporting

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ESG報告工作組 定期向董事會、ESG及策略委員會匯報，聽取意見和建議，傳達、溝通並落實環境管治與社會管治方面的集團戰略、具體舉措和反饋意見；

推進日常ESG工作的開展，配合ESG信息披露相關的材料整理、數據統計，保障利益相關方溝通渠道暢通。

ESG Reporting Working Team Regularly reporting to the Board and the ESG and Strategy Committee; listening to opinions and suggestions; and conveying, communicating and implementing the Group's strategies, specific measures and feedback on environmental governance and social governance;

Promoting ESG-related daily work, coordinating the sorting of materials, data and statistics related to ESG information disclosure, and ensuring smooth communication with stakeholders.

2.3 利益相關者的參與

本集團利益相關者主要包括內部人員、供貨商、客戶、股東及投資者、政府及業務所在地社區。本集團認為，傾聽和了解利益相關者的要求將為本集團長期發展和成功打下堅實的基礎。本集團積極開拓各種渠道，與利益相關者保持溝通，增進其對本集團的發展和運營方針的了解，也為利益相關者提出建議提供更多機會，並對其要求進行及時而有效的反饋，確保雙方增進合作關係，攜手共同發展。

2.3 Stakeholder Participation

The Group's stakeholders mainly include the employees, suppliers, customers, shareholders and investors, local government, and projects at our business community. The Group believes that listening to and understanding the opinions of stakeholders will provide a solid foundation for the long-term development and success of the Group. The Group actively explores various channels to maintain good communication with stakeholders, to enhance the stakeholders' understanding of the Group's development and operational policies, and to provide more opportunities for them to put forward suggestions so that the Group can provide them with timely and effective feedback regarding their concerns. In this way, the Group ensures that it is cooperating and working alongside stakeholders to achieve mutual benefits.

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利益相關方 Stakeholders	政府 Government	股東 Shareholders	員工 Employees	客戶 Customers	供應商 Suppliers	社區 Community
目標和關注點	<ul style="list-style-type: none"> 響應國家政策 合法、合規經營 依法履行納稅義務 促進就業 	<ul style="list-style-type: none"> 業務戰略和經營業績 股東權益保護 業務可持續性 公司透明度 	<ul style="list-style-type: none"> 薪酬福利 權益保障 職業發展 安全健康 企業文化 	<ul style="list-style-type: none"> 服務及時 住戶安全 隱私保護 不斷提高服務質量 	<ul style="list-style-type: none"> 共同遵守商業道德和國家法律法規 公開公正 信守承諾，互利共贏 	<ul style="list-style-type: none"> 舉辦社區活動 參與社區建設 投身社區公益 促進社區發展
Target & focus	<ul style="list-style-type: none"> Respond to state policies Operate according to laws and regulations Pay taxes in accordance with laws Promote employment 	<ul style="list-style-type: none"> Business strategy & operating performance Protect shareholders' legal rights Business sustainability Company transparency 	<ul style="list-style-type: none"> Payment & welfare Guarantee of rights and interests Career development Safety and health Corporate culture 	<ul style="list-style-type: none"> Timely service Safety of householders Privacy protection Steadily improve service quality 	<ul style="list-style-type: none"> Abide by commercial ethics & state laws and rules Be transparent and fair Fulfil commitments, achieve mutual benefits and enable win-win cooperation 	<ul style="list-style-type: none"> Hold community activities Assist in community construction Secure community welfare Promote the community's development
溝通和交流方式	<ul style="list-style-type: none"> 參與相關政策制定過程討論貢獻企業經驗 積極引導和影響公共政策 與經營地政府對話 	<ul style="list-style-type: none"> 信息披露 董事會、股東會、投資者交流會 股東直接溝通 	<ul style="list-style-type: none"> 員工代表 工會組織 職工代表大會 員工意見調查、反饋 增加信息披露 	<ul style="list-style-type: none"> 服務活動過程溝通 業主意見調查、反饋 投訴熱線 增加信息披露 	<ul style="list-style-type: none"> 公佈供應商管理規定 合同談判 日常業務交流 增加信息披露 	<ul style="list-style-type: none"> 與當地政府、組織對話 社區走訪、交流 增加信息披露
Method of communication and exchange	<ul style="list-style-type: none"> Take part in discussions when relevant policies are being formulated, and share enterprise experience Guide and influence public policies actively Engage in dialogue with the local government 	<ul style="list-style-type: none"> Information disclosures The board meeting, shareholders' meeting and investors' meeting of exchange Direct communication among shareholders 	<ul style="list-style-type: none"> Employee representative Trade union Employee representative conference Employee survey and provision of timely feedback Enhance information disclosure 	<ul style="list-style-type: none"> Communicate during the service offering process Owners survey and provision of timely feedback Complaint hotline Enhance information disclosures 	<ul style="list-style-type: none"> Announce the supplier management rules Contract negotiation Daily business exchange Enhance information disclosures 	<ul style="list-style-type: none"> Communicate with local government and organisations Exchange ideas with community members Enhance information disclosures

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利益相關方 Stakeholders	政府 Government	股東 Shareholders	員工 Employees	客戶 Customers	供應商 Suppliers	社區 Community
重點行動	<ul style="list-style-type: none"> 執行國家政策、遵守國家法律、法規 接受監管和考核 創造更多勞動力崗位促進就業 配合政府引導垃圾分類 及時進行納稅申報 	<ul style="list-style-type: none"> 定期召開股東會 定期召開董事會 召開投資者交流會 及時進行法定事項披露 	<ul style="list-style-type: none"> 加強員工文化技能培養 改善員工工作、生活環境 保證員工權益、提升福利待遇 員工健康與安全的保證 成立員工工會 	<ul style="list-style-type: none"> 服務規範化、標準化、人性化 定期進行滿意度調查 對客戶投訴及時反饋、處理 切實保障客戶隱私 	<ul style="list-style-type: none"> 建立公開透明的招標制度 搭建供應商溝通平台 完善供應商選擇機制 為供應商提供平等競爭機會 	<ul style="list-style-type: none"> 定期舉行社區惠民活動 鼓勵好人好事 熱心公益，回報社會 開展員工志願者活動
Key actions	<ul style="list-style-type: none"> Implement state policies, and abide by state laws and regulations Accept supervision and check-ups Create more posts to boost the employment rate Guide garbage classification activities in cooperation with the government Declare taxes in a timely manner 	<ul style="list-style-type: none"> Hold shareholders' meetings regularly Hold board meetings regularly Hold meetings of exchange with investors Disclose statutory issues in a timely manner 	<ul style="list-style-type: none"> Enhance trainings for employees in respect of culture and technical skills Improve living and working environment for employees Guarantee employees' rights and benefits, and upgrade their welfare level Health and safety guarantees for employees Establish an employee trade union 	<ul style="list-style-type: none"> Service normalisation, standardisation and humanized Conduct regular customer satisfaction surveys Respond to client complaints and provide them with feedback in a timely manner Earnestly protect customer privacy 	<ul style="list-style-type: none"> Set up an open and transparent bid invitation system Set up a communication platform for suppliers Perfect the supplier selection system Offer equal opportunities to suppliers 	<ul style="list-style-type: none"> Regularly hold activities to benefit community residents Encourage good deeds Be passionate about public welfare, and contribute to society Conduct employee volunteer activities
關鍵業績指標	<ul style="list-style-type: none"> 垃圾分類行動 勞動力就業數量 	<ul style="list-style-type: none"> 股票價值、股息紅利 股票市值 	<ul style="list-style-type: none"> 職工培訓人次 薪酬、福利制度 向困難員工捐款額 	<ul style="list-style-type: none"> 綠化投入成本 客戶投訴數量 客戶隱私處理方案 	<ul style="list-style-type: none"> 合同履約率 供應商評估 	<ul style="list-style-type: none"> 好人好事傑出事跡 見義勇為次數 社會公益投入 助農銷售金額 員工志願者活動
Key performance indicators	<ul style="list-style-type: none"> Take action to implement garbage classification Number of persons employed 	<ul style="list-style-type: none"> Stock value and dividend returns Stock market value 	<ul style="list-style-type: none"> Number of hours of employee training Remuneration and welfare system The sum of money donated to employee with financial difficulties 	<ul style="list-style-type: none"> Investments in greening Number of customer complaints Solutions for handling customer privacy cases 	<ul style="list-style-type: none"> Contract performance rate Assessment of supplier 	<ul style="list-style-type: none"> Examples of good deeds Number of acts of bravery Investments in social welfare causes Amount of agricultural products sales empowering farmers Volunteer activities

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

2.4 重要性評估

本集團重視ESG議題的識別和管理，通過訪談、調研等活動收集利益相關方的意見以及反饋，以識別ESG重要議題，並在報告中有針對性地進行披露，以便有效提升可持續發展管理水平。本集團也將對各利益相關者保持持續關注，不斷覆核並更新重要性評估，並在條件成熟的時候引入外部的利益相關者，從而更準確而充分地理解多方訴求，為企業經營與環境、社會管治工作的開展提供指引和方向。

本集團結合可持續發展信息披露相關指引如可持續會計準則委員會(SASB)制定的《重要性議題庫》等，識別行業相關的ESG議題，並基於對利益相關者對ESG議題重要性評估結果的分析和匯總，形成了重要性評估的矩陣。結合利益相關方對於企業經營與環境、社會管治的關注重點和《環境、社會及管治報告守則》，本集團重點關注領域集中在員工權益與福利、發展及培訓、社區發展與服務和客戶關係管理等社會方面和能源使用和氣候變化等環境方面。

2.4 Materiality Assessment

The Group attached importance to the identification and management of ESG issues. We conducted interviews, surveys and other activities to collect the opinions and feedback from stakeholders in order to identify material ESG issues and made specific disclosures in the report accordingly so to enhance the sustainable development and management effectively. The Group will also continually pay attention to all stakeholders, constantly review and update the materiality assessment, and include external stakeholders when the conditions are right, so as to achieve a more accurate and thorough understanding of the demands of various parties, and to provide guidance and direction to the enterprise's business operations and controls over environmental and social governance.

The Group identified industry-related ESG issues based on relevant guidelines on sustainability information disclosure, such as the *Material Issues Database* formulated by the Sustainability Accounting Standards Board (SASB), and based on the analysis and summary of the results of the materiality assessment of ESG issues from all stakeholders, and formed the following materiality assessment matrix, which is prepared in considering the stakeholders' focus on corporate operations and environmental and social governance and in accordance with the *Environmental, Social and Governance Reporting Code*. The Group focuses on social fields such as rights and interests of employees, development and trainings, community development and customer relationship management, and environmental issues such as use of energy and climate change.

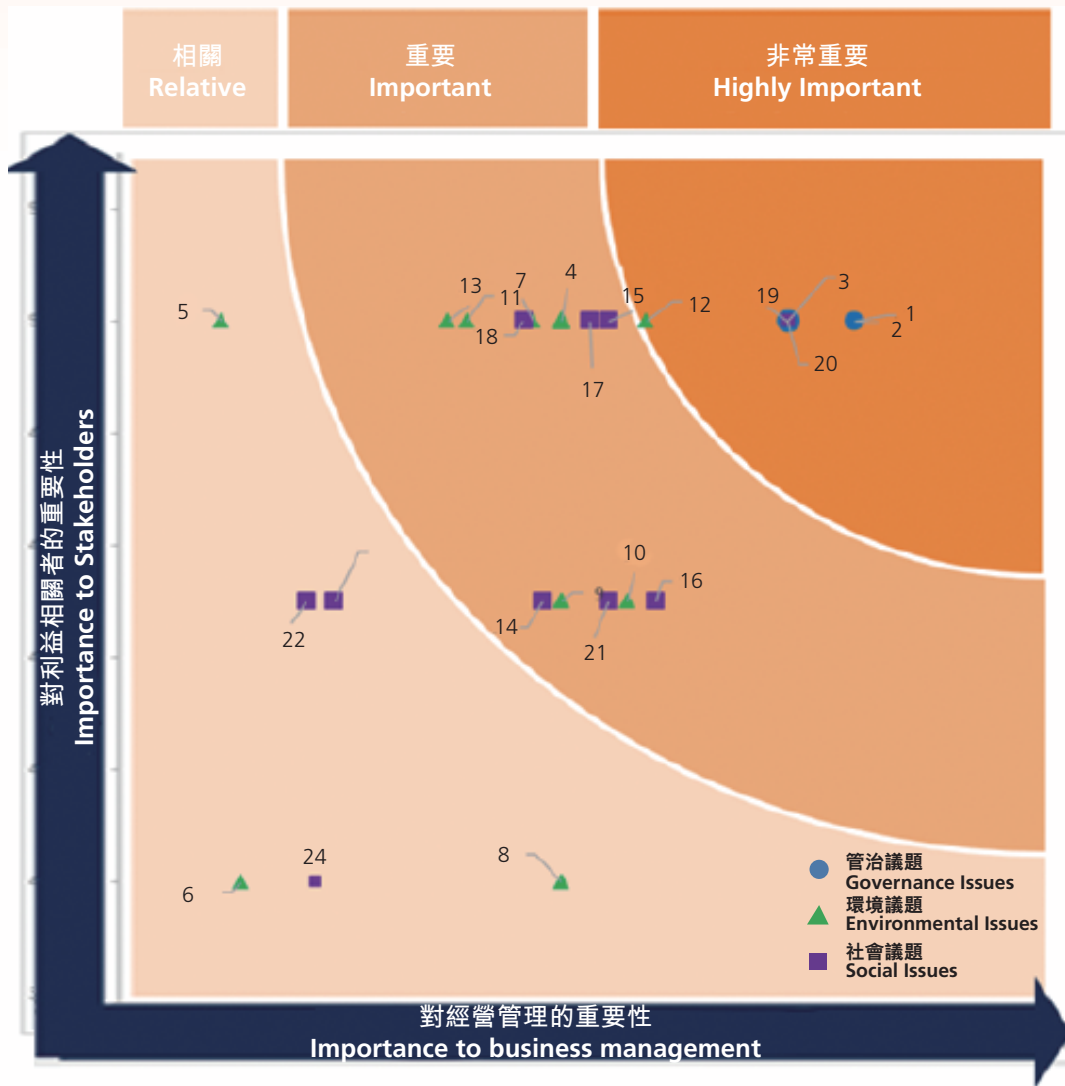
所屬範疇	議題序號	議題	重要性
Scope	Issue number	Issues	Materiality
治理	1	企業管治	高度重要
Governance	1	Corporate governance	Highly important
治理	2	風險及危機管理	高度重要
Governance	2	Risk and crisis management	Highly important
治理	3	商業道德	高度重要
Governance	3	Business ethics	Highly important
治理	4	ESG管治	高度重要
Governance	4	ESG governance	Highly important
社會	19	優質客戶	高度重要
Social	19	High-quality customers	Highly important
社會	20	信息安全與隱私保護	高度重要
Social	20	Information security and privacy protection	Highly important
社會	15	員工權益與福利	高度重要
Social	15	Employee rights and benefits	Highly important
社會	17	勞工準則	高度重要
Social	17	Labour criteria	Highly important
社會	18	職業健康與安全	重要
Social	18	Occupational health and safety	Important
社會	16	發展及培訓	重要
Social	16	Development & training	Important
社會	21	負責任營銷	重要
Social	21	Responsible marketing	Important
社會	14	多元化與機會平等	重要
Social	14	Diversity & equal opportunity	Important
社會	23	供應鏈管理	相關
Social	23	Supply chain management	Relevant
社會	22	數字化社區	相關
Social	22	Digital community	Relevant
社會	24	社區發展與公益活動	相關
Social	24	Community development and charity activities	Relevant

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所屬範疇	議題序號	議題	重要性
Scope	Issue number	Issues	Materiality
環境	12	氣候變化	高度重要
Environmental	12	Climate change	Highly important
環境	7	廢棄物排放管理	高度重要
Environmental	7	Waste discharge management	Highly important
環境	11	對環境和自然資源的影響	重要
Environmental	11	Impact on the environment and natural resources	Important
環境	10	能源管理	重要
Environmental	10	Energy management	Important
環境	13	低碳社區	重要
Environmental	13	Low-carbon community	Important
環境	9	水資源使用	重要
Environmental	9	Water Usage	Important
環境	8	廢水排放	重要
Environmental	8	Wastewater discharge	Important
環境	5	溫室氣體排放	重要
Environmental	5	Greenhouse gas (GHG) emissions	Important
環境	6	廢氣排放	相關
Environmental	6	Waste gas emissions	Relevant

濱江服務ESG實質性議題矩陣圖
ESG materiality Matrix of Binjiang Service



3. 環境保護
環境政策

秉承對社會和環境負責的態度，本集團深知作為企業公民需要承擔的環境保護責任。在日常運營和發展過程中，本集團不斷強調環境保護的重要性，積極踐行綠色低碳發展戰略，盡量降低業務發展對環境帶來的負面影響，同時發揮積極的社會影響。

3. ENVIRONMENTAL PROTECTION
Environmental Policy

As a socially and environmentally responsible corporate citizen, the Group is fully aware of its responsibilities in environmental protection. In the process of daily operations and development, the Group maintains an emphasis on the importance of environmental protection, actively implementing green and low-carbon development strategies, minimizing the negative impact of business development on the environment, and trying to generally have a positive effect on the environment.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

本集團嚴格遵守《中華人民共和國環境保護法》《中華人民共和國節約能源法》《中華人民共和國水污染防治法》《中華人民共和國大氣污染防治法》等對集團發展有重大影響的法律法規，不斷提高集團的環境保護效益。為將環保意識落實到位，本集團從電器使用、節約用水、無紙化辦公、公務車管理等細節處入手，對員工日常工作中的環保行為進行了具體規範。報告期內，本集團複審通過 GB/T24001-2016 / ISO14001:2015 環境管理體系認證，這是對本集團環境管理工作的肯定，本集團也將在此基礎上持續優化環境管理體系。

綠色辦公制度的推廣和實施很大程度上增強了全體員工的節能降耗意識，對加強用水、用電管理，減少浪費，切實降低能耗，引導全體員工形成節約、環保的習慣和本集團的可持續發展具有深遠的意義。

The Group strictly abides by laws and regulations that have a significant impact on the development of the Group, such as *the Environmental Protection Law of the People's Republic of China*, *the Law of the People's Republic of China on Conserving Energy*, *the Law of the People's Republic of China on Prevention and Control of Water Pollution*, *the Law of the People's Republic of China on Prevention and Control of Atmospheric Pollution*, and constantly improves the environmental protection benefits of the Group. In order to strengthen environmental protection awareness, the Group monitored the use of electrical appliances, water conservation, paperless office measures, business vehicle management, and other areas, so as to regulate employees' environmental protection behaviour in daily operations. Within the reporting period, the Group has a GB/T24001-2016 ISO14001:2015 certified environmental management system, which affirms the Group's achievements in environmental management. Going forward, the Group will work to further develop and optimise the environmental management system.

The promotion and implementation of the green office system have greatly enhanced the awareness of all employees in saving energy and reducing consumption, playing a significant role in strengthening the management of water and electricity consumption, reducing waste, effectively reducing energy consumption, guiding all employees to form the habit of saving resources and protecting environment and promoting the sustainable development of the Group.

3.1 資源使用

本集團將節約資源作為集團發展策略和運營方法中至關重要的一環，致力於持續監控和不斷改善本集團的環保表現。本集團主要使用的資源包括：電能、汽油、水資源。其中，資源利用和消耗的重點集中於電能和水資源。2025年，本集團複審通過 GB/T2331-2020/ISO50001:2018；RB/T107-2013能源管理體系認證，並通過 IS410011；2018設施管理體系認證。我們也將積極探索新的能源技術和應用，推動企業向更加環保、高效、可持續的方向發展。

智能改造，節能降耗

電能消耗是本集團產生碳排放最主要的來源。為降低能源耗用，對電力使用進行合理計劃和高效管理，本集團制定了《濱江服務綠色辦公管理制度》，對空調的開關臨界溫度和開啟下溫度予以規範，對辦公場所用電設施執行「人走燈滅、人離機停」。此外，本集團亦鼓勵員工盡可能利用自然採光和通風，減少電器使用。

3.1 Use of Resources

The Group regards resource conservation as a vital part of its development strategy and operational approach and is committed to constantly monitoring and improving the Group's environmental protection performance. The resources used by the Group mainly include electricity, gasoline and water. Among which, electricity and water are the main resources used and consumed by us. The Group has obtained the GB/T2331-2020/ISO50001:2018; RB/T107-2013 Energy Management System Certification. In the future, we will continue to actively explore new technologies and energy sources as we pursue more environmentally friendly, efficient and sustainable development.

Smart renovations for energy conservation

The Group's carbon emissions are mainly caused by electricity consumption. In order to reduce energy consumption and conduct reasonable planning and efficient management of electricity consumption, the Group formulated the "Binjiang Service Green Office Management System", which regulates the temperature of air conditioners at the entry and exit, and implements "lights off when people leave and machine stop" for power facilities in the office. In addition, the Group also encourages employees to use natural lighting and ventilation as much as possible to reduce the use of electrical appliances.

環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

本集團踐行綠色發展，兼顧節能減排與業主的體驗感與滿意度，在保證服務質量的基礎上盡可能尋求能源的節約及效率的提高。同時採用分時、分級的照明管控策略：在滿足基礎照明需求的前提下，通過差異化管控減少非高峰時段能耗。

The Group pursues green development, attaching great importance to both energy conservation and emissions reductions, and to owners' experience and satisfaction. We provide high-quality services while putting great efforts into improving our performance in energy conservation and energy efficiency. Concurrently, we adopted time-based and tiered lighting control strategies, reducing non-peak-hour energy consumption through differentiated management while meeting basic illumination requirements.

		2025年 2025	2024年 2024
汽油(萬升)	Gasoline(0'000 litres)	2.61	2.23
外購電力(千瓦時)	Purchased electricity (kWh)	270,717.69	217,357.00
綜合能源耗用 ¹ (千瓦時)	Comprehensive energy consumption ¹ (kWh)	498,800.37	412,245.91
每千元營收的綜合能源耗用 (千瓦時/人民幣千元營業收入)	Comprehensive energy consumption per thousand yuan of revenue (kWh/operating income of RMB1,000 Yuan)	0.12	0.11

多措並舉，循環用水

本集團以使用市政供水為主，在部分有條件的項目上使用河水、中水，在求取水源上並無問題。本集團深知淡水資源的短缺及節約水資源的重大意義，積極開展節水型小區的規劃和建設。

Multiple measures for water recycling

The Group mainly uses municipal water, and uses river water and reclaimed water in some qualified projects, and has no problem in accessing to water resources that fit for purpose, but the Group is fully aware of the shortage of freshwater resources and importance of water conservation and actively plan and construct urban water-efficient communities.

1 綜合能源耗用根據中華人民共和國國家標準《綜合能耗計算通則(GB/T2589-2020)》中的換算因子計算所得。

1 Comprehensive energy consumption is calculated based on the conversion factors in the General Principles for Calculation of Comprehensive Energy Consumption (GB/T2589-2020), the national standard of the People's Republic of China.

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本集團多渠道、多形式開展節水宣傳活動，普及節水器具、回收雨水用於噴灌等。在進行小區環境日常運維作業時，本集團通過科學養護、人機結合等方式合理減少換水頻率、降低人工勞動強度，提高工作效率。

2025年度，本集團下屬寧東擁潮府、千島湖東方海岸和西溪之星共計3個服務中心獲得「節水型小區」榮譽表彰。

The Group conducts multi-channel water conservation campaigns, promoting water-saving fixtures and rainwater harvesting for irrigation. When carrying out daily operation and maintenance of the community environment, the Group reasonably reduces the frequency of water refreshing, reduce labour intensity and improve work efficiency through scientific maintenance, and with the assistance of robots and other methods.

Three service centres — Ningdong Yongchao Mansion (寧東擁潮府), Qiandao Lake Oriental Coast (千島湖東方海岸) and Xixi Zhixing (西溪) — received “Water-Saving Community” honours in 2025.

		2025年 2025	2024年 2024
耗水量(立方米)	Water consumption (cubic metres)	1,639	1,419
耗水密度(立方米/人民幣百萬元營業收入)	Water consumption density (cubic metres/operating income of RMB1,000,000)	0.40	0.40

環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

能源管理，長期規劃

就自身運營的環境目標管理而言，本集團通過倡導綠色辦公，來實現減少辦公場所的水資源使用、能源使用(進而減少廢氣和溫室氣體排放)的目標，這同時也有利於本集團的運營成本控制，但鑒於本集團並不擁有辦公場所所在大樓，無法直接影響其設施改造或電力來源，對固定源能源使用及其排放設置量化目標的空間有限，就移動源能源使用而言，隨著本集團業務的不斷拓展，公務出行需求可能也將增長，現階段較難設定總量目標，但我們正在考慮設置密度目標。

Energy Management and Long-term Planning

In terms of managing environmental targets for our own operations, the Group aims to reduce water and energy use (and therefore emissions and greenhouse gas emissions) in our offices by promoting green office, which is also beneficial to our operational cost control. However, given that the Group does not own the building where the office is located and cannot directly influence the renovation of its facilities or the source of its electricity, there is limited scope for setting quantitative targets for energy use and its emissions from stationary combustion. In terms of mobile combustion, as the Group's business expands, the demand for business travel is likely to grow and it is difficult to set targets of total usage at this stage, but we are considering setting intensity targets.

就業務影響中的環境目標管理而言，由於本集團的在管物業項目數量正在快速增長中，且項目類型日趨豐富，考慮到不同類型的在管物業項目維修需求以及物資消耗水平、能耗水平以及溫室氣體排放、水資源使用差異較大，現階段本集團較難在能源使用效益、水資源使用效益、排放量和廢棄物方面制定量化的減排目標，但從長期角度而言，本集團堅持提高資源和能源使用效益、在不影響服務質量的情況下降低能耗從而減少溫室氣體排放、通過優化設計、科學排查和及時響應減少維修發生概率、延長使用壽命和降低嚴重程度的決心毫不動搖，並正在採用數字化手段逐步積累和分析不同物業類型的能源、水資源和物資消耗情況，以便未來在上述方面制定量化的目標。

系統加持，綠色辦公

本集團內部倡導無紙化辦公，鼓勵使用再生紙，文件提倡雙面打印。報告期內，本集團持續加強信息系統建設，上線滿意度系統、瀾房二手房系統，「濱享生活」平台新增裝修管理、預約管理、順豐9折服務、支付寶碰一碰、停車優惠券發放等功能，還對客戶管理系統、考勤系統、合同管理等內控系統進行了深度優化，提升了整體運營效率。

For the management of environmental targets in our business, as the number of property projects under the Group's management is growing rapidly and the types of projects are becoming more diversified, considering the maintenance needs of different types of property projects under management and the large differences in material consumption level, energy consumption level, greenhouse gas emissions and water use, it is difficult for the Group to set quantitative emission reduction targets in terms of energy use efficiency, water use efficiency, emissions and waste at this stage. However, from a long-term perspective, the Group insists on improving the efficiency of resource and energy use, reducing energy consumption without compromising service quality to reduce greenhouse gas emissions, reducing the probability of maintenance, extending service life and reducing the severity through optimizing design, scientific investigation and timely response, and are gradually accumulating and analysing the energy, water and material consumption of different property types by adopting digital means, to formulate quantitative targets in the above aspects in the future.

System-Driven Green Office

The Group advocates paperless operations internally, promotes the use of recycled paper, and encourages double-sided printing for documents. During the reporting period, we strengthened information system development by launching the Satisfaction System and Lanfang Second-hand Property System. The "Binxiang Life" platform introduced new functions including renovation management, appointment management, 10% discounts for SF Express services, touch-to-open access via Alipay, and parking vouchers. In-depth optimisation was also conducted on internal control systems, such as the client management system, attendance system, and contract management, significantly enhancing overall operational efficiency.

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3.2 排放物

垃圾分類，利國利民

本集團嚴格遵守《中華人民共和國固體廢物污染環境防治》和《生活垃圾分類制度實施方案》等法律法規，對廢棄物實行分類管理。垃圾分類需要政府、企業、居民、社會組織等多元主體共同參與，以形成全民參與、全民行動的良好氛圍。本集團致力於成為垃圾分類踐行者、垃圾治理者，在政策引導和內生因素的驅動下，從源頭入手，落實垃圾分類相關的多項舉措，將垃圾分類的觀念深入人心。濱江服務通過志願服務、定期宣講、指導投放、規範管理等措施進一步提升業主生活垃圾知曉率、分類率、投放正確率。報告期內，本集團複審通過GB/T 19095-2019生活垃圾分類服務能力認證證書。

報告期內，我們成功回收廢電池0.23噸，有效減少環境污染；設立舊書刊、紙張回收箱，共計回收舊書刊與紙張0.48噸，實現了資源的循環利用。未來，我們將繼續秉承綠色、環保、可持續發展的理念，不斷提升垃圾分類處理能力和管理水平，為推動生態文明建設做出更大的貢獻。

3.2 Emissions

Garbage classification, benefit the country and the people

The Group strictly abides by the laws and regulations such as the *Prevention and Control of Environmental Pollution by Solid Waste of the People's Republic of China* and the *Implementation Plan for the Domestic Waste Classification System to implement classified management of waste*. Effective garbage classification requires the joint participation of multiple stakeholders, including the government, enterprises, residents, social organisations, and others, to foster a positive atmosphere of public involvement and action. The Group is committed to being a practitioner and manager of garbage classification. Driven by policy guidance and internal factors, the Group has implemented various measures from the source to promote garbage classification and instill the concept of waste sorting in people's minds. Through volunteer services, regular seminars, disposal guidance, and regulatory management, the Group has further increased property owners' awareness of domestic waste, classification rates, and disposal accuracy. During the reporting period, the Group successfully renewed its GB/T 19095-2019 Domestic Waste Classification Service Capability Certification. Moving forward, the Group will continue to uphold the principles of environmental protection and sustainable development, enhance its capabilities and management in garbage classification, and contribute more to the construction of an ecological civilization.

During the Reporting Period, we successfully recycling 0.23 tonnes of batteries to effectively reduce environmental pollution. Additionally, used book/paper recycling bins have been deployed, collecting 0.48 tonnes of books and paper for recycling.

2025年度，本集團下屬多個服務中心獲得「垃圾分類」「無廢小區」相關獎項榮譽。

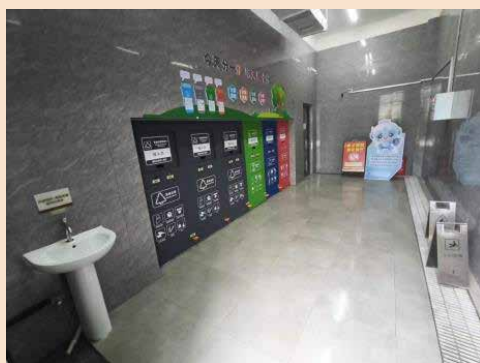
In 2025, many service centres of the Group received awards related to “waste separation” and “zero-waste communities”.

案例：楓汀雲邸垃圾房改造，垃圾分類更貼心

Case: Fengting Yunding Garbage Room Renovation—Considerate Waste Sorting

楓汀雲邸小區垃圾房於交付前已完成改造，採用隔牆分區佈局，並配備智能垃圾櫃。箱體搭載連環感應智能控制系統，實現自動感應、開蓋、投放、復位全流程聯動，最大程度減少人工接觸；同時配備按鈕觸控與腳踏開合雙重模式，適配感應失靈、雙手持物等場景，滿足不同人群使用需求。三重模式互補融合，在保障投放便捷的同時有效降低交叉感染風險，構建了高效、衛生的垃圾分類投放新範式。

We completed the renovation of the garbage room at Fengting Yunding before the project handover, implementing a partitioned layout with separating walls while installing intelligent waste cabinets. These units are equipped with a chain-sensing intelligent control system, achieving fully linked automatic sensing, lid-opening, disposal, and reset functions to minimise physical contact. Simultaneously, they feature dual-mode operation via button touch control and foot-pedal activation, catering to scenarios such as sensor failure or when residents’ hands are full, thereby meeting diverse user needs. The complementary integration of these three modes ensures convenient disposal while effectively reducing cross-infection risks, establishing a new paradigm for efficient and hygienic waste sorting.



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合規排放，生態無憂

除生活垃圾分類，本集團還對維修產生的廢棄物和生活污水進行標準化處理。對於在管項目產生的維修廢棄物，物業服務中心先放置於倉庫的專門區域進行保存，待審核通過後，再由取得過相關資質的回收單位統一進行收集和處理，本集團每年對合作的回收單位是否具有有效資質進行查驗；對於生活污水，本集團嚴格遵循《中華人民共和國環境保護法》《中華人民共和國水污染防治法》相關規定進行排放，杜絕任何對生態環境產生負面影響的不合規排放情況發生。就本集團的業務而言，於本報告年度，本集團並無任何就空氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生而言對本集團有重大影響的法律及法規不合規事宜。

Compliant Emission, Ecology Peace of Mind

In addition to daily domestic garbage classification, the Group has also standardised the treatment of waste and domestic sewage resulting from home maintenance. For maintenance waste generated in projects under our management, the property service centre first places the waste in special warehouses on a temporary basis. They will then be collected and disposed of by the recovery units certified by the relevant qualification authority after the disposal scheme is approved. The Group verifies the qualification of the recovery units on an annual basis. With regards to domestic sewage discharge, the Group strictly complies with the relevant provisions of the *Environmental Protection Law of the People's Republic of China* and the *Law of the People's Republic of China on Prevention and Control of Water Pollution*, so as to eliminate any non-compliant discharge that may have a negative impact on the environment. In terms of the Group's business, during the Reporting Period, the Group did not have any non-compliance matters with laws and regulations that have a material impact on the Group in terms of air and greenhouse gas emissions, pollutant discharge to water and land, and generation of hazardous and non-hazardous wastes.

廢氣排放物	Exhaust Emissions	2025年 2025	2024年 2024
氮氧化物(單位：千克)	Nitrogen oxide (unit: kg)	89.02	86.03
硫氧化物(單位：千克)	Sulfur oxide (unit: kg)	0.38	0.33
顆粒物(單位：千克)	Granulates (unit: kg)	8.22	8.01

3.3 應對氣候變化

當前，全球變暖、海平面上升和異常氣候現象間歇影響人們的工作與生活，也持續受到全社會的關注，為企業應對氣候變化帶來了嚴峻的挑戰。本集團進一步遵循《聯交所ESG報告守則》D部分：氣候相關披露，對本集團可能面臨的因氣候變化導致的風險和機遇逐步開展現狀審視、戰略制定、風險管理、指標和目標識別與管理。

管治

董事會負責本集團的環境及社會事宜的監管，包括風險評估、優先次序釐定與風險管理。同時，在管理層層面，各相關部門識別與研究氣候變化對本集團業務活動的影響，並在日常工作中積累了豐富的氣候相關專業經驗，從而充分把控氣候相關風險和機遇。我們為董事與管理層提供氣候相關主題培訓，確保其掌握必要的專業知識，了解監管要求及行業動態，以勝任管理與監督職責。

3.3 Addressing Climate Change

Currently, global warming, sea level rise and abnormal weather intermittently affect people's work and life and have become main concerns of the society. Enterprises face tough challenges of addressing climate changes. The Group further complies with Part D: Climate-related Disclosures of the HKEX Environmental, Social and Governance Reporting Code, and gradually conducts current situation review, strategy formulation, risk management, as well as the identification and management of indicators and targets in respect of climate change-related risks and opportunities that the Group may face.

Governance

The Board is responsible for overseeing the Group's environmental and social matters, including risk assessment, prioritisation and risk management. Simultaneously, at the management level, relevant departments identify and research the impact of climate change on the Group's business activities, accumulating extensive climate-related expertise in daily operations, thereby fully overseeing climate-related risks and opportunities. We provide climate-related training to directors and management, ensuring they possess the necessary professional knowledge and understand regulatory requirements and industry trends, to competently discharge their management and oversight duties.

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策略

濱江服務深知氣候變化會產生洪水、極端天氣或氣溫上升等實體風險，亦可能帶來由市場、監管、政策等變化而引起的轉型風險等。本集團參考TCFD（氣候相關財務信息披露）建議的風險類別，從自身業務類型及集團運營出發，並結合國家政策、行業趨勢及利益相關方關注等角度進行風險識別分析，並研究相關應對策略，以減少氣候變化對集團業務、財務的不利影響。

Strategy

The Group is deeply aware that climate change presents physical risks such as floods, extreme weather and rising temperatures, and may also lead to transition risks caused by changes in markets, regulations and policies. The Group refers to the risk categories recommended by the Task Force on Climate-related Financial Disclosures (TCFD), conducts risk identification and analysis based on its own business type and group operations, takes into consideration national policies, industry trends and stakeholder concerns, and studies relevant coping strategies to reduce the adverse impact of climate change on the Group's business and financial activities.

風險管理

Risk Management

風險類別 Risk category	氣候相關風險 Climate-related risks	應對措施 Response
實體風險 Physical risks	<p>急性</p> <p>重大極端天氣災害事件也極易引發生產設備損壞和員工安全事故，增加不利因素。</p> <p>Acute</p> <p>Extreme climate or weather events are very likely to damage production equipment and jeopardize employee safety, giving rise to additional adverse impacts.</p>	<p>本集團制定了《防汛應急預案》和防寒防凍應急措施，對雷暴雨、颱風、低溫等極端天氣出現前期、持續期和後期的防範工作都作了明確安排，並要求各服務中心落實培訓與演習工作。</p> <p>The Group has formulated the "Plan for Flood Control and Other Emergencies", which includes plans for early, continuous and subsequent responses to thunderstorms, typhoons and other extreme weather events. All service centres are required to implement training and drills in relation to this plan.</p>

風險類別 Risk category	氣候相關風險 Climate-related risks	應對措施 Response	
轉型風險 Transition risks	慢性 Chronic	<p>較為長期的氣候模式轉變，例如氣溫與降雨量的逐漸變化，海平面上升等。</p> <p>Longer-term climate change issues, such as gradual changes in temperatures and rainfall, rising sea levels, etc.</p>	<p>合理安排綠化保養、加強室外管網維護等手段降低氣候變化帶來的維護成本升高的風險。</p> <p>We have arranged for effective greening maintenance, strengthened outdoor pipe network maintenance and taken other measures to reduce the risk of increased maintenance costs caused by climate change.</p>
	政策和法律 Policy and legal risks	<p>隨著政策的完善和出台，監管部門必將採取愈加嚴格的溫室氣體限排措施，並強化溫室氣體排放披露要求。</p> <p>As policy actions around climate change continue to evolve, regulators will take stricter measures to limit GHG emissions and strengthen GHG emissions disclosure requirements.</p>	<p>密切關注政策動態和法規變化，及時調整企業的應對策略。同時，積極參與相關政策的討論和制定，為企業爭取有利條件。</p> <p>The Group keeps a close watch on policy dynamics and regulatory changes and adjusts its response strategies in a timely manner. At the same time, we should actively participate in relevant policy discussions and policy development initiatives to create favourable conditions for the Group.</p>
	技術 Technology	<p>在引入新的技術或設備來適應氣候變化時，可能會面臨技術不成熟、設備故障或維護成本過高等問題。</p> <p>When introducing new technology or equipment to adapt to climate change, the Group may encounter problems such as immature technology, equipment failure or high maintenance costs.</p>	<p>與技術供應商建立長期合作關係，以便及時獲取技術支持和更新。同時，定期對設備進行維護和檢查，確保其正常運行。</p> <p>The Group should establish long-term cooperative relationships with technology suppliers to ensure that it can obtain technical support and updates in a timely manner. At the same time, the Group's equipment must be maintained and inspected regularly to ensure it is operating properly.</p>

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風險類別 Risk category	氣候相關風險 Climate-related risks	應對措施 Response
市場 Market	<p>隨著政策和市場的引導，以及低碳環保意識的逐步提升，市場可能會轉向使用更綠色的產品，使本集團在原料採購方面受到影響。</p> <p>Under the guidance of policies and markets, and as consumers become increasingly aware of lower-carbon alternatives and environmental protection, they will opt for greener products, which may have an impact on the Group's raw material procurement.</p>	<p>制定相關採購政策，減少對於相關資源的消耗以減少相關資源的採購。</p> <p>We have formulated relevant procurement policies to reduce the consumption and procurement of relevant resources.</p>
聲譽 Reputation	<p>隨著各利益相關方對應對氣候變化相關問題關注度的持續提高，若本集團未能滿足利益相關方期待或出現與此相關違法違規行為，可能會造成聲譽損害。</p> <p>Stakeholders are increasingly concerned about issues related to responses to climate changes, and the Group may suffer from reputation risk if it fails to meet stakeholder expectations or violates relevant laws and regulations.</p>	<p>持續關注利益相關方的期待，積極回應與開展應對氣候變化的相關活動。</p> <p>We continuously monitor stakeholder expectations, and actively respond to and stage climate change-related activities.</p>

風險管理

根據所處行業特性，結合實際情況，我們建立了氣候相關風險的管理流程。

Risk Management

Based on the features of the industry in which we operate along with the actual circumstances, we have established a management process for climate-related risks.

風險識別

Risk Identification

- 在承接在管項目前，通過核查、調研等方式識別可能的氣候變化相關風險。
- Before undertaking a property management project, we identify potential climate change-related risks through methods such as verification and investigation.

風險分析

Risk Analysis

- 對識別到的氣候變化風險，分析其發生的可能性和影響，結合定性和定量角度對氣候變化風險進行評估和排序，確定關注重點和優先次序。
- For identified climate change risks, we analyse their likelihood and impact, assessing and prioritising them from both qualitative and quantitative perspectives to determine key areas of focus and priorities.

風險應對

Risk Response

- 結合風險分析及評估結果，結合風險承受度，確定相應的流程和應對策略，以減輕氣候相關風險的影響。
- Based on the results of risk analysis and assessment, while considering the Company's risk appetite, we determine corresponding processes and response strategies to mitigate the impact of climate-related risks.
- 結合不同發展階段和不同業務情況，及時調整風險應對策略。
- We adjust risk response strategies promptly according to different development stages and varying business circumstances.
- 針對已識別的與氣候相關的風險，應急預案，如《極端天氣應急預案》。
- For identified climate-related risks, the Group implements contingency plans, such as the "Contingency Plan for Extreme Weather Events".

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風險監控

- 不斷識別新風險、重新評估現有風險，優化風險應對並討論更新，建立持續的風險監控機制和後續行動計劃，將氣候相關風險管理與業務活動有機結合，形成風險管理閉環；並主動運用於向地產公司的服務提供。

Risk Monitoring

- The Group continuously identifies new risks and reassesses existing ones, optimising and discussing updates to risk responses. We establish a continuous risk monitoring mechanism and follow-up action plans, integrating climate-related risk management organically with business activities to form a closed-loop risk management process; this is proactively applied in the provision of services to property developers.
- 持續關注極端天氣的預測預報。
- The Group maintains ongoing monitoring of extreme weather forecasts and warnings.

指標及目標

與應對氣候變化相關的指標包括：能源消耗和由此產生的溫室氣體排放。

本集團溫室氣體排放主要來自於本集團的電力使用、天然氣使用和汽車燃料消耗。

Indicators and Targets

Metrics related to responding to climate change encompass energy consumption and the resulting greenhouse gas emissions.

The Group's greenhouse gas emissions primarily originate from electricity usage, natural gas consumption and vehicle fuel consumption.

指標	Indicators	2025年 2025	2024年 2024
範圍一：直接排放 ² （噸二氧化碳當量）	Scope 1: Direct emissions ² (tonnes of carbon dioxide equivalent)	57.22	48.89
範圍二：間接排放 ³ （噸二氧化碳當量）	Scope 2: Indirect emissions ³ (tonnes of carbon dioxide equivalent)	143.64	123.96
溫室氣體排放合計（噸二氧化碳當量）	Greenhouse gas emissions (tonnes of carbon dioxide equivalent)	200.86	172.85
排放密度（噸二氧化碳當量／人民幣百萬元營業收入）	Intensity (tonnes of carbon dioxide equivalent/operating income of RMB1,000,000)	0.05	0.05

3.4 環境及自然資源

由於本集團的業務性質為物業管理，本集團的經營活動並不涉及對天然資源的大量消耗或對環境產生重大影響。本集團深諳日常業務營運可能對環境的影響，遵守所有適用的環境相關法律和法規，積極以自身行動減緩氣候變化，保護生物多樣性，防止土壤及水資源污染，以實際行動維護生態環境的健康可持續。

3.4 Environment and Natural Resources

As the Group's business consists of property management, the Group business activities does not involve significant consumption of natural resources nor a significant impact on the environment and complies with all applicable environmental laws and regulations. However, the Group is well aware of the possible environmental impact of day-to-day business operations. The Group takes our own actions to mitigate climate change, protect biodiversity, prevent soil and water resources from being polluted, and maintain a sound and sustainable ecological environment with practical actions.

2 直接溫室氣體排放根據集團汽油消耗量乘以對應的排放因子，排放因子參考1《中國能源統計年鑒》2《IPCC2006》。

2 The calculation of direct greenhouse gas emissions is based on corporate gasoline consumption multiplied by the corresponding emission factor. The emission factor refers to: ① China Energy Statistical Yearbook ② IPCC 2006.

3 間接溫室氣體排放根據外購電力乘以對應的排放因子，2025年間接溫室氣體排放採用中華人民共和國生態環境部《關於發佈2023年電力二氧化碳排放因子的公告》的中國區域電網平均CO₂排放因子。

3 Indirect greenhouse gas emissions are calculated by multiplying purchased electricity consumption by the corresponding emission factors. For the 2025 indirect greenhouse gas emissions assessment, the average regional power grid CO₂ emission factor for China, as stipulated in the Announcement on the Release of 2023 Electricity Carbon Dioxide Emission Factors issued by the Ministry of Ecology and Environment of the People's Republic of China, has been adopted.

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本集團積極向業主、員工及其他利益相關者傳遞綠色環保意識，通過在全國範圍內開展綠色宣傳活動，努力傳遞小區內愛護綠植、可回收資源再利用、垃圾分類等環保文化，協同共築綠色生態家園。

本集團秉承節能、美觀、環保的宗旨，將環境友好的理念融入社區建設，規劃並完善小區的綠化和園林面積，在營造綠色生態小區形象的同時，更為業主和員工提供舒適的生活與工作場所。

集團對社區園林與綠化植被的考慮主要基於以下：

- **注重植物配置的合理性。**植物具有造氧、降溫、增濕等功能，能夠改善小氣候，調節氣溫，美化環境，為居民創造良好遊憩環境。本集團主要選擇鄉土樹種，造型類、花境類提升亮點。

The Group actively conveys environmental protection awareness to owners, employees and other stakeholders. By carrying out environmental protection publicity activities across the country, we strive to convey environmental protection culture such as protecting plants, reusing recyclable resources, and garbage classification in the community, and jointly build a good environment in the community.

The Group adheres to the concept of saving energy, building beautiful community, and protecting environment, integrates the concept of protecting environment into community construction, plans and improves the greening and garden area of the community, and creates a green and environmentally friendly community, while providing owners and employees with comfortable living and working place.

The Group's community garden and greening areas have been set up based on the following considerations:

- **Focusing on a rational combination of plant varieties.** Plants provide functions such as oxygen production, temperature reduction, and humidity enhancement, improving microclimates, regulating temperatures, beautifying environments, and creating quality recreational spaces for residents. The Group primarily selects native tree species, complemented by sculpted and floral border varieties to enhance visual highlights.

- **強調小區綠化的重要性。**綠化是社區建設的不可或缺部分，合理綠化能創造宜人的戶外休閒環境，提供多樣活動場地。2025年，集團新增綠化改造項目62個，全年增加綠化養護面積約170萬m²。
- **關注社區綠地對城市生態環境的直接影響。**社區綠地作為城市綠地的重要組成部分，廣泛分佈於市民生活環境中。其在生態美學、心理和效益方面發揮明顯作用，如調節溫濕度、改善空氣質量、防風防塵等；優美的景觀環境能舒緩緊張情緒，有利於身心健康。
- **增設寵物便廁，解決寵物隨地排泄問題。**社區選取遛寵集中區域增設寵物便廁，投用後獲業主高度認可，有效解決寵物隨地排泄問題，減少鄰里矛盾，小區環境品質顯著提升。
- **Highlighting the importance of community greening.** Greenery is an indispensable element of community development; well-planned landscaping creates pleasant outdoor leisure environments and provides diverse activity spaces. In 2025, the Group implemented 62 new landscaping upgrade projects, increasing annual green space maintenance coverage by approximately 1.7 million m².
- **Paying attention to the direct impact of community green space on the urban eco-environment.** As an integral part of urban green space, community green space is widely distributed in the living space of urban dwellers. Plants play a distinct role in ecological aesthetics and psychology and deliver unique benefits, including by regulating temperature and humidity, improving air quality, and preventing wind and dust. The beautiful landscapes they help create ease stress and are conducive to physical and mental health.
- **Adding pet toilets to address the issue of pets defecating indiscriminately.** The community has installed pet toilets in areas with high pet-walking traffic. Following implementation, this initiative received strong endorsement from property owners, effectively resolving the problem of random pet defecation, reducing neighbourhood disputes, and significantly enhancing the environmental quality of the estate.

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- 建立健全病蟲害防治應急預案。濱江服務每月下旬發佈月的次月要預防病害指導手冊，做實做細預防和治理體制的實施監督，做到「預防為主、防治結合」。從根本上提高園林植物抗性，增強園林植物適應外界環境的能力。

4. 社會責任

4.1 產品責任

濱江服務一直以來秉承「業主第一、服務第一、品質第一」的企業宗旨，堅持「真誠、創新、完美、安全、健康、綠色」的質量方針，懷著真誠的心善待每一位客戶；運用科學、合理、先進的技術與理念為客戶提供優質的服務。

本集團嚴格遵守國務院頒佈的《物業管理條例》，編製了集團內部《作業指導書》《濱江服務住宅小區服務標準》及《濱江服務標準化管理手冊》，要求每一個工作環節都能精益求精，服務恰如其分。

- **Establish and improve emergency plans for disease and pest control.** The Binjiang Service will release a disease prevention guidance manual in the second month of each month at the end of each month, and carry out practical and detailed supervision of the implementation of the prevention and treatment system, achieving the principle of “prevention first, combined with prevention and control”. Fundamentally improve the resistance of garden plants and enhance their ability to adapt to the external environment.

4. SOCIAL RESPONSIBILITIES

4.1 Product Responsibility

Based on the enterprise principle of “Proprietor First, Service First, Quality First”, the Group’s quality policy focuses on “Sincere, Innovative, Perfect, Safe, Healthy, Green” and treats every customer with sincerity. The Group uses scientific, reasonable and advanced technology and concepts to provide excellent services to customers.

In strict accordance with the requirements of the *Property Management Regulations* issued by the State Council, the Group has compiled the “Operational Instructions”, “Service Standards of Binjiang Service Residential Quarters” and “Standardised Management Manual of Binjiang Service”, which requires that every work process must be improved with the ultimate goal of meeting owners’ needs.

我們以制度體系要求為準繩，通過《品質檢查管理制度》及五大模塊(客服、保潔、綠化、秩序、工程)工作手冊做支撐，檢查、督促項目執行集團服務標準，確保為業主提供優質、高效的物業管理服務，提升公司品牌價值，實現集團的總體發展戰略。

星級品質，業界標桿

持續提高服務質量是本集團物業服務的初衷，本集團經過多年的實踐積累和創新突破，確立了以「三大價值服務體系」為核心內容的服務模式，分別是基於樓盤特色而提供的公共性服務，基於業戶需求而提供的個性化服務，基於物業作為投資產品而提供的物業資產管理服務。

Guided by the requirements of the institutional system and supported by the “Quality Inspection Management System” and the work manuals of the five major modules (customer service, cleaning, landscaping, order maintenance, and engineering), we inspect and urge projects to implement the Group’s service standards. This ensures that high-quality and efficient property management services are provided to property owners, enhances the company’s brand value, and realises the Group’s overall development strategy.

First-class quality as the industry benchmark

Our Group’s aspiration of property service is to refine our service quality continuously. After years of practical experience and innovations, the Group has established three major service models with “three major value service systems” as its core content. These are, the community services based on the characteristics of the property, individualised service based on householder needs and property management service based on the property’s use as an investment product.

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2025年，本集團在「中國物業服務百強企業」列第12位，在中指研究院對杭州市居民滿意度普查測評中，濱江服務連續十四年處於行業領先，成為杭州市物業行業滿意度標桿，領跑杭州。2025年，本集團在GB/T15496-2017《企業標準化體系-要求》中獲評5A，在GB/T27922-2011商品售後服務認證中獲評五星級，報告期內通過了GB/T33173-2016/ISO55001:2014資產管理體系認證、GB/T39604:2020社會責任管理體系認證、ISO22000:2018食物安全管理體系認證和GB/T30146-2023/ISO22301:2019業務連續性管理體系認證。

本集團所提供服務的核心價值在於為業主提供安全、舒適和溫馨的居住或辦公環境，同時最大限度追求業主房產的增值。為此，本集團對物業服務標準和質量嚴格控制，不斷推進通過GB/T19001-2016/ISO9001:2015認證標準認證的質量管理體系建設和發展，力求提供可靠出色的服務。

In 2025, the Group ranked 12th in the China Top 100 Property Management Companies. In the survey of Hangzhou residents' satisfaction conducted by the China Index Academy, Binjiang Service had been in the leading position among Hangzhou property management companies for 13 consecutive years, becoming a benchmark for the property management industry in Hangzhou and leading the city. In 2025, the Group was rated 5A under the GB/T 15496-2017 Enterprise Standardization System — Requirements and awarded Five Stars in the GB/T 27922-2011 Commodity After-Sales Service Certification. During the reporting period, the Group obtained certification for GB/T 33173-2016/ISO 55001:2014 Asset Management System, GB/T 39604:2020 Social Responsibility Management System, ISO 22000:2018 Food Safety Management System, and GB/T 30146-2023/ISO 22301:2019 Business Continuity Management System.

The core value of our Group's service is to provide owners with a safe, comfortable and warm living or office environment, while maximising the value of properties of owners. For this reason, the Group earnestly controls property service standards and quality, and ceaselessly promote the construction and development of the Quality Management System, which is certified by the GB/T19001-2016/ISO9001:2015 Authentication Standard. We strive to offer reliable and excellent services.

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2025年，本集團項目督導與檢查工作的具體情況如下：

- 一級檢查工作嚴謹執行：全年共計覆蓋項目563個，期間高效完成了2次通報的發佈，並成功組織了2場通報會議。
- 遠程管控工作：運營部自正式組建以來，將各項目的前台服務、門崗管理以及消監控系統等關鍵運營環節全面納入遠程監控範疇。截至報告期末，全年4季度累計1,450個項目被有效納入遠程檢查體系之中，通過經過持續整改，改善效果顯著，第四季度較第一季度問題佔比下降73.03%。

In 2025, the specific situation of the project supervision and inspection work of our Group is as follows:

- The first-level inspection work was carried out rigorously: A total of 563 projects were covered throughout the year. During this period, two announcements were issued efficiently, and two announcement meetings were successfully organised.
- Remote control work: Since the formal establishment of the Operations Department, key operation links of various projects, such as front desk services, gate post management, and fire protection and monitoring systems, have been comprehensively included in the scope of remote monitoring. As of the end of the Reporting Period, a total of 1,450 projects have been effectively included in the remote inspection system. Through this approach, the improvement effect through this approach is significant, with the proportion of problems in the fourth quarter decreasing by 73.03% compared to the first quarter.

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濱江物業榮獲杭州市物業管理協會2025年度會員大會多項殊榮

Case: Binjiang Service Secures Multiple Honours at the Hangzhou Property Management Association 2025 Annual General Meeting

2025年2月5日，杭州市物業管理協會2025年度會員大會隆重召開。本次大會以「科技賦能新服務匠心構築高品質」為主題。在2025年度物業服務企業行業等級評定中，濱江物業被評為五星級物業服務企業；榮獲杭州市物業管理協會2025年度「優秀會員單位」稱號。

On 5 February 2025, the Hangzhou Property Management Association convened its 2025 Annual General Meeting under the theme “Empowering New Services with Technology, Crafting High Quality with Ingenuity”. In the 2025 Property Service Enterprise Industry Tier Assessment, Binjiang Service was rated as a Five-Star Property Service Enterprise and honoured with the title of “Outstanding Member Unit of 2025” by the Hangzhou Property Management Association.

在特色服務案例表彰中，濱江物業報送的3個作品在「讓服務者被看見」短視頻優秀案例徵集活動中獲獎。在個人榮譽方面，王雲、張曉敏、羅勇、張康、徐燕貞5名員工獲評2025年度「優秀學員」。

In the special service case commendations, three entries submitted by Binjiang Service were awarded as part of the “Making Service Providers Visible” short video outstanding case collection campaign. Regarding individual honours, five employees — Wang Yun, Zhang Xiaomin, Luo Yong, Zhang Kang, and Xu Yanzhen — were all recognised as “Outstanding Trainees of 2025”.



2025年，濱江服務憑藉其卓越的物業服務水平和創新管理實踐，在各類評選中取得了顯著成績，充分展現了公司在物業管理領域的領先地位。

一、市優項目

在城市級優秀物業管理項目評選中，古翠藍庭、永康都市外灘、永康鳳凰城、永康悅虹灣、青田甌鷺郡園等五個項目脫穎而出，體現了濱江服務在標準化管理和精細化服務方面的深厚積累，為行業樹立了標桿示範作用。

二、美好家園示範項目

在「美好家園」創建活動中，濱江服務浦江湖濱壹號、上虞城市之星獲評市級美好家園，浦陽壹號和金華君蘭美邸兩個項目則獲得市級星級小區稱號。通過這些優秀項目的實踐與推廣，濱江服務不僅鞏固了其在物業管理行業的領先地位，更以實際行動踐行了「為客戶創造價值」的企業使命，進一步提升了企業的品牌價值和社會影響力。

In 2025, Binjiang Service, with its excellent property service level and innovative management practices, achieved remarkable results in various evaluations, fully demonstrating the company's leading position in the property management field.

I. City-Level Excellent Projects

In the selection of city-level excellent property management projects, five projects of Binjiang Service stood out, namely Gucai Lanting, Yongkang Dushi Waitan, Yongkang Phoenix City, Yongkang Yuehong Bay, and Qingtian Oulu Junyuan,

II. Model Projects of Beautiful Home

In the "Beautiful Home" creation activity, Binjiang Service won the provincial-level demonstration title, while the two projects of Puyang No.1 and Jinhua Junlanmeidi won the municipal-level demonstration titles. Through the practice and promotion of these excellent projects, Binjiang Service has not only consolidated its leading position in the property management industry but also fulfilled the corporate mission of "creating value for customers" with practical actions, further enhancing the company's brand value and social influence..

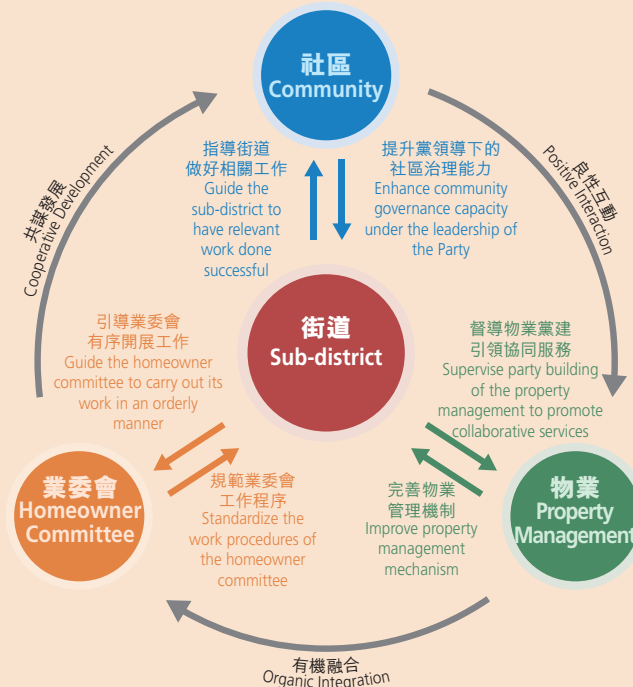
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案例：浦江湖濱壹號 Case: Pujiang Hubin One

湖濱壹號小區堅持三方協同共治工作思路，在社區居委會、業主委員會、物業服務企業的三方協作配合下，組建三方議事工作群，設立小區紅色議事廳、物業調解室，群策群力解決小區問題，不斷提升小區治理精細化水平，以更安全、更舒適、更貼身地為客戶進行服務。例如物業及時進行管道改造、恢復水質以解決小區自來水發黃問題；全面修補地庫地坪漆等，極大地改善了業主居住環境與生活品質。

The Pujiang Hubin One residential community steadfastly adheres to the working tripartite collaboration and co-governance. Under the cooperative efforts of the community Residents' Committee, the Owners' Committee, and the property service provider (Binjiang Service), a tripartite discussion working group has been established. A community red-consultation hall and a property mediation room have been set up. This facilitates pooling wisdom and efforts to resolve community issues, continuously enhancing the refinement of community governance. The aim is to deliver services that are safer, more comfortable, and more tailored to residents. For instance, the property service promptly conducted pipeline renovations and restored water quality to address the issue of discoloured tap water in the community. Additionally, comprehensive repairs to the basement floor paint in the car park were carried out. These measures have significantly improved the living environment and quality of life for the owners.

「三力融合」協同治理示意圖
Schematic Diagram of "Three Forces Integration"
Collaborative Governance



濱江物業「人工智能+」實踐

在物業服務行業面臨人力成本攀升、服務效率亟待提升的背景下，濱江物業積極探索「人工智能+」落地路徑，通過智慧通行系統與外賣機器人配送兩大場景的創新應用，推動服務模式向數字化、智能化轉型。濱江物業的實踐表明，人工智能技術並非簡單疊加，而是通過業務場景的深度融合，重構服務流程與管理模式。這兩項成果已形成標準化解決方案，為物業企業通過AI實現降本、增效、提質提供了可以借鑒的路徑。

Binjiang Service's "AI-enabled" Practices

Amidst the challenges of rising labour costs and the pressing need to enhance service efficiency within the property services sector, Binjiang Service actively explores pathways for implementing "AI-enabled" solutions. Through innovative applications in two key scenarios — Smart Access Systems and Food Delivery Robots — Binjiang Service propels the transformation of service models towards digitalisation and intelligent operations. Binjiang Service's experience demonstrates that AI technology goes beyond simple addition; it reconstructs service processes and management models through deep integration with business scenarios. These two outcomes have evolved into standardised solutions, offering a replicable pathway for property enterprises to achieve cost reductions, efficiency enhancement, and quality improvement through AI.

案例：智慧通行系統：構建「人-車-通道」協同的高效管控體系

Case: Smart Access System: Constructing an Efficient Management System with "People-Vehicle-Passageway" Synergy

針對傳統社區通行中存在的效率低、管理粗放、安防漏洞等問題，濱江物業構建了以AI識別為核心的智慧通行平台。系統整合人臉核驗、車輛識別、訪客預約、業財一體化等模塊，實現「無卡化」通行與全程可追溯管理。

Addressing inefficiencies, extensive management methods, and security loopholes prevalent in traditional community access systems, Binjiang Service has established an AI recognition-centric Smart Access Platform. This system integrates modules including facial verification, vehicle recognition, visitor appointment management, and business-finance integration, achieving cardless access and enabling fully traceable management throughout the process.



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案例：進軍「AI+物業」，打造高端智慧物業新範式

Case: Advancing into "AI and Property Management", Creating a New Paradigm for Premium Smart Property Services

2025年8月10日，濱江物業與杭州宇泛智能科技股份有限公司(宇泛智能)於杭州舉行戰略合作簽約儀式。雙方在物業AI智能化發展及機器人應用領域建立戰略合作關係，共同就物業AI智能化領域的方案研發、產品試用及市場商用推廣開展全方面合作。報告期內，雙方合作已在節能基礎設施迭代和數據化建設方面取得階段性成果。

On 10 August 2025, Binjiang Service and Hangzhou Universal Ubiquitous AI Co., Ltd. (UNIUBI AI) held a strategic partnership signing ceremony in Hangzhou. The two parties established a strategic cooperative relationship in the field of AI-driven intelligent development for property management and robotics applications. They are committed to comprehensive collaboration on solution development, product trialing, and commercial market promotion within the realm of AI-driven property management intelligence. During the reporting period, the cooperation already achieved phased results in the iteration of energy-saving infrastructure and data-driven development.



報告期內，集團積極推廣線上濱享生活服務平台，通過濱享生活平台，業主／租戶可以足不出戶地完成物業費繳納、報事報修、意見反饋、訪客通行、滿意度調查等各項業務，大大提高了生活便利性。

During the Reporting Period, the Group actively promoted the Binxiang Life online service platform. Through the platform, owners/tenants can conveniently complete various procedures such as property management fee payments, repair requests, feedback, visitor access, satisfaction surveys, etc., without leaving the comfort of their homes.

貼心服務，日夜守護

濱江服務致力於提供全方位、貼心的服務，讓每一位業主都能感受到家的溫暖與便利。為了滿足老年人和行動不便的住戶需求，我們特別提供了上門服務，包括專屬通道等便利措施。同時，我們對上班族住戶靈活服務時間，確保其在下班後依然能夠便捷地辦理相關業務。我們還提供24小時響應服務，迅速解決住戶在日常生活中遇到的各種問題。

此外，我們還為住戶提供了一系列貼心的關懷服務：

- **生日祝福服務：**服務中心會細心整理住戶的檔案，在其生日當天，我們送上溫馨的祝福，讓住戶感受到家的溫暖和關懷。
- **訪客通行管理：**當業主的親友來訪時，業主需要提前報備。服務中心的工作人員會負責引導並提醒訪客遵守小區的通行規定，確保小區的秩序和安全。

Thoughtful Service, Round-the-Clock Care

To meet the needs of the elderly and owners/tenants with mobility issues, we provide door-to-door services, including exclusive access and other convenience measures, to ensure that these individuals receive considerate services. At the same time, flexible customised service time for office workers to ensure that owners/tenants can still easily handle related business after work. We also provide 24-hour non-stop services, and they quickly address any problems encountered by the owners/tenants in their daily life. The Group is committed to providing all-round and considerate services to each owner.

In addition, we provide various caring services for owners:

- **Birthday wishes:** The service centres carefully collect owners' birthday information from their files, through social media or through daily communication. On the day of the owner's birthday, we send our warm wishes to the owner, let owners feel the warmth and care of home.
- **Visitor access management:** Owners need to inform the service centre in advance when their relatives and friends come and visit them. Staff members of the service centre are responsible for guiding and reminding visitors to abide by traffic regulations within the community to ensure community order and safety.

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- **夜間無縫對接服務**：管家下班會與夜間值班秩序領班交接，提供無縫對接的服務。我們致力於快速解決業主在日常生活中遇到的各種問題，確保業主在任何時間都能得到及時的幫助和支持。
- **滿意度調查、物業費收繳及意見徵詢**：我們會定期開展滿意度調查，了解業主對我們服務的評價。同時，我們也會按時收繳物業費，確保小區的正常運營。此外，我們非常歡迎業主提出寶貴的意見和建議，以幫助我們不斷改進和提升服務質量。
- **孤寡老人關懷活動**：服務中心特別關注小區內的孤寡老人或獨自生活的老人。我們成立了濱江服務映月台服務中心志願隊，匯聚了四十餘位熱心的志願者。我們深入了解老人的興趣愛好，定期為他們組織各種文藝活動，讓他們感受到社區的溫暖和關懷。
- **Seamless night shift**: The night shift personnel seamlessly take over their duties and serve the owner groups after the housekeepers have left the office. We are committed to quickly addressing problems encountered by the owners/tenants in their daily life to ensure that they can get timely help and support at any time.
- **Satisfaction surveys, collection of property management fees and solicitation of owners' opinions**: We regularly carry out satisfaction surveys to understand owners' opinions of our services, and we collect property management fees in a timely manner to ensure the normal operation of our properties. In addition, we welcome valuable comments and suggestions from owners as they help us continue improving service quality.
- **Caring for elderly residents living alone**: The service centres pay special attention to elderly residents living alone in the community. In particular, we have established a team of more than 40 enthusiastic volunteers under the Yingyuetai Service Centre of Binjiang Service. We are committed to gaining an understanding of elderly residents and their hobbies, and we regularly organise cultural and artistic activities to bring them the warmth and care of the community.

案例：失物管理創新

Case: Innovative Lost-and-Found Management

2025年2月1日，集團上海公園壹號針對業主遺失物品設置了保管、護理、招領的全鏈條服務，推動物業服務從「基礎功能保障」向「情感價值創造」升級。具體為：

On 1 February 2025, Binjiang Park One, located in Shanghai, introduced a comprehensive end-to-end service for lost items — encompassing safekeeping, maintenance, and retrieval — marking a strategic shift in property management services from functional support to emotional value creation. Key initiatives included:

1. 暖心服務全鏈條化：從發現、清潔、保管到歸還，形成標準化閉環服務，將「失物」轉化為「溫情觸點」。

Integrated Heartwarming Service Chain: A standardised closed-loop service was established — from discovery, cleaning, and storage, to return — transforming “lost items” into “touchpoints of warmth and care”.

2. 細節彰顯品質力：獨創「清洗+烘乾+透明袋封裝+照片留痕」衣物處理流程，超越業主預期。

Excellence in Detail-Driven Quality: An innovative laundry care process — comprising cleaning, drying, transparent bag packaging, and photo documentation — was developed to exceed owner expectations and set new standards for service quality.

3. 社區共治巧聯動：線上群公告精準觸達、線下活動集中展示，構建全員參與的失物招領生態。

Community-Driven Collaboration: A dual-channel ecosystem was built to engage all stakeholders: precise outreach via online community announcements and centralised offline events for lost item displays, fostering collective responsibility and participation.

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以點帶面，安全為首

本集團始終將業主的健康與安全放在重要的位置，保障業主的安全是物業服務的基本工作。本集團承諾為業主提供安全的住所，堅持安全檢查制度，定期對安全隱患進行逐項排查，確保所有安全問題在期限內實現100%整改，實現「業主有參與，政府有主管，物業有配合」。2025年，集團通過了GB/T37228：2018應急預案管理能力評價認證，詳細制定了完善的消防應急處理方案，包括火警、初中期火災、消防設備損壞應急處理方案。

報告期內，本集團在各住宅項目重點落實了以下工作：

- 對消防安全管理工作採取「預防為主，防消結合」的方針，各服務中心每年至少組織1次消防演習，加強職工和住戶的消防防範意識和應急處理能力。

Focusing on key areas to ensure safety

As protecting the safety of owners is the fundamental duty of property service providers, the Group place great importance on the health and safety of owners. The Group promises to provide safe accommodations for owners, adhere to the safety inspection system, and regularly carry out item-by-item inspections for safety risks. The Group also promises to ensure that all safety hazards are rectified within the time limit in a manner that “involves the owners, puts the government in charge, and is coordinated by property management.” In 2025, the Group successfully obtained certification under the GB/T 37228:2018 Emergency Response Plan Management Capability Evaluation, demonstrating its robust emergency management system. We have a robust fire emergency response plan in place, covering critical scenarios such as fire alarms, initial-stage fire suppression, and emergency protocols for damaged fire equipment.

During the Reporting Period, the Group mainly focused on the following tasks in each residential project:

- The Group adopts the policy of “focusing on fire prevention and managing fire safety through fire prevention and fire-fighting” for fire safety management, and requires each service centre to organise fire drills at least once a year with the purpose of enhancing the fire prevention awareness and emergency response capacity of staff members and residents.

- 綜合管理部從每個服務中心抽派人員進行消防知識與技能培訓，成立義務消防隊，要求在發生火情時，在火警趕到前進行前期火源撲滅和人員疏散工作，最大限度降低緊急情況發生時的人身傷亡和財產損失。
- 對各小區電瓶車上樓層情況進行排查和勸導，杜絕電瓶車上樓，從而避免電瓶易燃帶來的火災隱患。

此外，基於對大型公共衛生事件的高度警覺和對小區安全的盡心負責，本集團管理層迅速成立專門領導小組，通過提前預判發展形勢，統籌人員安排、物資採購，使各項措施得到充分落實。在此期間，物業人挺身而出積極行動，保衛小區安全，提供暖心服務，所體現出的應急反應速度、專業化管理能力及人員物資調配能力均得到了業主和當地政府部門的廣泛認可和表揚。

- The overall Management Department provided firefighting knowledge and skills training to certain persons from each service centre and set up voluntary fire brigades. The voluntary fire brigades are required to put out any fires and evacuate people before the arrival of the fire fighters, so as to minimise personal casualties and property loss.
- In order to eliminate fire accidents caused by battery flammability, the Group also checked battery motors placed at upper floors and required that the battery motors be moved to the ground floor.

In addition, based on the high level of alertness to large-scale public health incidents and the dedication to community safety, the Group's management quickly set up a special leadership team to ensure that all measures were fully implemented by anticipating the development situation in advance and coordinating staff arrangements and material procurement. Property management staff came up at that time and took prompt action to protect community safety and provide thoughtful services. The speed of emergency response, professionalism in management, and the ability to allocate personnel and supplies have won wide recognition and praise from homeowners and the local government.

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案例：「119消防主題日」消防安全演習活動

Case: “National Fire Prevention Day” Fire Safety Drills

2025年11月9日是我國第34個全國消防日。濱江物業積極響應浙江省委省政府關於創建「安全物業」的決策部署，積極組織在管項目服務中心開展消防安全演習活動。演習模擬火情報警、人員疏散、初期火災撲救、醫療救護等環節，通過理論培訓與實操演練相結合的方式，讓每一位員工熟練掌握消防器材使用方法和應急流程，為守護業主安全打下堅實基礎。

On 9 November 2025 — China’s 34th National Fire Prevention Day — Binjiang Service actively responded to the Zhejiang Provincial Party Committee and Government’s initiative to promote “Safe Property Management”. Drills were conducted across all managed projects, simulating fire alarm activation, evacuation procedures, initial fire suppression, and medical rescue operations. Through a combination of theoretical training and practical drills, employees were trained to proficiently operate fire equipment and adhere to emergency protocols, laying a solid foundation for safeguarding owner safety.

為提升居民自身的應急避險能力、減少財物損失，濱江物業全項目落實線上、線下消防安全宣傳。部分項目面向業主開設學習體驗環節，教授高層住宅逃生技巧、滅火器實操等技能。

To enhance residents’ emergency response capabilities and minimise property losses, Binjiang Service implemented comprehensive fire safety awareness campaigns, both online and offline, across all projects. Selected projects offered interactive learning and experience sessions for owners, including high-rise residential escape techniques and hands-on fire extinguisher operation training.



報告期內，集團下屬的江南御府小區等部分物業項目積極引進並配備了「健康小屋」和AED自動體外除顫儀，增強突發醫療事件應對能力。為確保正確、有效地使用這一專業醫療設備，捐助單位及街道特別組織了相關培訓活動。

During the Reporting Period, the Group actively enhanced its capacity to respond to medical emergencies by introducing “Health Huts” and AED (Automated External Defibrillator) devices in selected property projects, including Jiangnan Yufu (江南御府).

隱私保護，制度革新

本集團認為業主隱私的良好維護和管理是雙方建立長期信任和友好合作的關鍵。本集團嚴格遵守《中華人民共和國個人信息保護法》等與個人資料和隱私保護的相關法律法規，在《作業指導書》中做出明確規定，一方面要求物業服務人員入職時簽訂「保密協議」，對業主信息和相關資料嚴格保密，並要求在交付時對業主信息檔案進行密封保管。另一方面制定《業主檔案管理制度》，對業主電子信息設置權限，查閱賬號開通需要各部門負責人審批，確保本集團網絡高效運行的同時，業主的電子信息數據受到有效保護。

Latest policy to protect privacy

The Group believes that effective protection and management of owners' privacy is an essential factor in the establishment of long-term trust and friendly cooperation between owners and the property service provider. The Group strictly complies with the *Law of the People's Republic of China on the Protection of Personal Information* and other relevant laws and regulations relating to personal data and privacy protection, and make clear provisions in the "Operation Instructions". On the one hand, property service personnel are required to sign a "confidentiality agreement" when they start to work for us to strictly keep the owners' information and related materials confidential. The owner's informational files must be sealed and stored at the time when the house is delivered. On the other hand, we have formulated the "Owners' File Management System". The Group also only allows electronic informational materials to be accessed by authorised users. Access to an account requires approval from department head in order to ensure that the network runs efficiently and that electronic informational materials are effectively protected.

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報告期內，集團制定了《信息系統管理辦法(試行)》《IT基礎設施管理制度(試行)》，用於規範集團對業戶信息採集、信息存儲、信息傳輸、信息應用、信息安全、信息日常管理的工作，以及加強服務器、電腦及網絡設備等辦公設備的使用管理，確保集團服務器、辦公設備及網絡運行正常，信息暢通，以便充分、有效的利用信息資源。報告期內，我們對服務器進行了如下管理：

- **日常維護：**服務器的日常維護由信息部負責，確保每週進行異地備份。備份文件將保留兩週，並循環覆蓋。同時，每半年更新一次快照鏡像，以確保數據的時效性和安全性。

During the Reporting Period, the Group formulated the “Information System Management Measures (Trial)”, and the “IT Infrastructure Management System (Trial)”, which are designed to standardise the Group’s collection, storage, transmission, application, security and daily management of owners’ information, while also strengthening the use and management of office equipment such as servers, computers and network equipment. These policies ensure the normal operation of the Group’s servers, office and network equipment, the smooth exchange of information, and the full and effective use of information resources. During the Reporting Period, the Group took the following measures to manage servers:

- **Daily maintenance:** The Information Department is responsible for the daily maintenance of servers, and also for ensuring that viruses are scanned for and removed at least once a month and that remote backups are carried out weekly. The backup files are kept for two weeks and then overwritten. At the same time, the snapshot backup is updated every six months to ensure the timeliness and security of data.

- **更新與測試管理：**在每次系統更新前，必須在測試版上進行充分測試。每半年進行一次數據恢復測試，以驗證備份數據的有效性。這有助於確保在數據丟失或損壞時，能夠及時恢復數據，保證業務的正常運行。
- **故障中斷處理：**在發生整個系統癱瘓的情況下，我們將在12小時內解決故障，恢復系統正常運行。如果系統出現嚴重問題，但尚能運行，我們將在24小時內解決，以減輕對業務的影響。對於影響系統效率但不影響系統運行的故障，我們將在48小時內解決。
- **應急預案：**在發生災難性事件時，我們將通過快照鏡像恢復系統，或者使用本地數據導入恢復或異地數據導入恢復。在中斷期間，所有操作將在本地記錄，並在系統恢復後逐條登記到物業管理系統中。
- **Updates and test management:** System updates must be fully tested using the beta version before each update. This task is jointly completed by the functional departments and the Information Department, and a test report should be prepared. The test results are reported to the departmental leaders, and the update is applied in the official system after approval is granted by the departmental leaders. In addition, data recovery tests are conducted every six months to verify the effectiveness of backup data. This helps ensure that data can be recovered in a timely manner and that business operations can be maintained in the event that data is lost or damaged.
- **Response to interruptions due to system failure:** We are committed to solving system failures and restoring normal operations within 12 hours following full-scale interruptions. If the system still runs despite a serious problem, we solve the problem within 24 hours to mitigate the impact on the business. For a failure that affects system efficiency but does not affect system operations, we solve the issue within 48 hours.
- **Emergency plan:** If a catastrophic event occurs, we restore the system using the snapshot backup, or through local data import recovery or remote data import recovery. During interruptions, all operations are recorded locally and exported to the property management system after the system is restored.

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- **網絡攻擊：**一旦發現服務器遭受網絡攻擊，信息部系統管理員將立即斷開服務器與外網的連接，並通過遠程控制服務器進行防火牆加固。在完成全盤殺毒後，將修補最新的安全補丁。同樣，在中斷期間的所有操作都將在本地記錄，並在系統恢復後逐條登記到系統中。

報告期內，我們通過了ISO/IEC 20000-1:2018信息技術服務管理體系認證，複審通過了ISO/IEC 27001:2022信息安全管理体系認證。這一重要里程碑的達成，不僅凸顯了我們在信息安全領域所做出的顯著努力，也證明了我們致力於保護客戶、合作夥伴和員工數據安全的堅定決心。未來，我們將不斷提升信息安全管理体系的效能，為客戶、合作夥伴和員工提供更加安全、可靠的信息服務。

- **Cyber-attack:** The system administrator of the Information Department disconnects a server from the external network at once if the server is found to be facing a cyber-attack and reinforces the firewall via the remote control server. The latest security patches are installed when anti-virus procedures are complete. As mentioned above, during interruptions, all operations are recorded locally and exported to the system after the system is restored.

During the Reporting Period, we successfully achieved ISO/IEC 20000-1:2018 certification for our Information Technology Service Management System while successfully renewing our ISO/IEC 27001:2022 certification for Information Security Management Systems. This milestone is a testament to the significant efforts we have made in the field of information security, and it also demonstrates our determination to protect the data security of our customers, partners and employees. Going forward, we will continue to improve the efficiency of our information security management system and provide secure and reliable information services for our customers, partners and employees.

傾聽意見，力求突破

為持續精進物業服務品質，深度洞察業戶核心需求，精準識別服務運營中的優化空間，不斷提高服務質量和住戶滿意度，2025年，公司全面革新業戶滿意度調研體系，採用企業微信線上問卷、專屬電話回訪，集團年底綜合性調研、公司半年抽樣調研，同步面向業委會、屬地社區開展一對一深度訪談，以多維度、多渠道、全覆蓋的調研模式，精準聆聽業戶訴求與寶貴建議。通過系統化調研數據內容，公司進一步夯實服務提升閉環，持續化服務體驗，致力打造有溫度、高品質的居住園區，守護業主美好生活。報告期內，我們共收到有效投訴350個，均已妥善處置相關投訴。本集團將每一次調研當作一次寶貴的溝通交流的機會，更多了解業主的真正需求；本集團將調研滿意度的年度結果進行縱向比較，找出更多的改善空間，挖掘服務需求。

Listening to opinions for improvement

Our success depends on the satisfaction of householders. To uncover weak points in our services, the Group makes every effort to listen to the voices of householders in order to increase their satisfaction and improve our service quality. In 2025, we comprehensively upgraded our resident satisfaction survey system to continuously enhance service quality and deepen our understanding of core resident needs. Through a multi-dimensional approach combining online questionnaires via Enterprise WeChat, dedicated phone follow-ups, end-of-year comprehensive surveys by the Group, bi-annual sampling surveys by the Company, and one-on-one in-depth interviews with homeowner committees and local communities, we established a holistic, multi-channel research framework to accurately capture resident feedback and suggestions. This systematic data collection process has strengthened our service improvement cycle and sustained service experience optimisation, as we strive to create a warm and high-quality living community that safeguards residents' well-being. During the Reporting Period, a total of 350 valid complaints were received, all of which were properly resolved. The Group regards each survey as a valuable opportunity for communication to understand the actual needs of owners. The Group makes vertical comparison between results of annual satisfaction surveys, so as to improve our services and address the needs of owners.

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2025年，濱江服務就客服服務、工程維修服務、秩序維護服務、保潔綠化服務、園區文化活動、投訴管理等問題共對359個項目發放各種形式進行滿意度調研，並對143個業委會及340個社區開展滿意度調研。各方面的數據顯示，業主及相關主管機關對本集團的服務相對達到比較滿意的程度。在今後的工作裡，我們將以更大的工作熱情來服務業主，積極處理業主提出的意見與建議，加強各部門的協調、溝通及合作，不斷提高服務質量，贏得更多業主的支持、認可和信賴。

In 2025, Binjiang Service conducted a satisfaction survey through electronic questionnaires regarding various services and management aspects, including customer service, engineering maintenance, order maintenance, cleaning and landscaping, community cultural activities, and complaint management. A total of 359 projects were included in this survey, and conducted satisfaction surveys on 143 industry committees and 340 communities. Data from various aspects indicate that owners are relatively satisfied with the services provided by our Group. Going forward, we will serve homeowners with commitment and enthusiasm and respond proactively to their opinions and suggestions. We will coordinate, communicate and work with various units to improve service quality and win more support, recognition and trust from homeowners.

投訴處理流程

Complaint Management Process Framework



案例：「項目經理接待日」

Case: Project Managers' Open Day

濱江物業每月開展項目經理接待日，面對面收集業主意見、解答訴求，有效拉進物業與業主距離、提高問題解決效率和業主滿意度。

Binjiang Service conducts monthly Project Manager Open Days, directly collecting resident feedback and addressing concerns face-to-face. This initiative effectively bridges the gap between property management and residents, enhancing issue resolution efficiency and resident satisfaction.



案例：設備房開放日

Case: Facility Room Open House Day

2025年，11月杭州同協金座開放社區內的「隱秘空間」，讓業主了解社區安全運營背後看不見的守護，提升業主對物業工作內容的理解，展現高標準的物業服務品質。

In November 2025, Binjiang Tongxie Jinzuo (同協金座) in Hangzhou opened its “hidden spaces” to residents through a Facility Room Open House Day. This event allowed residents to understand the unseen safeguards behind community safety operations, enhanced their comprehension of property management operations, and demonstrated the high standards of our property service quality.



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品牌建設與輿論管理

本集團高度重視品牌建設工作，制定一系列制度和管理措施，及時了解公司或項目的市場表現、運營狀況，以便做出更加精準的調整。

輿論管理方面，我們建立了輿情管理系統。通過收集和分析大量輿論數據，系統能夠實時監測到公司或項目潛在的負面事件或正在發生的負面事件，使我們迅速響應和有效解決問題，從而降低對集團品牌聲譽及項目運營的負面影響。

4.2 供應鏈管理

我們對業主的服務離不開所採購的設備與服務，因此本集團對物資採購、服務外包的供方選擇嚴格把控，通過採購控制程序對供方選擇、採購流程、採購產品服務驗證做出明確規定，同時通過良好的溝通不斷鞏固和拓展與供方的合作夥伴關係，穩定供應渠道，保證供貨質量。

Brand Building and Public Opinion Management

The Group attaches great importance to brand building. A series of systems and management measures have been formulated to timely understand the market performance and operational status of the company or projects, so as to make more precise adjustments.

In terms of public opinion management, we have established a public opinion management system. By collecting and analysing a large amount of public opinion data, the system can monitor potential or ongoing negative events related to the company or projects in real time, providing the Group with valuable information on project operation trends, public demands, brand image, etc. This enables us to respond promptly and effectively solve problems, thereby reducing the negative impact on the Group's brand reputation and project operations.

4.2 Supply Chain Management

The Group strictly controls the selection of suppliers for material procurement and service outsourcing, and its purchase control procedures have clearly specified rules for supplier selection, the procurement process, and verification of purchased products and suppliers' services. At the same time, through effective communication, we constantly consolidate and expand our partnerships with suppliers to stabilise supply channels and ensure the supply quality.

逐年考評，嚴格管理

2025年，本集團通過完善採購體系、支出控制標準、成本預算控制標準和推進信息化智慧化建設、優化能耗精準管控體系等方式進一步提升管理效率。為進一步加強供貨商管理和採購控制，本集團更新供貨商管理制度，落實供貨商考核評估標準。根據不同的採購類別及採購需求，由採購部統一管理招標計劃，根據分級採購模式，分別邀請集團經營層高管及分管區域經營層高管對本集團相關集中採購招投標進行定標，並設置供貨商日常考評和年終考評加強對供貨商的管理工作。

報告期內，本集團與16家供貨商終止合作，主要是拒絕對報價履約、供方業務方向調整等原因，沒有因環境與社會因素終止合作的供貨商。經過重新審核和篩選，集團也成功引入了更多優質的新供貨商，2025年新增供應商25個，為集團的業務發展注入了新的活力。截至2025年末，本集團共有485家供應商納入集采範圍，較2024年末476家增加1.89%。

Annual evaluations for procurement management

In 2025, the Group further improved its management efficiency by improving the procurement system, expenditure control standards, cost budget control standards, promoting the construction of information technology and intelligence, optimising the precise energy consumption control system. To further strengthen supplier management and procurement control, the Group updated its supplier management system and implemented supplier evaluation and assessment standards. Depending on different procurement categories and needs, the procurement department manages the bidding plan in a unified manner. According to the tiered procurement model, executives from the Group's management level and regional management level are invited to determine the bidding for the Group's centralized procurement, daily and annual evaluations of suppliers are set up to strengthen supplier management.

During the Reporting Period, the Group discontinued collaboration with 16 suppliers, primarily due to their refusal to honour quoted commitments and because of adjustments in the suppliers' business strategies. No suppliers were terminated due to environmental or social factors. After the shortlisting review and screening, the Group successfully introduced more high-quality new suppliers. In 2025, 25 new suppliers were added, injecting new vitality into the Group's business development. As at the end of 2025, a total of 485 suppliers were included on the Group's collective procurement list, up by 1.89% compared to 476 suppliers as at the end of 2024.

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本集團集采供應商分佈情況如下：

The distribution of the Group's collecting suppliers is as follows:

單位：家	Unit: Number	2025年 2025	2024年 2024
浙江省內	Within Zhejiang Province	423	416
浙江省外	Outside Zhejiang Province	62	60

多維考慮，綠色採購

本集團建立了多維度供應商評審機制，多維度考核供應商資質。在挑選供貨商的時候，本集團會更傾向於選擇能夠提供環保產品的供貨商，要求其提供最新的節能環保類的產品。對於大型清潔設備，如洗地機和掃地機等，集團已明確要求採用鋰電池+物聯網的配置。對於日常外牆清洗供方入庫和簽訂合同時，需要供方提供實施人員的高空作業證、商業保險、勞動/勞務合同，另外需要供方提供高空作業使用的繩索、清潔藥劑的檢測報告。對日常保潔、綠化養護、消防維保等幾類新入庫供方，除審核供應商資料外，還增加了現場服務考察，結合資料及現場考察結果進行綜合評價。本集團還會及時跟進產品信息，簽訂合同，規範引導服務中心採購。為進一步加強環保產品的採購和管理，集團將進一步要求各項目在商城進行設備採購，並逐步提高環保產品在整體採購中的佔比，推動集團的綠色採購戰略，促進可持續發展。

Multiple considerations and green procurement

The Group has established a multi-dimensional supplier evaluation mechanism to assess the qualifications of suppliers in multiple dimensions. When selecting suppliers, the Group has relevant system and practice for selecting suppliers of environmentally friendly products and requiring suppliers to provide the latest model of energy saving and environmentally friendly products for service centres to select. The Group requires that large cleaning equipment, such as floor scrubbers and sweepers, run on lithium batteries and Internet of Things. For the supplier onboarding and contract signing process related to high-rise facade cleaning services, we require suppliers to submit valid high-altitude work certification for personnel performing the operations, commercial insurance documentation covering all workers, labour/service contracts for all personnel, as well as safety rope inspection reports and cleaning agent safety certification for equipment used in elevated work. For new suppliers in the following service categories—routine building cleaning, landscaping maintenance, and fire protection system maintenance—we have enhanced our due diligence process by incorporating on-site service evaluations. This multi-dimensional assessment integrates document reviews with field inspections to ensure robust supplier capability verification. The Group follows up product information and sign contracts in a timely manner to standardise service centres' procurement. To further strengthen its procurement and management of environmental protection products, the Group also requires that such equipment be purchased from the shop. In this way, the Group ensures that environmentally friendly products are purchased through the proper procurement channels, which gradually increases the share of these products in overall procurement and promotes the Group's green procurement and sustainable development strategies.

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負責任採購

集團對供應鏈反貪污工作高度重視，並採取了一系列措施確保供應鏈廉潔高效。

- 制定並實施了《供應商出入庫規則》《採購競價規則》《廉潔公約》等一系列規章制度，規範標準採購流程，積極參與項目的日常採購管理工作。
- 為了保障招標過程的公正性，集團啟用了專用招標室，整個招標過程公開透明。
- 設置舉報電話，鼓勵員工和供應商積極舉報貪污行為，共同維護供應鏈廉潔。

Responsible procurement

The Group attaches great importance to combatting supply chain corruption and has taken a series of measures to ensure the integrity and efficiency of its supply chain:

- A series of rules and regulations, including the “Rules for Supplier Shortlisting”, the “Rules for Procurement Tendering”, and the “Integrity Pact”, were formulated and implemented. Meanwhile, the standard procurement process was standardised, and active participation was made in the daily procurement management work of projects.
- To ensure the fairness of the tendering process, the Group has set up a special bidding room, and ensure its openness and transparency.
- A reporting hotline is in place to encourage employees and suppliers to actively report corruption and jointly maintain the integrity of the supply chain.

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在供應商入庫環節，我們要求供應商簽署入庫承諾書及廉潔公約，確保廉潔公約的條款覆蓋所有入庫供應商。我們將《廉潔公約》作為附件加入合同模板中，以進一步強化廉潔要求。此外，集團在員工入職時都會進行在線培訓，其中「濱江學堂」中的《員工職務行為規範及獎懲管理》課程包含了廉潔相關內容，使員工能夠深入理解廉潔規定和職業道德要求，提高廉潔自律意識。

本集團對供貨商的環境和社會治理表現予以重視，在評估供貨商過程中，充分考慮供貨商的質量、環境、職業健康體系認證資質，以及供貨商企業形象、市場信譽、社會評價在內的企業信譽資質。對於社會、環境影響重大，需要重點予以關注的供貨商，本集團通過以下方式施加影響：

- 通報本集團質量、環境、職業健康安全方針；
- 通報相關方環境和職業健康安全要求；

In the process of supplier warehousing, we require suppliers to sign the warehousing commitment letter and the Integrity Convention to ensure that the provisions of the Integrity Convention cover all suppliers entering the warehouse. We updated the provisions of the Integrity Convention and added it as an attachment to the contract template to further strengthen the integrity requirements. In addition, the Group conducts online training for new employees when they are recruited, and integrity-related content is covered in the “Binjiang Academy” course related to the “Code of Conduct for Employees and Management of Rewards and Punishments”. Through such training, employees gain an in-depth understanding of the Group’s integrity-related regulations and professional ethics requirements, raising their awareness of the importance of integrity and self-discipline.

The Group attaches great importance to the suppliers’ environmental and social governance performance. In the process of evaluating suppliers, the Group fully considers the supplier’s quality, environmental and occupational health system certification qualifications, as well as the enterprise reputation qualifications including corporate image, market reputation and social evaluation. The Group pays special attention to suppliers that have a significant impact on society and the environment, and exerts influence on them in the following ways:

- The Group informs them of our management policy in relation to quality, the environment, and occupational health and safety;
- The Group informs them of our requirements regarding the environment and occupational health and safety;

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- 必要時提出書面要求，或在相關合同和協議中明確集團的環保、職業健康安全等管理要求。

報告期內，本集團實施新舉措並調整考評標準。考評方式主要包括臨時考評與年終考評兩種形式。

- ❖ 臨時考評主要針對供應商在特定項目中出現的重大問題。一旦發生此類情況，採購部將即刻對該供應商負責的所有項目進行電話回訪。依據回訪結果，採購部將安排針對性約談，並持續跟蹤供應商的後續整改情況。最終，根據整改結果對該供應商進行綜合考評。
- ❖ 年終考評則依據供應商提供產品或服務的類別，設計不同維度的評價問卷，並分發至相關項目進行評價。收集並匯總各項目的評價結果後，將對供應商進行綜合考評。

- If necessary, the Group makes a written request to the supplier, or specifies our requirements for environmental protection, and occupational health and safety management in related contracts and agreements.

During the Reporting Period, the Group implemented new measures and adjusted the evaluation criteria. The evaluation methods mainly include two forms: interim evaluation and year-end evaluation.

- ❖ Interim evaluation mainly focuses on major issues that occur to suppliers in specific projects. Once such a situation occurs, the Procurement Department will immediately conduct telephone follow-ups on all projects handled by the supplier. Based on the results of the follow-ups, the Procurement Department will arrange targeted interviews and continuously track the subsequent rectification of the supplier. Finally, a comprehensive evaluation of the supplier will be carried out according to the rectification results.
- ❖ For the year-end evaluation, evaluation questionnaires with different dimensions will be designed according to the categories of products or services provided by the suppliers, and distributed to relevant projects for evaluation. After collecting and summarizing the evaluation results of each project, a comprehensive evaluation of the suppliers will be carried out.

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此外，為提升考評的及時性與準確性，本集團將在付款流程中增設項目評價前置環節。該前置評價環節旨在確保在付款前對供應商提供的商品或服務進行有效評價。若供應商的服務品質出現下滑，該環節將起到預警作用，使採購部及相關部門能夠及時介入並採取管理措施。

In addition, in order to improve the timeliness and accuracy of the evaluation, the Group will add a pre-project evaluation link in the payment process. This pre-evaluation link aims to ensure an effective evaluation of the goods or services provided by the suppliers before payment. If there is a decline in the service quality of the suppliers, this link will serve as a warning, enabling the Procurement Department and relevant departments to intervene in a timely manner and take management measures.

4.3 反貪腐

廉政建設，警鐘長鳴

商業活動中的不正當行為如貪污、受賄、行賄、勒索、洗黑錢等，或以犧牲本企業利益為前提，或違反公平交易原則、損害本企業的聲譽，都會嚴重擾亂企業的正常管理秩序。本集團堅決反對並明令禁止這些不正當行為。

4.3 Anti-corruption Measures

Upholding integrity and constantly guarding against corruption

Misconduct in commercial activities, such as embezzlement, bribery, extortion, money laundering, violating the enterprise's interests, violating the principle of fair trade or damaging the enterprise's reputation, will seriously disrupt the Group's normal management and operations. The Group therefore firmly opposes and expressly prohibits these types of misconducts.

結合國家《反不正當競爭法》，本集團在作業指導書中對反貪腐控制流程進行了具體規定，並制定周全詳細的反貪腐制度，包括《濱江服務集團有限公司反舞弊與舉報制度》《濱江服務集團有限公司利益衝突管理辦法》等，以無禁區、全覆蓋、零容忍的態勢執行這些制度，堅持宏觀規劃與企業實際相結合，堅持治標與治本相結合，堅持近期目標與長遠目標相結合，堅持繼承與創新相結合，加強本集團內部廉政和民主監督機制建設。

In accordance with the *Anti-Unfair Competition Law of the People's Republic of China*, the Group has specified the anti-corruption control process in the operation instructions, and formulated a comprehensive and detailed anti-corruption system, including the "Anti-fraud and Reporting System of Binjiang Service Group Co., Ltd.", the "Conflict of Interest Management Measures of Binjiang Service Group Co., Ltd.". To enhance the construction of a clean governance and democratic supervision mechanism inside the Group, we execute the system in a comprehensive manner. The system has a zero-tolerance policy, and the Group works to ensure the system has no blind spots. The anti-corruption system is based on macro planning, the enterprise's real circumstances, temporary and permanent goals, and short and long-term goals.

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本集團還針對董事會成員及關鍵崗位管理人員進行反貪腐培訓反貪污、反洗錢相關培訓，明確利益衝突與貪污受賄行為後果，確保董事和員工熟悉和理解集團制定的預防貪污賄賂等腐敗行為的政策和程序，了解腐敗行為的代價。

報告期內，本集團複審通過ISO37001:2016反賄賂管理體系認證，並通過了GB/T31950:2023企業誠信管理體系認證和和GB/T35770-2017 idt ISO19600:2014合規管理體系認證。這一系列證書不僅是對本集團反賄賂工作的肯定，更是對我們未來持續改進和不斷提升反賄賂管理水平的鞭策。我們將繼續秉持誠信、公正、透明的原則，不斷加強反賄賂管理、合規管理，為企業的高質量、可持續發展打牢根基。

The Group also conducts anti-corruption and anti-money laundering training for the member of the Board and key management personnel, make sure they know the consequences of conflicts of interest and corruption and bribery, and ensure that directors and employees are familiar with and understand the policies and procedures formulated by the Group to prevent corruption and bribery, and understand the price of corruption.

During the Reporting Period, the Group successfully renewed its ISO 37001:2016 Anti-Bribery Management System Certification and obtained GB/T 31950:2023 Enterprise Integrity Management System Certification, as well as GB/T 35770-2017 and ISO 19600:2014 Compliance Management System Certification. These certificates not only affirm our robust anti-bribery initiatives but also serve as a catalyst for continuous improvement and enhanced anti-bribery governance in the future. We remain steadfast in upholding the principles of integrity, fairness, and transparency, further strengthening our anti-bribery and compliance management systems to lay a solid foundation for the Group's high-quality, sustainable development.

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廉潔引領，創新服務

濱江物業始終秉持「廉潔是立身之本，服務是發展之基」的理念充分發揮先鋒模範作用。集團定期開展反腐倡廉教育培訓，引導員工們嚴守廉潔底線，將紀律意識融入工作細節。堅持公開、透明、合規的工作原則，堅決杜絕利用崗位便利謀取私利，以清正作風與廉潔形象贏得業主信賴。

Integrity as the guide, innovation in service

Binjiang Service has always upholding the principle that “integrity is the foundation of our existence, and service is the cornerstone of our development”. We fully leverage the role of employees to drive organisational excellence. The Group regularly conducts anti-corruption and integrity education and training programmes to guide employees in strictly observing integrity standards and embedding disciplinary awareness into daily operations. By adhering to the principles of openness, transparency, and compliance, we resolutely prevent the misuse of positional advantages for personal gain, building trust with property owners through a clean and upright work style, and a culture of integrity.

案例：反腐倡廉教育培訓

Case: Anti-Corruption and Integrity Education and Training

濱江物業開展反腐倡廉警示教育學習，以「築牢思想防線，嚴守紀律底線」為主題，組織員工們集中觀看警示教育短片。觀看結束後大家積極展開交流討論，讓「敬畏紀律」的意識更深入人心。

We organised a study session on anti-corruption and integrity education with the theme “Building a Strong Ideological Defence Line and Upholding Disciplinary Standards”. Employees gathered to watch educational short films on anti-corruption case studies. Following the session, participants actively engaged in discussions, deepening their understanding of disciplinary compliance and reinforcing the core value of “respecting and abiding by discipline”.



完善體制，暢通言路

本集團於2017年8月審批建立了內部紀律監督檢查小組，在集團總部和各服務中心設置監督舉報公示牌，提供舉報電話、郵箱和郵寄地址，確保集團內部任何處事不公、違規違紀行為都有開放的渠道進行有效反映。同時，集團內部推進改革和創新，完善企業資產監督管理體系，形成制度約束機制；完善企業法人治理結構，形成權力制衡機制；完善企業管理人員選聘制度，建立規範的用人機制，從源頭上防範腐敗行為的發生。

舉報渠道：

反舞弊郵箱：fwb@hzbjwy.com

舉報電話：+86-0571-81636118 或
+86-18069443911

信函舉報：杭州市上城區
鳳起東路189號
新城時代廣場
1幢12樓

Improving reporting channel and mechanism to prevent corruption

In August 2017, the Group established an internal discipline supervision and inspection team. The Group set up a supervision and report bulletin boards at the headquarter and service centres, and provided contact phone numbers, mailboxes and mailing addresses to ensure that any unfair actions or disciplinary violations within the Group can be effectively communicated through open channels. At the same time, the Group encourages reform and innovation and has sought to enhance the supervision and management of the enterprise's assets by establishing a restraint mechanism. We also enhanced the corporate governance structure to enable checks and balances. We work to improve the enterprise management personnel selection system, and we have established a standardised employment mechanism. In this way, we can prevent and control instances of corruption from the very start.

Reporting channel:

Email: fwb@hzbjwy.com

Hotline: +86-0571-81636118 or
+86-18069443911

Correspondence: Floor 12, Building 1,
New City Time Square,
No. 189, East Fengqi Road,
Jiangan District,
Hangzhou City

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對涉及普通員工及管理人員(包括控股子公司管理層)的舉報，紀律監督檢查小組進行初步評估後匯報，在7個工作日內移交至總經理；總經理經評估後3個工作日內匯報至審核委員會，由審核委員會決定進一步調查事項。審核委員會在進行有關調查時，視需要可聘請外部審計師或其他機構協助調查。紀律監督檢查小組自接到舉報後7個工作日對舉報內容做出初步評估，初步判定是否為虛假或惡意指控，並將判定結果匯報至總經理處，同時抄送人事部門記錄個人檔案。

報告期內，本集團未接獲與反貪污相關的投訴與舉報。

4.4 社區投資

本集團致力於打造企業和社區的和諧共融關係，在日常運營管理中考慮社區利益，滿足住戶需求，積極舉辦各類社區活動，為住戶營造歸屬感的同時，也在更高層面上追求集團社會效益的實現。

為了支持慈善事業，我們共計回收舊衣物8.8噸，為有需要的人們提供了幫助。

Reports involving general staff and management personnel (including the management of holding subsidiaries) shall be reported after preliminary assessment by the discipline supervision and inspection team and escalated to the general manager within 7 working days. The general manager shall report to the Audit Committee within 3 working days after his/her assessment, then the Audit Committee shall decide on whether there should be further investigation. The Audit Committee may engage external auditors or third-party agencies to assist in the investigation if necessary. The discipline supervision and inspection team shall make a preliminary assessment within 7 working days after receiving the report, to initially determine whether it is a false or malicious charge, then report the results to the general manager, and copy the Human Resource Department for filing.

During the Reporting Period, the Group did not receive any complaint or report regarding anti-corruption.

4.4 Community Investment

The Group is committed to building a harmonious and inclusive relationship between the enterprise and communities. In daily operational management, the Group takes into consideration the community's interests and the needs of residents and actively organises various kinds of community activities. While cultivating a sense of belonging for residents, we also seek to realise social corporate benefits at a higher level.

In order to support charities, a total of 8.8 tons of used clothes have been recycled so far to help people in need. These measures demonstrate our environmental awareness and sense of social responsibility, and lay a solid foundation for the Group's sustainable development.

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2025年，我們各個項目積極組織獻血活動，得到廣大員工的積極響應和參與，共計111名員工踴躍參與獻血，共獻出25,600毫升的血液，為社會做出了積極的貢獻。報告期內，集團總捐贈4.84萬元。

In 2025, we organised blood donation drives in properties under our management, which were positively received and drew significant employee participation. In total, 111 employees participated in the blood donation drives, and donated 25,600 ml of blood, making a positive contribution to society. During the Reporting Period, the Group made donations amounting to RMB48,400.

服務便民，活動惠民

一線濱江物業人以高度的社會責任感，責無旁貸地守護在小區老人身邊，讓小區老人老有所養、老有所依、老有所樂、老有所學。濱江服務開展了多項老年業主參與度較高、同時也相當受歡迎的活動。

Convenient Services, Beneficial Activities

With a strong sense of social responsibility, frontline property management staff at Binjiang Service selflessly safeguard the well-being of elderly residents, ensuring they have proper care, support, fulfilling lives, and opportunities for continuous learning. The Group has been providing services for the benefit of the people, and has carried out a number of popular activities with high participation of senior owners.

案例：物業+居家養老服務

Case: Property Management + Home-based Elderly Care Services

聯合濱江集團旗下「濱江和家」，試點「物業+居家養老服務」，為社區長者提供包含助餐、助浴、助醫、助行、助潔等專業居家養老服務，構築起一道堅實的安全網與情感陪伴網。In collaboration with Binjiang Hejia (a subsidiary of Binjiang Service Group), we have piloted the “Property Management + Home-based Elderly Care Services” initiative. This programme provides professional home-based services including meal assistance, bathing assistance, medical support, mobility aid, and cleaning services, establishing a robust safety net and emotional support network for senior citizens.

報告期內，濱江服務共累計開展了惠民服務2,025場，覆蓋204,600餘人次。

During the Reporting Period, Binjiang Service conducted a total of 2,025 community service initiatives, benefiting over 204,600 participants.

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案例：「小哥加油驛站」，為新就業群體送關懷

Case: “Go-Getters’ Power Stations—Delivering Care to New Employment Groups

針對外賣小哥、快遞員等新就業群體，濱江物業超越傳統物業範疇，以各個服務中心為據點開設「小哥加油驛站」。冬夏兩季提供涼茶、姜茶、熱水，設置臨時休息點、應急藥箱等，讓奔波的城市「擺渡人」感受到社區的尊重與關懷。

In response to the needs of emerging workforce segments such as food delivery riders and couriers, Binjiang Service has transcended traditional property management by establishing “Go-Getters’ Power Stations” at community service centres. These stations provide seasonal beverages including cooling tea in summer and ginger tea in winter, along with hot water, temporary rest areas, and emergency first-aid kits. This initiative ensures urban couriers — the vital connectors of our communities — receive the respect and care they deserve while navigating their daily work.



社區活動，形式多樣

濱江服務傳承在紀念日或節日期間舉辦社區文化活動的傳統，各服務中心在集團統一策劃的基礎上也結合實際增加，力求辦出業務想要的、業主需要的、業主滿意的社區文化活動。在傳統的露天電影等現場活動以外，我們也不斷嘗試新方式，比如舉辦跳蚤市場等活動。我們不定期開展節日社區文化活動的滿意度調研，以持續完善策劃方案。

Diversified community activities

Binjiang Service has followed the tradition of holding cultural activities during anniversaries or festivals, each service centre organises unique cultural activities that meet the homeowners’ needs, wishes and satisfaction based on the Group’s central planning. In addition to traditional outdoor movie shows and other on-site activities, we are also trying new forms, such as organising activities such as flea markets. We conduct satisfaction surveys on the cultural activities held in community during holidays for continuous improvement.

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2025年，本集團各項目的服務中心組織開展節假日社區文化活動共計3,115場，覆蓋超過37萬人次。

In 2025, the service centres of the projects under the management of the Group held a total of 3,115 community cultural activities during holidays, covering more than 370,000 person — times.

案例：歡樂鬧元宵，團圓共此時

Case: Celebrating Lantern Festival Together with Joy

2025年2月12日，濱江物業各服務中心舉辦歡騰元宵活動，與業主共慶佳節。迎龍燈、猜燈謎、送湯圓等傳統民俗，讓業主沉浸式感受傳統文化的底蘊與光芒。

On 12 February 2025, Binjiang Service organised vibrant Lantern Festival celebrations across all service centres, inviting residents to jointly commemorate this traditional occasion. Activities such as lion lantern processions, riddle-solving with lanterns, and the distribution of tangyuan (glutinous rice balls) provided immersive cultural experiences, allowing residents to deeply appreciate the heritage and charm of traditional Chinese customs.



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案例：金秋晚會

Case: Autumn Evening Gala

2025年10-11月，濱江物業舉辦金秋晚會，業主歡聚一堂，共襄盛舉。晚會以多元化形式呈現，AI機器狗的表演引領未來科技，多才多藝的業主用歌聲、民族舞、旗袍秀、器樂演奏等表演形式表達對美好生活的嚮往。

In October-November 2025, Binjiang Service hosted an Autumn Evening Gala, bringing residents together for a celebration of community and culture. The event showcased a blend of traditional and futuristic elements, including performances by AI robotic dogs symbolising technological innovation. Residents demonstrated their talents through singing, folk dancing, qipao fashion shows, and instrumental music, expressing their aspirations for a fulfilling life.



案例：我是小泳士「小業主」游泳比賽

Case: "Little Swimmer" Youth Swimming Competition for Homeowners

2025年8月，濱江服務在杭州金色黎明二期會所游泳池舉辦第十三屆「我是小泳士」濱江小業主游泳大賽，有一百餘名濱江小朋友參加。

In August 2025, Binjiang Service hosted the 13th Annual "Little Swimmer" Youth Swimming Competition for Homeowners at the swimming pool of Hangzhou Golden Dawn Phase II (杭州金色黎明二期) clubhouse. Over 100 children from Binjiang communities participated in the event, promoting youth physical development and community engagement.



案例：「活力之聲」跳蚤市場活動

Case: “Vibrant Voices” Eco-Friendly Flea Market

2025年4-5月，濱江物業開展「活力之聲」跳蚤市場活動，並鼓勵設置個性化攤位，新增銀髮攤位、愛心攤位、i物業攤位等特色區域。這場低碳環保的市集活動，有效延長了閒置物品的使用壽命，促進了資源循環與共享。

From April to May 2025, Binjiang Service organised the “Vibrant Voices” Flea Market initiative, encouraging personalised stall setups including special zones for senior citizens, charitable organisations, and property service booths. This low-carbon event effectively extended the lifecycle of second-hand items, promoting resource recycling and community sharing while reducing environmental impact.



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義無反顧，英勇善為

本集團一直秉持積極承擔社會責任的理念，號召員工用行動踐行社會責任感和使命感。面臨突發情況，濱江物業一線服務人員積極響應，依托訓練有素的應急處置機制和聯動機制，通過深夜擒賊、見義勇為、學雷鋒志願服務等，成為社區、派出所等的「好搭檔」，保障安全，維護社區的穩定。報告期內，集團志願者服務參與54人次，累計服務總時長821小時。

Acting Without Hesitation and Being Heroically Benevolent

In response to unexpected incidents, Binjiang Service's frontline staff always respond proactively. Leveraging well-trained emergency response protocols and collaborative mechanisms, they have become reliable partners to communities and local police stations through actions like apprehending thieves late at night, acting courageously in emergencies, and participating in volunteer services. Their efforts ensure safety and maintain community stability. During the Reporting Period, the Company's employees engaged in volunteer services 54 times, accumulating a total of 821 hours of service.

案例：車輛側翻起火，濱江物業人見義勇為施援手

Case: Brave rescue efforts — Binjiang Service aids an overturned, burning vehicle

2025年2月27日早晨，杭州觀湖裡小區外一輛白色車輛突發失控，與路邊停靠車輛相撞後側翻起火。濱江物業人員立刻趕赴援救，分工明確，有人撥打119和120急救電話，有人迅速取來滅火器滅火和營救被困司機。在消防車抵達前，司機安全脫險，火勢已被成功撲滅。3月1日，司機和家人專程來到觀湖裡物業服務中心贈送錦旗，感謝濱江物業。

On the morning of February 27, 2025, a white car lost control outside Hangzhou Guanhu Li Community, collided with parked vehicles, overturned, and caught fire. Binjiang Service personnel swiftly responded with coordinated action: some dialled 119 and 120 for emergency services, while others retrieved fire extinguishers to combat flames and rescue the trapped driver. Before fire engines arrived, the driver was safely extracted and the fire fully extinguished. On March 1, the driver and family presented a gratitude banner to Guanhu Li Property Service Centre, thanking Binjiang Service for their lifesaving intervention.



案例：「學雷鋒」春風志願服務活動

Case: "Learn from Lei Feng" spring volunteer campaign

2025年3月，為弘揚雷鋒精神，濱江服務小區積極開展「學雷鋒」春風志願服務活動，涵蓋社會人員愛心義剪、健康義診，給老人做家務、整理庭院、清掃垃圾，以及物業志願者為業主家地下室集水井水泵檢修、室內電箱檢查等多個項目，活動得到了廣大業主的好評及點贊。

In March 2025, Binjiang Service communities launched the "Learn from Lei Feng" volunteer campaign to promote the spirit of altruism. Activities included free haircuts and health check-ups for residents, household assistance and garden cleanup for elderly neighbours, rubbish collection drives, and volunteer technical services such as basement sump pump maintenance and electrical panel inspections for homeowners. The campaign received widespread acclaim and praise from residents.



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5. 人才引領

物業服務行業是勞動力密集行業。本集團作為物業服務的提供商，一直向社會提供長期、穩定的就業崗位，為社會解決了大量就業問題，僱傭關係良好；同時，社區物業也承擔著治安維護的重要責任，本集團以社區的安全、穩定、和諧、幸福為目標，致力為維護社會穩定做出我們的一份貢獻。

5.1 僱傭

本集團制定了標準化的招聘流程，給予員工合理的薪酬待遇，無歧視的工作氛圍和公平、公正的晉升機會，為不同員工提供多樣化的培訓滿足多元發展需求，根據其績效、貢獻給予相應的認可和獎勵，在助力員工成長的同時，為企業未來的發展奠定穩健的人才基礎。

僱傭平等，廣納賢才

本集團始終秉持「公平競爭、公開選拔、健康有序」的招聘原則，開放勞動力市場招聘會、網絡招聘、校園招聘等多種渠道廣納賢士。本集團積極推進校企合作，推行管理培訓生計劃，給予優秀在校學生實習機會，並為表現突出者提供留用機會。

5. TALENT LEADERSHIP

As a provider of property services, the Group has consistently offered long-term and stable employment opportunities to society, addressing a significant number of employment challenges and maintaining good employer-employee relationships. Additionally, since the administrative division no longer extends to the community level, community properties have assumed an important responsibility for maintaining law and order. The Group is committed to achieving safety, stability, harmony, and happiness within communities, striving to contribute to the maintenance of social stability.

5.1 Employment

The Group has formulated a standardised recruitment process that ensures that employees will be provided reasonable remuneration, a non-discriminatory working atmosphere, fair and just promotion opportunities, and various training opportunities that meet their needs for diversified development. This process also ensures that employees will be given recognition and incentives based on their performance. When we help our employees with their career development, we are also laying a solid foundation for the future development of the enterprise.

Fair and equal talent recruitment

The Group adheres to the recruitment principle of fair competition and conducts open selections in an orderly manner. The Group recruits employees through various channels such as labour market fairs, online recruitment, campus recruitment, and others. The Group actively promotes cooperation between schools and enterprises, implement trainee management plans, give outstanding students internship opportunities, and provide retention opportunities for those with outstanding performance.

- **校園招聘：**「雛鷹計劃」，未來可期「雛鷹計劃」是濱江服務培養大學生的成長計劃，是本集團戰略人才儲備的重要組成部分。本集團根據業務種類將校招崗位分為「項目管理」和「專業管理」兩類，對物業管理、工程技術、綠化園林、體育教育以及人力資源等多專業學生人才進行廣泛招聘。

2025年，本集團組織校園招聘會7次，覆蓋杭州、紹興等地，面談溝通368餘人；組織線下宣講會3次，覆蓋杭州、紹興等地，共計參與500餘人次。

- **校企聯合：**適時招錄實習生，安排相關崗位進行正式入職前培養與留用考核，明確實習生選用留用標準，提升實習生入職規範，與杭州樹人大學（濱江班）、浙江建設技師學院等相關學校建立合作聯繫，滿足業務快速發展及人才儲備需要。參加合作院校的線下宣講會，通過懸掛橫幅、發放公司招聘傳單、舉辦高管面對面活動等方式，促進學生對本集團的了解。2025年，本集團一共招聘實習生86人，成功獲得集團留用機會的實習生共48人。

- **Campus recruitment:** “Eyas Program”, promising future “Eyas Program” is a university students growth program by the Group and an important part of talent reserve strategy of the Group. The Group divided campus recruitment positions into two categories, “project management” and “professional management”, based on business categories and conducted extensive recruitment on students majoring in property management, engineering and technology, greening and gardening, physical education and human resources.

In 2025, the Group organised 7 campus recruitment fairs covering Hangzhou, Shaoxing, and other locations, engaging with over 368 candidates. Additionally, three offline recruitment briefings were held in Hangzhou, Shaoxing and Yiwu, attracting over 500 participants collectively.

- **University-enterprise cooperation:** We recruit interns in a timely manner, arrange formal pre-employment training and retention assessment for interns for relevant posts, clarify the selection and retention standards of interns, improve the entry standards of interns, and establish cooperative relationships with relevant colleges and universities such as Zhejiang Shuren University (Binjiang Class) and Zhejiang Construction Technician College to meet the rapid business development and talent reserve needs of the Group. In 2025, the Group recruited a total of 86 interns, out of which 48 interns successfully secured employment opportunities within the Group.

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- **社會招聘：**面向市場上優秀人才，為本集團持續輸入先進技術或管理理念，提升整體的人才競爭力。
- **內部推薦：**鼓勵本集團全員參與招聘，為本集團吸引更多的優秀人才。

2025年度，本集團在管項目數量從425個上漲至518個，對僱員的需求不斷增加，故為社會勞動力就業提供了大量的崗位和機會。截至本報告期末，本集團在冊職工人數達16,853人(2024年：14,022人)，少數民族員工357人，包括阿昌族、白族、布依族、藏族和朝鮮族等。

本集團為職工發展規劃了清晰的晉升路徑，設置了在同等條件下，優先內部人員晉升機制，為員工在本集團內部發展提供保障。報告期內，本集團內部共提拔中層人員62名(2024年：41名)，佔新晉中層人員總數43%(2024年：59%)。本集團通過為各部門基層員工提供平等的晉升可能，以激勵其不斷成長和超越，為本集團的發展貢獻更大的力量。

- **Social recruitment:** We recruit outstanding talents in the market, continue to input advanced technology or management concepts into the Group to enhance the overall competitiveness of our talents.
- **Internal referrals:** We encourage all employees of the Group to participate in recruitment and attract more outstanding talents for the Group.

In 2025, the number of projects under our management increased from 425 to 518, and our demand for employees increase significantly, which offers great employment opportunities to the society. As at the end of the Reporting Period, the Group had a total of 16,853 employees (2024: 14,022), including 357 ethnic minority staff, representing groups such as Achang, Bai, Bouyei, Tibetan, and Korean ethnicities.

The Group has a planned and clear promotion path for employees. We have a prioritised promotion mechanism for internal personnel under the same conditions to provide guarantee for the development of employees within the Group. During the Reporting Period, a total of 62 mid-level staff members (2024: 41) were promoted within the Group, accounting for 43% of the total number of new mid-level staff members (2024: 59%). The Group provides equal promotion opportunities for junior staff in various divisions to encourage them to grow and surpass themselves, and to contribute more to the development of the Group.

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本集團在薪資水平等方面積極對標行業水平，力爭達到中上游水平，針對落後於其他企業的方面，本集團會努力提升至其中位值，以增加企業的人才吸引力。未來，本集團將繼續明確崗位要求，招聘合適人員，落實崗位帶教，計劃降低下一年度的流失率。

本集團在人力資源管理過程中嚴格按照《中華人民共和國勞動法》《中華人民共和國勞動合同法》等國家相關法律法規規定，制定標準工時制度，對於超過標準工時的勞動合理計算加班薪酬和補貼；遵循法定節假日規定，安排員工休假，對於保安員、保潔員等必須有人在崗的特殊崗位，合理協調相關員工進行調休，無法調休時按規定計算加班薪酬；對於員工辭退情況，遵循《中華人民共和國勞動合同法》規定依據工作年限進行賠償，根據實際情況給予一定的人道主義補償，切實保障員工權益。

The Group strives to make our remuneration in line with prevailing industry rate. For the aspects in which we lag behind other enterprises, the Group will strive to improve to the average level to increase the attraction for talents for the Group. In the future, the Group will further specify our position requirements to recruit suitable staff and provide on-the-job trainings to reduce turnover rate of the coming year.

In the process of managing human resource, the Group formulates standard working-hour systems in strict accordance with the relevant provisions of the *Labour Law of the People's Republic of China* and the *Labour Contract Law of the People's Republic of China*. We provide reasonable overtime pay and subsidies for overtime hours. We follow the regulations on statutory holidays and arrange employees to take vacations. For employees who must remain on duty, such as guards, cleaners and other special positions, we provide rest days or overtime payment. When an employee resigns, the Group pays compensation according to the *Labour Contract Law of the People's Republic of China*, as well as certain humanitarian compensation according to the actual situation. These measures effectively protect the rights and interests of employees.

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截至2025年末，本集團員工構成情況如下：

The employee proportion of the Group at the end of 2025 listed below:

		2025年佔比 Proportion in 2025	2024年佔比 Proportion in 2024
性別 Gender	男 Male	51.68%	52.45%
	女 Female	48.32%	47.55%
年齡 Age	20歲以下 Under 20	0.83%	1.04%
	20-40歲 20-40	52.60%	52.85%
	40歲以上 Above 40	46.57%	46.11%
職級 Seniority levels	普通員工 Ordinary staff	87.72%	87.39%
	初級管理人員 Junior managerial staff	9.99%	10.06%
	中層管理人員 Middle managerial staff	2.23%	2.48%
	高級管理層 Senior managerial staff	0.06%	0.07%
	維修人員 Maintenance staff	11.56%	10.62%
崗位類別 Geographical distribution	客服人員 Customer service Staff	23.97%	21.88%
	秩序 Security staff	28.29%	26.53%
	清潔、綠化 Cleaning & greening staff	29.72%	27.14%
	管理人員 Management staff	4.53%	12.61%
	其他 Others	1.94%	1.23%
	浙江 Zhejiang	96.24%	96.29%
	上海 Shanghai	1.00%	1.08%
地域分佈 Region	江蘇 Jiangsu	0.93%	0.73%
	江西 Jiangxi	0.42%	0.57%
	海南 Hainan	1.19%	1.18%
	深圳 Shenzhen	0.21%	0.14%

多措並舉，真切關懷

本集團將員工視作最重要的財富，最大限度地給予員工關懷和幫助，讓員工在本集團內部工作的同時感覺到家一般的溫暖。我們結合員工的具體需要，從多方面為員工提供更好福利待遇，想員工之所想，急員工之所急，具體包括：午餐補貼、住宿福利、節日禮品、員工體檢、夏季防暑、重點幫扶、員工保險等。集團為保障員工的健康與安全，為員工購買了額外的商業保險。截至報告期末，商業保險繳納人數共計27,218人次。其中，僱主責任險的參保人數為6,383人，員工健康險的參保人數8,238人，意外傷害險參保人數12,597人。這些保險種類的設置旨在全方位地保障員工的權益與安全，讓員工在工作與生活中更加安心。報告期內，本集團為員工提供良好的住宿條件。我們共擁有宿舍300餘套，可容納2,000餘名員工居住。這些宿舍的提供，確保了員工們在工作之餘能夠有一個舒適、安全的休息環境。

Employee benefits

The Group considers its employees to be its most important asset and strives to give them maximum and meticulous care. We try to make it so that they feel they are part of a warm family when they are working in the Group. According to the specific needs of our employees, we provide significant benefits for them in various ways. We care about what our employees think, and we are eager to meet their needs. We provide them with the following benefits: lunch allowance, accommodation, festival gifts, physical examinations, heatstroke prevention, targeted financial relief and employee insurance. To protect the health and safety of its people, the Group has purchased additional commercial insurance for employees. As at the end of the Reporting Period, the total number of participants in commercial insurance programs amounted to 27,218. Among them, 6,383 were covered by employer liability insurance, 8,238 by employee health insurance, and 12,597 by accident insurance. We have more than 300 dormitories, which can accommodate 2,000 employees. These accommodations ensure that our employees can enjoy a comfortable and safe environment after work.

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為切實履行企業社會責任，濱江服務持續開展員工關懷計劃，通過系統性舉措幫助員工克服生活困難。每年12月，我們會對全體員工開展系統性關懷調研，重點了解員工及其家庭面臨的實際困難。調研內容涵蓋家庭狀況、健康問題及經濟負擔等多個維度，旨在全面掌握員工需求。對於確有困難的員工，我們將向濱江集團陽光公益基金提交專項幫扶申請。陽光公益基金秉持公開、公平、公正的原則，於次年1月對所有幫扶申請開展嚴格的審核程序。通過細緻評估，基金會將根據每位員工的具體困難程度，審慎確定幫扶金額，確保每一分關懷資金都能發揮最大效用。2025年度，該計劃已成功為本集團4名面臨特殊困難的員工提供及時幫扶。

在學歷提升方面，一方面，公司優化招聘標準，確保新入職的中層員工擁有大專及以上學歷。另一方面，公司持續推進內部人才培養計劃，鼓勵在職員工通過繼續教育提高學歷水平，並為此提供工會學歷提升等多元化的渠道資源。

To fulfil its corporate social responsibility, Binjiang Services has continuously implemented employee care programs, taking systematic measures to help employees overcome life challenges. Every December, we conduct a comprehensive care survey for all employees, focusing on understanding the actual difficulties faced by employees and their families. The survey covers multiple dimensions including family conditions, health issues, and economic burdens, aiming to fully understand employee needs. For employees who indeed face difficulties, we will submit special assistance applications to the Binjiang Group Sunshine Public Welfare Fund. The Sunshine Public Welfare Fund adheres to the principles of openness, fairness, and justice, conducting strict review procedures for all assistance applications in January of the following year. Through meticulous assessment, the foundation carefully determines the amount of assistance based on the specific degree of difficulty each employee faces, ensuring that every cent of care funding is used to maximum effect. In 2025, this program successfully provided timely assistance to four employees within our group who were facing special difficulties.

Regarding academic advancement, on the one hand, the Company optimised the recruitment criteria to ensure newly appointed middle-level employees hold an associate degree or higher. On the other hand, the Company continuously advanced its internal talent development programmes, encouraging incumbent employees to enhance their academic qualifications through continuing education. This is supported by providing diversified channel resources such as the trade union's education advancement programmes.

環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

本集團定期回顧上述福利制度與職員需求，確保多措並舉、多策並行，切實讓員工感受到了企業的關懷和溫暖，有效緩解了大環境下物業服務行業員工流失的問題。

The Group reviewed the above welfare system and employee needs on a regular basis and ensured multiple measures and policies have been applied. These measures allowed the employees to feel the care and warmth of the Group, and effectively alleviated the problem of staff turnover in the property service industry under current environment.

本報告年度流失率統計如下：

During the Reporting Period, the turnover rates are as follows.

指標 Turnover rate/%	二級指標 Category	單位 Unit	2025 2025	2024 2024
按性別劃分的員工流失率 By gender	男性 Male	%	19.92%	15.76%
	女性 Female	%	18.38%	18.05%
按年齡組別劃分的員工流失率 By age	20歲以下 <20	%	0.53%	0.34%
	20-40歲 20~40	%	22.93%	19.99%
	40歲以上 >40	%	14.84%	13.49%
按地區劃分的員工流失率 By geographical location	浙江 Zhejiang	%	37.05%	32.62%
	上海 Shanghai	%	0.30%	0.40%
	江蘇 Jiangsu	%	0.27%	0.24%
	江西 Jiangxi	%	0.18%	0.15%
	海南 Hainan	%	0.43%	0.26%
	其他(深圳等) Others (Shenzhen etc.)	%	0.07%	—

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

由於本集團所屬行業為物業服務，主要流失員工繫一線安保與保潔等基層員工，對此本集團採取了如崗位標準工資調整，合理安排員工班次等措施，結合集團多項員工關懷與福利措施，相關流失率低於行業平均水平。

As the Group is in the property service industry, the main turnover in employees comprises security personnel, cleaners and other grassroots employees. In this regard, the Group has taken measures such as an adjustment in the standard wages for posts, the reasonable arrangement of employee shifts, and has implemented a number of care and welfare measures for employees, so that the relevant turnover rate is lower than the average in the industry.

5.2 勞工權益

合法合規，保障權益

本集團嚴格按照《中華人民共和國勞動法》《中華人民共和國勞動合同法》及《中華人民共和國社會保險法》等國家相關法律法規，保障員工合法權益，簽訂勞動合同，按時足額發放員工薪酬、繳納社會保險和住房公積金。截至本報告期末，本集團除退休返聘員工，「五險一金」已實現全面覆蓋。

5.2 Employee Rights and Interests

Legal compliance and rights protection

In strict accordance with the relevant laws and regulations of the People's Republic of China, such as the *Labour Law of the People's Republic of China*, the *Labour Contract Law of the People's Republic of China* and the *Social Insurance Law of the People's Republic of China*, the Group protects the lawful rights and interests of their employees. The Group and its subsidiaries pay salaries on time, pay social insurance premiums, signing labor contract and housing fund for employees. As of the end of the Reporting Period, our social insurance and housing fund fully covered all employees except for those who have retired but were recruited again by the Group or its subsidiaries.

為確保員工在工作環境中免受歧視、騷擾或傷害，集團已制定並實施了一系列政策和措施：

- 明確制定了反歧視和反騷擾政策，並予以公佈，以確保每位員工都能充分了解其內容。

To ensure that employees do not face discrimination, harassment or injuries in the workplace, the Group has formulated and implemented a series of policies and measures:

- Anti-discrimination and anti-harassment policies have been explicitly formulated and published to ensure that every employee fully understands these policies.

- 為加強員工對職場歧視和騷擾問題的認識，集團定期提供相關的培訓和教育活動，幫助員工深入理解職場歧視和騷擾的定義、類型、潛在危害以及有效的預防和應對方法。
 - 集團管理層以身作則，積極發揮示範和引領作用，嚴格執行反歧視和反騷擾政策，致力於營造一個公平、公正的工作環境，從而確保每位員工都能得到尊重與保護。
- To enhance employees' awareness of workplace discrimination and harassment, the Group regularly holds training and educational activities to help employees understand the definition and types of discrimination and harassment, the potential harm posed by these issues, and how to effectively prevent and respond to workplace discrimination and harassment.
 - The Group's management personnel strive to act as role models in the strict implementation of anti-discrimination and anti-harassment policies. They are committed to creating a fair and just workplace and to ensuring that each employee is respected and protected.

2025年，集團持續組織全體員工開展反歧視、反騷擾及職業健康安全培訓，提升員工的自我保護意識和對不當行為的識別能力。報告期內，公司未發生經證實的與歧視、騷擾相關的事件。公司將持續關注員工的工作體驗，不斷完善相關政策和措施，切實保障員工的合法權益不受侵害。

本集團建立「蓋雅」考勤管理平台和嘉揚系統，統一管理考勤數據、自動計算薪資，提高考勤管理效率，公平公正地保護員工權益。截至報告期末，上線並驗收門禁系統項目116個，在總計408個住宅物業中，佔比28.43%，其中2025年新增49個。

In 2025, the Group has continued organising anti-discrimination, anti-harassment, and occupational health and safety training for all employees to enhance their self-protection awareness and their ability to identify inappropriate conduct. During the Reporting Period, the Company did not experience any verified incidents related to discrimination or harassment. The Company will continue to focus on improving employees' workplace experiences while refining policies and measures to ensure the protection of employees' legitimate rights and interests.

In terms of attendance management, the Group has established the "Gaia" attendance management platform and the Jiayang system to centrally manage attendance data, automatically calculate salaries, improve attendance management efficiency, and fairly safeguard employee rights and interests. As at the end of the Reporting Period, 116 access control system projects had been launched and accepted. Among the total of 408 residential properties managed by the Group, 28.43% were equipped with these systems, including 49 newly added in 2025.

環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

本集團重視員工的溝通和關懷，為員工創造平等、尊重、融洽的工作環境，保持集團內部和諧、共同進步的工作氛圍，積極聆聽員工寶貴意見並做出改善，不斷提升員工的歸屬感和滿意度。

2025年，本集團對一線員工、基層管理者和中層人員進行了2次滿意度調查，覆蓋員工26,880人，調查內容涵蓋了員工對工作環境和工作安排的滿意度，對團隊管理和領導關懷的感受，以及個人工作和對企業的意見和建議。截至報告期末，整體滿意度均分為98.58分。

未來，本集團將持續拓寬員工溝通渠道，完善員工權益保障體系建設，繼續關注員工在工作與生活中的需求與反饋。

The Group attaches great importance to the communication among employees, care much about them, and creates an equal, respectful and harmonious working environment for them. We maintain an atmosphere of harmony and common progress within the Group, listen carefully to employees' valuable opinions and make improvements according to the opinions, and continuously improve employees' sense of belonging and satisfaction.

In 2025, the Group conducted two satisfaction surveys of front-line employees and lower and middle management, covering a total of 26,880 employees, which covered employees' satisfaction with their work environment and work arrangements, their feelings regarding team management and the care demonstrated by leadership, as well as their personal opinions and suggestions for the Group. As of the end of the Reporting Period, the average overall satisfaction score was 98.58.

Going forward, the Group will continue to broaden the communication channels for employees, improve the establishment of the employee rights protection system, and continue to pay attention to the needs and feedback of employees in work and life.

自由就業，禁用童工

青少年兒童是國家未來的希望，他們的健康成長需要全國各界人士的共同保護。本集團根據國家《未成年人保護法》《禁止使用童工規定》等法律法規，明確杜絕聘用年齡未滿18週歲者，並在招聘過程中進行嚴格的審查，以避免誤用童工。本集團人力資源部不定期抽查用工情況，如有發現童工使用，將追究內部有關人員責任，並向監管部門報告。

本集團充分尊重員工的就業自由，於僱傭期間內，不存在扣留員工有效證件、收取押金、強迫勞動或拖欠勞動報酬等行為。本集團也在內部構建了監督機制，以確保無違規違法情況發生。

於本報告期內，本集團未發生童工僱傭或強制勞工的事件。

Prohibition of forced labour and child labour

Young children represent the future of the country, and their healthy growth must be protected in all walks of life throughout the country. In accordance with the relevant laws and regulations of the People's Republic of China, such as the *Law of the People's Republic of China on the Protection of Minors* and the *Provisions on the Prohibition of Child Labour*, the Group and its subsidiaries explicitly prohibit the employment of persons under the age of 18 and conduct strict examinations in the recruitment process so as to avoid the employment of underage individuals. The human resources department of the Group conducts random checks on the employment situation from time to time. If child labour is found, the relevant internal personnel will be held accountable and reported to the regulatory authorities.

The Group fully respects the freedom of its employees and does not conduct any improper activities, such as withholding their valid certificates, collecting deposits, engaging in forced labour or defaulting on remuneration during the period of employment. The Group has also set up an internal supervision mechanism to ensure that no breaching behaviour will occur.

During the Reporting Period, the Group has no underage employment or forced labour occurred.

5.3 職業健康與安全

本集團高度重視職工健康與工作環境安全，在《企業管理手冊》中規定了環境安全運行控制程序和職業健康安全運行控制程序，並嚴格遵守《中華人民共和國安全生產法》《中華人民共和國職業病防治法》和《用人單位勞動防護用品管理規範》等相關法律法規，力求為職工提供一個安全、健康、舒適的工作環境。

硬件保障，落實到位

採購部定期對安全防護用品進行採購，所購產品必須具有國家檢測機構頒發的產品安全合格鑒定標識，不合格品不得購進。對於公共防護用品落實到專人保管，確保緊急情況發生時各服務中心能夠及時、有效地做出應對。在本報告期間，本集團通過採購部集中採購資源，加強採購管理，安全生產投入累計約為人民幣499.96萬元。

5.3 Occupational Health and Safety

The Group attaches great importance to the health of employees and the safety of the working environment. We have stipulated control procedures for environmental safety operations and occupational health and safety operations in the "enterprise management manual". The Group strictly abides by relevant laws and regulations such as the *Work Safety Law of the People's Republic of China*, the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases*, and the *Norms for the Management of Labour Protective Articles for Employers*, so as to provide employees with a safe, healthy and comfortable working environment.

Protective gears

The Procurement Department purchases safety protection equipment regularly, and the purchased products are required to be designated with the product safety qualification identification mark issued by the national testing institution. The division is not allowed to buy unqualified products. Public protective equipment is kept in special custody to ensure that each service centre can respond effectively and in a timely manner in the event of an emergency. During the Reporting Period, the Group has strengthened procurement management through centralised procurement by the Procurement Department, with cumulative safety production expenditures amounting to approximately RMB4.9996 million.

職業安全，健康為本

身體健康與人身安全是人們追求美好生活的基礎保障。本集團堅持以人為本，重視職員的身體健康，除為員工提供定期身體健康檢查外，綜合管理部對全體職工建立健康檔案，協同各部門依據《國家職業衛生防護法》對疾病進行識別和防治工作，確保相關疾病早發現、早治療。

本集團職業健康安全管理體系建設已初具成效，且該體系經 GB/T45001-2020/ISO45001:2018 認證標準認證。

過去三年，本集團因工亡故1人，其中，2025年，工亡1人(2024年：0人，2024年因工亡故比率：0%；2023年：0人，2023年因工亡故比率：0%)。2025年達級工傷情況如下：

Occupational health system and employees' health

Physical health and personal safety are the basic guarantees necessary for people to pursue a better life. The Group adheres to this people-oriented concept and attaches importance to the health of its employees. In addition to providing regular physical examinations to employees, the Comprehensive Management Division establishes health records for all staff and workers, and cooperates with other divisions to identify, prevent and treat diseases in accordance with the *Law on Prevention and Control of Occupational Diseases of the People's Republic of China*, so as to ensure early diagnosis and treatment of any potential diseases.

The construction of the Group's occupational health and safety management system has achieved its initial results, and the system has obtained GB/T45001-2020 and ISO45001:2018 certification.

Regrettably, one work-related fatality occurred in 2025 (2024: 0 fatalities; 2024 work-related fatality rate: 0%; 2023: 0 fatalities; 2023 work-related fatality rate: 0%). Work-related injuries occurring in 2025 were as below:

		2025年 2025	2024年 2024
達級工傷人數(單位：人)	Number of work-related injuries (unit: persons)	10	8
達級工傷損失工作日數	Lost days due to work injury	781	715

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

集團高度重視健全與安全管理，並採取了一系列舉措：在宣傳方面，通過公司內網等多種渠道，常態化推送職業健康安全知識等內容；培訓方面，針對不同崗位的風險特點，開展了覆蓋全體員工的職業健康安全專項培訓，內容包括安全操作規程、應急處置技能等，確保員工具備必要的安全防護意識和能力。2025年，本集團共開展了897次安全事件應急演練，其中消防演練595次，其他演練302次，員工安全教育培訓主題內容包括安全類包括：

- ① 交通安全培訓
- ② 消防安全培訓
- ③ 其他類安全培訓(電梯困人、防洪、防爆演習等)

累計時長達333,415.5小時，參訓總人數為35,189人，其中，男性員工受訓比例為61%，女性員工參訓比例為39%。

The Group places high priority to robust and safety management and has implemented a series of initiatives. Regarding communications, occupational health and safety knowledge is regularly disseminated through multiple channels including the Company intranet. For training, specialised occupational health and safety training covering all employees has been conducted, tailored to the risk profiles of different positions. This includes instruction on safe operating procedures and emergency response skills, ensuring staff possess the necessary safety awareness and protective capabilities. In 2025, the Group conducted 897 contingency drills, comprising 595 fire drills and 302 other emergency exercises. The topics related to staff safety education and training include:

- ① Traffic safety training
- ② Fire safety training
- ③ Other safety training (lift entrapment, flood prevention, explosion preparedness exercise, etc.)

The total training time was 333,415.5 hours, and the total number of participants was 35,189, among which the proportion of male employees was 76%, and the proportion of female employees was 61%.

5.4 職工培訓與發展

隨著知識和技術的更新速度加快，企業需要不斷創新和引進新技術和新理念，這就要不斷地對員工進行培訓。通過培訓可以增強員工對企業決策的理解和執行能力，使員工掌握企業的管理理念和先進的管理方法。

本集團在本年度完善並下發了《員工培訓管理制度(2025年試行版)》(含啟航計劃、遠航計劃、領航計劃操作細則)，為員工職業發展搭建了清晰的培訓體系框架。此外，本集團下發《星級管家評定操作細則(2025年試行版)》，進一步規範星級管家的評定標準、流程和激勵機制，引導相關崗位員工不斷提升服務質量和專業水平，從而整體提升集團的服務品質和市場競爭力。

5.4 Employee Training and Development

As the advancement of knowledge and technology accelerate, enterprises are required to innovate continuously and introduce new technologies and philosophy through staff training. Staff training enhances the understanding of enterprise decision and executive ability of staff and enables our staff to familiarise with our management philosophy and advanced management approach.

During the year, the Group enhanced and issued the Employee Training Management System (2025 Trial Version), which includes operational details for the Set Sail Scheme, Voyager Scheme, and Navigator Scheme. This established a clear framework for the training system supporting staff career development. Additionally, the Group issued the Star-rated Butler Service Assessment Operational Guidelines (2025 Trial Version) to further standardise the evaluation criteria, processes, and incentive mechanisms for Star-rated Butlers. This guides relevant staff in continuously improving service quality and professional standards, thereby enhancing the Group's overall service quality and market competitiveness.

環境、社會及管治報告

ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

為推動機會平等與員工多元化，集團採取了一系列重要舉措。如在與員工的面談中特別關注員工在當前崗位的工作能力和潛在的管理能力，以便精準地了解員工的才能與潛力。針對不同類型的員工，集團提供了不同的培養路徑：

- 對於骨幹型人才：集團通過設立員工晉升崗位學習地圖，提供一系列培訓課程，要求員工完成相應的課程內容，並經過考試、述職以及晉升面談等環節，以確保他們具備晉升到更高崗位所需的知識和技能。
- 對於管理型人才：集團通過管培生個人述職及案例分析的方式，進行周度季度跟進面談，並提供導師交流的機會，旨在幫助他們提升管理能力，更好地勝任未來的管理崗位。

這些舉措旨在促進員工的個人成長與發展，同時也有助於提升集團整體的團隊效能和競爭力。

The Group has taken a series of important measures to promote equal opportunities and employee diversity. To better understand employees' talent and potential, during interviews with employees, the Group pays special attention to the workplace competencies and management potential they exhibit in their current positions. Moreover, the Group provides different training paths for different calibres of employees:

- Leadership talent: The Group delivers a series of training courses that provide a learning map for employee promotions and positions. Employees are required to complete the corresponding courses, pass examinations, engage in job reporting and succeed in promotion interviews to ensure that they have the knowledge and skills required for promotion to higher positions.
- Management talent: The Group conducts weekly and quarterly follow-up interviews with management trainees (the "MTs") through personal reporting and case analysis, and provides MTs with opportunities to communicate with mentors, with a view to improving their management capabilities and effectively preparing them for future management positions.

These measures are designed to promote the personal growth and development of employees, while also improving the efficiency and competitiveness of the Group's overall team.

梯隊培養，攜手並進

本集團通過業務發展需求預測人才需求，在進行人才盤點後了解尚需從外部聘用的需求。本集團打造了一條完善的人才供應鏈培養體系，分別為：培養新員工的啟航計劃、培養專業能力的遠航計劃以及對培養骨幹員工的領航計劃，為不同階段、不同崗位的員工根據其個人能力、性格及職業發展需求進行科學的培訓與測評，慎重選拔出梯隊人才庫，建立濱江化、專業化的人才梯隊培養機制。

➤ 啟航計劃

對於新入職的管家、工程、秩序和保潔等基層員工，本集團依據《新員工崗前培訓操作指引》為員工提供通用課程和崗位應知應會學習材料：

- 通用課程：企業文化、人力資源制度、禮儀禮節；
- 崗位應知應會材料：崗位介紹、崗位安全知識。

為幫助新員工快速掌握崗位所需技能，帶教師將根據《任務清單》對員工進行工作引導，由項目經理和帶教師共同根據《跟崗任務鑒定表》檢查核驗新員工掌握情況。

Talent echelons for career development

The Group anticipates talent demand based on its business development and identifies external engagement needs based on the status of human resources. The Group completed a well-established chain for training talents, which include the Set Sail Scheme designed for training new joiners, the Voyager Scheme designed for training professionals, and the Navigator Scheme designed for training core staff members. The Group continued to perform scientific training for and evaluation on staff at different stages and posts based on their capabilities, personalities and career development needs to select talents to form a talent echelon and establish a sound talent development mechanism.

➤ Set Sail Scheme

For the newly recruited grass-root's employees such as butlers, engineering personnel, security personnel and cleaners, the Group provides them with general courses and training materials required for specific posts in accordance with the "Operation Guidelines for New Employee Pre-job Training":

- general courses: corporate culture, human resources system, and etiquette;
- training materials required for specific posts: post introduction, post safety knowledge.

In order to help new employees quickly master the skills required for posts, their instructors will guide them according to the "Task List". The project managers and the instructors will jointly check and review whether the new employees have mastered the required skills according to the "Appraisal Form for Employees in Performing Tasks".

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➤ 領航計劃

- 飛鷹計劃
對於新晉主管，本集團根據其能力模型設計培養方案，做到訓戰結合，系統賦能，持續建立好人才蓄水池。結合線下課堂集訓，線上平台自主學習，並根據崗位需求製作任務清單，以提升其業務和管理雙能力。
- 雄鷹計劃
對於新晉項目經理，本集團結合集團戰略發展和組織人才梯隊建設的需求，將培訓方向聚焦於認知革新、凝聚組織、能力提升三大類別，開發了37門針對性培訓課程，制定多元化、長效性、具備導師輔導內部造血賦能的培訓方案。

報告期內，本集團開展第六期雄鷹培訓，實際共計91人參與培訓。本集團通過訪談了解參訓員工對本次培訓的整體滿意度較高，普遍認為培訓內容貼合實際工作需求，具有較強的實用性和指導性。

➤ Navigator Scheme

- Eagle Plan
For new management personnel, the Group designs training programs based on their competency models, provide systematic training as well as asking them to put what they have learned into practice, so as to continue to build a talent pool. We conduct offline training for management personnel, and let them learn independently on the online platform, and make task list for them according to job requirements to improve their business capability and management capability.
- Tercel Plan
For new project managers, according to the needs of the Group's strategic development and the establishment of a talent echelon, the Group focuses our training on three aspects: changing cognition, teamwork, and ability improvement. We have developed 37 targeted training courses, and formulated diversified and long-term training programs with mentor providing guidance and these programs help the Group to develop talents from within.

During the Reporting Period, the Group conducted the sixth phase of its Eagle Training Programme, with a total of 91 participants. Through interviews, the Group ascertained that participants' overall satisfaction with the training was high, with the content generally considered relevant to practical work requirements and highly applicable and instructive.

➤ 雛鷹計劃

本集團深知校招人才的培養對於業務質量與項目管理提升的意義重大，因此持續推進對於管培生項目的制度完善與流程優化工作，該培養計劃有以下亮點：

- 1、通過半年導師帶教師，通過標準化、流程化的人才培養方式，實現集團人才梯隊培養，為集團發展輸送優質的後備人才力量。
- 2、實踐與理論結合導師帶教，全方位助力管培生成長：帶教師通過線上自學、在崗實踐、周志、面談、閱讀和工作匯報六大部分對管培生進行為期半年的帶教培養。
3. 優化管理培生培養《雛鷹計劃(管培生培訓)操作細則》，落實培養機制標準(課程、認證要求等)。

➤ *Eyas Program*

The Group is fully aware of the significance of cultivating campus recruits for improving business quality and project management, and therefore continues to enhance the system and optimise the process of the management trainee program. This training plan boasts the following highlights:

1. Through standard and procedural training under a half-year mentorship program, a talent echelon has been built to provide a pool of talents for the Group's future development.
2. Theories are put into practice under mentors' guidance for comprehensive development of management trainees: mentors train management trainees in six areas of online self-study, on-the-job practice, weekly journal, interview, reading and work reporting over half a year.
3. Optimisation of the management trainee development "Eagle Training Programme (Management Trainee Training) Operational Guidelines," implementing standardised development mechanisms (including curriculum, certification requirements, etc.).

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2025年「雛鷹計劃」校園推廣工作順利開展，主要包含以下內容：

- 深入杭州職業技術學院和浙江樹人大學開展專題宣講活動；
- 通過製作並分發宣傳手冊、懸掛宣傳橫幅等方式進行前期宣傳；
- 成功舉辦了3場校園宣講會，邀請公司高管與學生進行面對面交流，詳細介紹項目內容及發展前景。

2025年，我們共組織了12場管培生培訓，共有管培生74人通過認證，通過率為62.24%。

In 2025, the Eyas Program campus promotion activities were successfully conducted. They mainly included the following content:

- Conducting specialised lectures at Hangzhou Vocational and Technical College and Zhejiang Tree Person University.
- Distributing promotional brochures and hanging promotional banners for preliminary promotion.
- Organising three campus seminars, inviting company executives to engage in face-to-face exchanges with students, providing detailed introductions to the project content and prospects.

In 2025, a total of 12 leadership training sessions were organised, with 74 trainees passing the certification. The pass rate was 62.24%.

技能比武，盡展濱江物業實力與風采

Binjiang Service showcased strength and excellence in an enterprise skills competition

2025年8月2日，濱江物業迎戰濱江區第六屆物業服務企業技能比武大賽，勇奪佳績，以卓越的綜合表現斬獲團體第一名，充分凸顯了濱江物業專業化、規範化、標準化的服務水準和服務理念的承載力量。一場大賽，融合交流與切磋，濱江物業將把大賽成績轉化為新一輪的服務動力，以此為起點，促進物業服務高質量發展。

On 2 August 2025, Binjiang Service participated in the 6th Binjiang District Property Service Enterprise Skills Competition, achieving outstanding results. The Company garnered first place in the team category, showcasing its exceptional all-round performance. This success fully exemplified the professionalism, standardisation, and expertise inherent in Binjiang Service's approach, embodying the ethos of its service standards. The competition served as a platform for exchange and mutual learning. Binjiang Service will leverage these achievements as a catalyst for renewed service impetus. Using this victory as a foundation, the Company will propel the enhancement of its property service quality forwards.



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豐富培訓，定向提升

- *線下培訓*
為有效幫助員工豐富職業技能，拓展職業能力，培養高水平的職業道德和職業行為，本集團針對不同梯隊人才推出了多類型線下培訓項目，並組織專業培訓講師進行授課。本集團相關部門會在授課前對培訓講師進行認定評審，授課後學員會對授課質量進行打分，以保證培訓質量和效果。
- *線上培訓*
2025年，集團對濱江學堂系統進行功能優化升級，投入費用3.3萬元。編製《培訓平台管理方案》，系統梳理課件等內容3,063份，有效提升了培訓資源的規範化管理水平，進一步豐富培訓形式、拓展學習渠道，讓員工實現自助式學習。

Diversified training for targeted development

- *Offline training*
In order to effectively help employees to enrich their professional skills, expand their professional abilities, and cultivate high-level professional ethics and behaviours, the Group has launched various types of offline training programs for talents at different levels, and organised professional training lecturers to give lectures. The relevant departments of the Group conducts qualification assessment on lecturers before the training courses. After the lecture, the trainees will rate on the quality of the training courses to ensure their quality and effectiveness.
- *Online training*
In 2025, the Group optimised and enhanced the functionality of the Binjiang Service Academy system, investing RMB33,000. The “Training Platform Management Plan” was formulated, systematically organising 3,063 items, including courseware. This effectively improved the standardised management of training resources, further enriching training formats, expanding learning channels, and enabling employees to learn independently.

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報告期內，濱江學堂平台已有崗前、星級管家和主管課程和項目經理系列課程，涵蓋了專業條線的工程類、綠化類和前期案場服務禮儀類課程以及公司級標準課程共1,800門。2025年，我們運用培訓平台組織線上考試108場、發佈學習地圖161次。通過引入線上學習平台，整合各層級分子公司培訓資源，有效提高了員工培訓與集團運營效率，為深化集團標準化建設，2025年全面推行垂直化培訓管理體系，由總部組織開發、更新核心課程，替代原有分散化課件。並建立二級課程認證機制(總部-分公司)，淘汰重複內容，進一步滿足集團快速發展對於人才的培養需求。

During the Reporting Period, training courses for induction training, star housekeepers, supervisors and project managers were made available on the platform, covering 1,800 courses on engineering, landscaping and pre-sale customer service etiquette under the professional lines of business and company-level standard courses. In 2025, we utilised the training platform to organise 108 online examinations and released learning maps 161 times. By introducing an online learning platform, we integrated training resources across all levels of subsidiaries, effectively improving employee training and overall operational efficiency. To deepen the standardization of the Group, this year we fully implemented a vertical training management system, where the headquarters was responsible for developing and updating core courses, replacing the previously decentralised course materials. Additionally, we established a two-tier course certification mechanism (headquarters — branch companies), eliminating duplicate content, and created an online learning platform.

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報告期內，本集團共組織63,111人次參與入職、法律、專業技能、職業健康等方面培訓，培訓時長達到443,716小時。具體培訓項目及培訓學時、人次，如下表所示：

During the Reporting Period, the Group organised training for a total of 63,111 participants in areas such as onboarding, legal compliance, and professional skills, with cumulative training hours reaching 443,716. Specific training programmes, training hours, and participant numbers are as detailed in the table below:

培訓項目	Training programme	2025年 2025	
		培訓人次 Number of participants	培訓學時 (單位：小時) Average training duration (hours)
領航計劃. 雄鷹計劃	Navigator Scheme-Tercel Programme	4,201	23,658
遠航計劃. 雛鷹計劃	Voyager Scheme-Eyas Programme	120	3,734
遠航計劃. 飛鷹計劃	Voyager Scheme-Eagle Programme	1,491	35,659
啟航計劃. 成鷹計劃	Set Sail Scheme-Adult Eagle Programme	15,578	252,678
專業條線：客服／工程／序／保潔／綠化	Professional functions: customer service/ engineering/security patrol/cleaning/ landscaping	3,088	21,286
管理專項	Management specialisations	637	2,371
崗位鑒定	Post qualification assessment	630	5,369
技能鑒定	Skills appraisal	675	6,414
職業健康	Occupational health	36,691	92,547
總計	Total	63,111	443,716

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按性別和層級劃分培訓時間比例，如下表所示：

The percentage of training time by gender and level is shown in the table below:

指標 Indicators	二級指標 Tier 2 indicators	2025年 2025		2024年 2024		2023年 2023	
		佔期末對應 人數百分比 Percentage of the corresponding number at the end of the period	平均受訓 時長(小時) Average training hours	佔期末對應 人數百分比 Percentage of the corresponding number at the end of the period	平均受訓 時長(小時) Average training hours	佔期末對應 人數百分比 Percentage of the corresponding number at the end of the period	平均受訓 時長(小時) Average training hours
按性別劃分培訓時間 Training time by gender	受訓男性員工 Male trainee	100%	16.65	100%	6.32	100%	23.66
	受訓女性員工 Female trainee	100%	9.48	100%	6.50	100%	18.56
按層級劃分培訓時間 Training time by level	受訓非管理層 Trained non-management	100%	22.56	100%	6.77	100%	22.37
	受訓管理層 Trained management	100%	26.33 ⁴	100%	6.35	100%	14.81

4 因業務需要，本集團於2025年開展管理層集中培訓，使得培訓時長較2024年顯著增長。

4 Due to business needs, the Group conducted centralised training for management in 2025, resulting in a significant increase in training duration compared to 2024.

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培訓結束後，集團針對培訓安排、課程內容和講師進行了培訓調研，通過培訓滿意度回訪和培訓學習完成率來評估培訓效果。集團為管培生特別設計了培訓反饋表格，表格涵蓋了課程內容、培訓教官、培訓效果以及培訓管理等多個方面，以便管培生能夠全面、客觀地評估培訓效果，並提出改進建議。此外，我們還會直接對受訓人員進行抽樣調查，以深入了解他們對培訓的意見和建議，為改進培訓課程提供有力支持。報告期內，本集團共投入約86.52萬元用於支持員工培訓。

未來，集團將進一步加強培訓工作的全面性，大幅度提升培訓效果，並且能夠有效地提高培訓部門的核心能力，從而更好地保障人才的持續培養，營造良好的企業文化氛圍，實現員工和企業「雙贏」的效果。

After training sessions, the Group conducts training surveys on the training arrangements, course content and lecturers; and the effectiveness of the training is evaluated based on these training satisfaction surveys and the course completion rates. In addition, the Group has designed a special training feedback form for MTs that covers many aspects, such as course content, training instructors, training effectiveness and training management, so that MTs have the chance to comprehensively and objectively evaluate the effectiveness of training and put forward suggestions for improvements. Moreover, we conduct direct sample surveys of participants to understand their opinions and suggestions so as to make significant improvements to training courses. During the Reporting Period, our group allocated approximately CNY 865,200 to support employee training.

Going forward, the Group will further enhance the coverage and effectiveness of our training, especially the Training Department's core capability to ensure the continued development of talents and positive corporate culture, so that employees and the Group can grow and succeed together.

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ESG一般披露參考表

香港聯合交易所上市規則—附錄C2《環境、社會及管治報告守則》

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Listing Rules of The Stock Exchange of Hong Kong Limited — Appendix C2 “Environmental, Social and Governance Reporting Code”

層面 Aspect	內容 Content	在報告中位置 Report Content
B部分：強制披露規定 Part B: Mandatory Disclosure Requirements		
	管治架構 Governance Structure	董事會聲明 Statement of the Board of Directors 2.2 集團ESG管治架構 2.2 ESG Governance Structure of the Group
	匯報原則 Reporting Principles	關於本報告 Report preparation instructions
	匯報範圍 Reporting Boundary	關於本報告 Report preparation instructions
C部分：「不披露就解釋」條文 Part C: “Comply or explain” Provisions		
A1 排放物	一般披露 有關廢氣及溫室氣體排放、向水及土地的排污、有害及無害廢棄物的產生等的：	
	(a) 政策；及	
	(b) 遵守對發行人有重大影響的相關法律及規例的資料。	3.2 排放物
A1 Emissions	General Disclosure Information on:	3.2 Emissions
	(a) the policies; and	
	(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	
	A1.1 排放物種類及相關排放數據。	3.2 排放物
	A1.1 The types of emissions and respective emissions data.	3.2 Emissions

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層面 Aspect	內容 Content	在報告中位置 Report Content
	A1.3所產生有害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	注1
	A1.3 Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Note 1
	A1.4所產生無害廢棄物總量(以噸計算)及(如適用)密度(如以每產量單位、每項設施計算)。	注1
	A1.4 Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility).	Note 1
	A1.5描述所訂立的排放量目標及為達到這些目標所採取的步驟。	3.2 排放物
	A1.5 Description of emission target(s) set and steps taken to achieve them.	3.2 Emissions
	A1.6描述處理有害及無害廢棄物的方法，及描述所訂立的減廢目標及為達到這些目標所採取的步驟。	3.2 排放物
	A1.6 Description of how hazardous and nonhazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	3.2 Emissions
A2 資源使用	一般披露 有效使用資源(包括能源、水及其他原材料)的政策。	3.1 資源使用
A2 Use of Resources	General Disclosure Policies on the efficient use of resources, including energy, water and other raw materials.	3.1 Use of Resources
	A2.1按類型劃分的直接及或間接能源(如電、氣或油)總耗量(以千個千瓦時計算)及密度(如以每產量單位、每項設施計算)。	3.1 資源使用
	A2.1 Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility).	3.1 Use of Resources
	A2.2總耗水量及密度(如以每產量單位、每項設施計算)。	3.1 資源使用
	A2.2 Water consumption in total and intensity (e.g. per unit of production volume, per facility).	3.1 Use of Resources
	A2.3描述所訂立的能源使用效益目標及為達到這些目標所採取的步驟。	3.1 資源使用
	A2.3 Description of energy use efficiency target(s) set and steps taken to achieve them.	3.1 Use of Resources
	A2.4描述求取適用水源上可有任何問題，以及所訂立的用水效益目標及為達到這些目標所採取的步驟。	3.1 資源使用
	A2.4 Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	3.1 Use of Resources
	A2.5製成品所用包裝材料的總量(以噸計算)及(如適用)每生產單位估量。	注2
	A2.5 Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Note 2
A3 環境及天然資源	一般披露 減低發行人對環境及天然資源造成重大影響的政策。	3.4 環境及自然資源
A3 The Environment and Natural Resources	General Disclosure Policies on minimising the issuer's significant impacts on the environment and natural resources.	3.4 Environment and Natural Resources

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層面 Aspect	內容 Content	在報告中位置 Report Content
	A3.1描述業務活動對環境及天然資源的重大影響及已採取管理有關影響的行動。 A3.1 Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	3.4 環境及自然資源 3.4 Environment and Natural Resources
B1 僱傭	一般披露 有關薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視以及其他待遇及福利的：	
B1 Employment	(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	5.1 僱傭 5.1 Employment
	B1.1按性別、僱傭類型(如全職或兼職)、年齡組別及地區劃分的僱員總數。 B1.1 Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	5.1 僱傭 5.1 Employment
	B1.2按性別、年齡組別及地區劃分的僱員流失比率。 B1.2 Employee turnover rate by gender, age group and geographical region.	5.1 僱傭 5.1 Employment
B2 健康與安全	一般披露 有關提供安全工作環境及保障僱員避免職業性危害的：	
B2 Health and Safety	(a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。 General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	5.3 職業健康與安全 5.3 Occupational Health and Safety
	B2.1過去三年(包括匯報年度)每年因工亡故的人數及比率。 B2.1 Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	5.3 職業健康與安全 5.3 Occupational Health and Safety
	B2.2因工傷損失工作日數。 B2.2 Lost days due to work injury.	5.3 職業健康與安全 5.3 Occupational Health and Safety

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

層面 Aspect	內容 Content	在報告中位置 Report Content
	B2.3描述所採納的職業健康與安全措施，以及相關執行及監察方法。 B2.3 Description of occupational health and safety measures adopted, and how they are implemented and monitored.	5.3 職業健康與安全 5.3 Occupational Health and Safety
B3 發展及培訓	一般披露 有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。 註：培訓指職業培訓，可包括由僱主付費的內外部課程。	5.4 職工培訓與發展
B3 Development and Training	General Disclosure Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. Note: Training refers to vocational training. It may include internal and external courses paid by the employer.	5.4 Employee Training and Development
	B3.1按性別及僱員類別(如高級管理層、中級管理層等)劃分的受訓僱員百分比。 B3.1 The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	5.4 職工培訓與發展 5.4 Employee Training and Development
	B3.2按性別及僱員類別劃分，每名僱員完成受訓的平均時數。 B3.2 The average training hours completed per employee by gender and employee category.	5.4 職工培訓與發展 5.4 Employee Training and Development
B4 勞工準則	一般披露 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	5.2 勞工權益
B4 Labour Standards	General Disclosure Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	5.2 Employee Rights and Interests
	B4.1描述檢討招聘慣例的措施以避免童工及強制勞工。	5.2 勞工權益

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層面 Aspect	內容 Content	在報告中位置 Report Content
	B4.1 Description of measures to review employment practices to avoid child and forced labour. B4.2描述在發現違規情況時消除有關情況所採取的步驟。 B4.2 Description of steps taken to eliminate such practices when discovered.	5.2 Employee Rights and Interests 5.2 勞工權益 5.2 Employee Rights and Interests
B5 供應鏈管理	一般披露 管理供應鏈的環境及社會風險政策。	4.2 供應鏈管理
B5 Supply Chain Management	General Disclosure Policies on managing environmental and social risks of the supply chain. B5.1按地區劃分的供應商數目。 B5.1 Number of suppliers by geographical region.	4.2 Supply Chain Management 4.2 供應鏈管理 4.2 Supply Chain Management
	B5.2描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目、以及有關慣例的執行及監察方法。 B5.2 Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	4.2 供應鏈管理 4.2 Supply Chain Management
	B5.3描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。 B5.3 Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	4.2 供應鏈管理 4.2 Supply Chain Management
	B5.4描述在揀選供應商時促使用環保產品及服務的慣例，以及相關執行及監察辦法。 B5.4 Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	4.2 供應鏈管理 4.2 Supply Chain Management
B6 產品責任	一般披露 有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	4.1 產品責任

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層面 Aspect	內容 Content	在報告中位置 Report Content
B6 Product Responsibility	<p>General Disclosure</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.</p> <p>B6.1已售或已運送產品總數中因安全與健康理由而須回收的百分比。</p> <p>B6.1 Percentage of total products sold or shipped subject to recalls for safety and health reasons.</p> <p>B6.2接獲關於產品及服務的投訴數目以及應對方法。</p> <p>B6.2 Number of products and service related complaints received and how they are dealt with.</p> <p>B6.3描述與維護及保障知識產權有關的慣例。</p> <p>B6.3 Description of practices relating to observing and protecting intellectual property rights.</p> <p>B6.4描述質量檢定過程及產品回收程序。</p> <p>B6.4 Description of quality assurance process and recall procedures.</p> <p>B6.5描述消費者資料保障及私隱政策，以及相關執行及監察方法。</p> <p>B6.5 Description of consumer data protection and privacy policies, and how they are implemented and monitored.</p>	<p>4.1 Product Responsibility</p> <p>注2</p> <p>Note 2</p> <p>4.1 產品責任</p> <p>4.1 Product Responsibility</p> <p>4.1 產品責任</p> <p>4.1 Product Responsibility</p> <p>注2</p> <p>Note 2</p> <p>4.1 產品責任</p> <p>4.1 Product Responsibility</p>
B7 反貪污	<p>一般披露</p> <p>有關防止賄賂、勒索、欺詐及洗黑錢的：</p> <p>(a) 政策；及</p> <p>(b) 遵守對發行人有重大影響的相關法律及規例的資料。</p>	<p>4.3 反貪腐</p>
B7 Anti-corruption	<p>General Disclosure</p> <p>Information on:</p> <p>(a) the policies; and</p> <p>(b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.</p> <p>B7.1於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。</p> <p>B7.1 Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.</p>	<p>4.3 Anti-corruption Measures</p> <p>4.3 反貪腐</p> <p>4.3 Anti-corruption Measures</p>

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層面 Aspect	內容 Content	在報告中位置 Report Content
	B7.2描述防範措施及舉報程序，以及相關執行及監察方法。 B7.2 Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	4.3 反貪腐 4.3 Anti-corruption Measures
	B7.3描述向董事及員工提供的反貪污培訓。 B7.3 Description of anti-corruption training provided to directors and staff.	4.3 反貪腐 4.3 Anti-corruption Measures
B8 社區投資	一般披露	
B8 Community Investment	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。 Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	4.4 社區投資 4.4 Community Investment
	B8.1專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。 B8.1 Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	4.4 社區投資 4.4 Community Investment
	B8.2在專注範疇所動用資源(如金錢或時間)。 B8.2 Resources contributed (e.g. money or time) to the focus area.	4.4 社區投資 4.4 Community Investment

D部分：氣候相關披露

Part D: Climate-related Disclosures

D-I 治理	負責監督氣候相關風險和機遇的治理機構	3.3 應對氣候變化
D-I Governance	Governance body responsible for overseeing climate-related risks and opportunities	3.3 Addressing Climate Change
	管理層在用以監察、管理及監督氣候相關風險和機遇的管理流程、監控措施及程序中的角色	3.3 應對氣候變化
	Management's role in the management processes, monitoring measures and procedures used to monitor, manage and monitor climate-related risks and opportunities	3.3 Addressing Climate Change
D-II 策略	氣候相關風險和機遇	3.3 應對氣候變化
D-II Strategy	Climate-related risks and opportunities	3.3 Addressing Climate Change
	業務模式和價值鏈	3.3 應對氣候變化
	Business Model and value chain	3.3 Addressing Climate Change
	策略和決策	3.3 應對氣候變化

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ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

層面 Aspect	內容 Content	在報告中位置 Report Content
	Strategy and Decision Making	3.3 Addressing Climate Change
	財務狀況、財務表現及現金流量 Financial condition, financial performance and cash flows	注3 Note 3
	氣候韌性 Climate resilience	注4 Note 4
D-III 風險管理 D-III Risk Management	用於識別、評估氣候相關風險，以及釐定當中輕重緩急並保持監察的流程及相關政策 Processes and policies for identifying, assessing climate-related risk, prioritizing and maintaining monitoring	3.3 應對氣候變化 Climate Change
	用於識別、評估氣候相關機遇，以及釐定當中輕重緩急並保持監察的流程及相關政策 Process and related policies for identifying and evaluating climate related opportunities, prioritizing and maintaining monitoring	3.3 應對氣候變化 Climate Change
	氣候相關風險和機遇的識別、評估、優次排列和監察流程，是如何融入發行人的整體風險管理流程，以及融入的程度如何。 How and to what extent is the identification, assessment, prioritization and monitoring process of climate-related risks and opportunities integrated into the issuer's overall 'risk management' process.	3.3 應對氣候變化 Climate Change
D-IV 指標與目標 D-IV Metrics and Targets	溫室氣體排放 Greenhouse gas emissions	3.3 應對氣候變化 Climate Change
	氣候相關轉型風險 Climate related transition risk	注3 Note 5
	氣候相關物理風險 Climate related physical risk	注3 Note 5
	氣候相關機遇 Climate related opportunities	注3 Note 5
	資本運用 Capital utilization	注5 Note 5
	內部碳定價 Internal carbon price	注5 Note 5
	薪酬 Salary	注5 Note 5
	氣候相關目標 Climate related goals	注5 Note 5

注1：本集團的經營不涉及重工業生產，無有害廢棄物的排放和包裝材料的使用；無害廢棄物與在管項目業主的生活垃圾難以區分，排放量與在管項目的規模業主數量緊密，本報告年度未進行統計。

Note 1: The Group's operations do not involve heavy industrial production and there is no discharge of hazardous waste or use of packaging materials; non-hazardous waste is indistinguishable from domestic waste from owners of projects under management and emissions are closely related to the number of owners of the size of projects under management and have not been accounted for in this reporting year.

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注2：本集團本報告期無相關情況，該指標不適用。

Note 2: The Group has no relevant information for the current reporting Period and this indicator is not applicable.

注3：本集團是一家以提供服務為主的輕資產公司，經初步分析氣候變化對我們的財務影響並不重大，目前尚未開展對應對氣候變化開展系統性的財務量化相關工作，將在條件成熟後適時開展，並納入披露。

Note 3: The Group operates as an asset-light company primarily engaged in service provision. Preliminary analysis indicates climate change does not materially impact our financial condition. No systematic financial quantification work addressing climate change has been undertaken at present; such initiatives will be undertaken when conditions permit and subsequently incorporated into disclosures.

注4：經初步分析，就本集團的業務而言，氣候變化將加大社會對我們的服務需求，並在某些程度上催生非傳統業務需求，目前本集團尚未開展氣候韌性相關工作，將在條件成熟後開展相關評估工作，並納入披露。

Note 4: Based on preliminary analysis, climate change is expected to increase societal demand for our services and, in certain aspects, generate non-traditional business requirements for the Group. Currently, the Group has not commenced climate resilience initiatives; such assessments will be undertaken when conditions permit and subsequently incorporated into disclosures.

注5：本集團尚未開展氣候相關風險和機遇的資本運用、內部碳定價、氣候相關因素納入薪酬政策、氣候相關目標設定的相關工作，將在條件成熟後開展相關工作，並於報告中披露。

Note 5: The Group has not yet carried out the capital application of climate-related risks and opportunities, internal carbon price, the inclusion of climate related factors in compensation policies, and the setting of climate related goals. The relevant work will be carried out after the conditions are ripe and disclosed in the report.



致濱江服務集團有限公司全體股東之
獨立核數師報告
(於開曼群島註冊成立之有限公司)

意見

吾等已審核第233頁至第240頁所載濱江服務集團有限公司(「貴公司」)及其附屬公司(「貴集團」)的綜合財務報表，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、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註(包括重大會計政策資料及其他解釋性資料)。

吾等認為，該等綜合財務報表已按照國際會計準則理事會頒佈的國際財務報告準則會計準則(「國際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該日止年度的綜合財務表現及綜合現金流量，並已根據香港公司條例的披露規定妥為編製。

Independent auditor's report to the shareholders
of Binjiang Service Group Co. Ltd.
(incorporated in the Cayman Islands with limited liability)

OPINION

We have audited the consolidated financial statements of Binjiang Service Group Co. Ltd. ("the Company") and its subsidiaries ("the Group") set out on pages 233 to 240, which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated cash flow statement for the year then ended and notes, comprising material accounting policy information and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

獨立核數師報告

INDEPENDENT AUDITOR'S REPORT

意見基準

吾等已根據香港會計師公會（「香港會計師公會」）頒佈的香港審核準則（「香港審核準則」）進行審核。吾等於該等準則項下的責任於本報告核數師就審核綜合財務報表須承擔的責任一節進一步闡述。根據香港會計師公會頒佈的適用於公眾利益實體財務報表審核的專業會計師道德守則（「守則」），吾等獨立於貴集團。吾等亦已遵循該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分及適當地為吾等的意見提供基礎。

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。該等事項乃於吾等審核整體綜合財務報表及出具意見時進行處理，吾等不對該等事項提供單獨的意見。

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing (“**HKSA**s”) as issued by the Hong Kong Institute of Certified Public Accountants (“**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 opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

關鍵審核事項(續)

非業主增值服務收入確認

參閱會計政策附註1(t)及綜合財務報表附註3。

關鍵審核事項

The Key Audit Matter

截至2025年12月31日止年度，貴集團產生總收入人民幣(「人民幣」)4,101.3百萬元，包括物業管理服務、非業主增值服務及5S增值服務的收入。其中，截至2025年12月31日止年度，非業主增值服務收入為人民幣471.6百萬元。

For the year ended 31 December 2025, the Group generated total revenue of Renminbi (“RMB”) 4,101.3 million which comprised revenue from property management services, value-added services to non-property owners and 5S value-added services. Among which, revenue from value-added services to non-property owners for the year ended 31 December 2025 totaled RMB471.6 million.

KEY AUDIT MATTERS (Continued)

Revenue recognition of value-added services to non-property owners

Refer to accounting policy note 1(t) and note 3 to the consolidated financial statements.

吾等進行審核時如何處理事項

How the matter was addressed in our audit

吾等評估非業主增值服務收入確認的審核程序包括下列各項：

Our audit procedures to assess revenue recognition of value-added services to non-property owners included the following:

- 了解及評估 貴集團非業主增值服務收入確認之關鍵內部控制之設計、實施及運作成效；
- understanding and assessing the design, implementation and operating effectiveness of the key internal controls over the Group's revenue recognition of value-added services to non-property owners;
- 按抽樣基準檢查與客戶的服務合約，以了解及評估可能影響收入確認的條款及條件；
- inspecting service contracts with customers on a sample basis to understand and assess the terms and conditions therein which may affect the recognition of revenue;

獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

關鍵審核事項(續)

非業主增值服務收入確認(續)

參閱會計政策附註1(t)及綜合財務報表附註3。(續)

關鍵審核事項

The Key Audit Matter

貴集團非業主增值服務收入主要來自提供予杭州濱江房產集團股份有限公司(「濱江房產」)以及其附屬公司及聯營公司(貴集團之關聯方)的交付前服務及諮詢服務。該等增值服務貢獻了貴集團的大部分毛利。貴集團參考完全履行相關績效責任的進度按時間確認有關收入。

The Group's revenue from value-added services to non-property owners is mainly derived from pre-delivery services and consulting services to Hangzhou Binjiang Real Estate Group Co., Ltd. ("**Binjiang Real Estate**") and its subsidiaries and associates, related parties of the Group. These value-added services contribute a significant part of the Group's gross profit. The Group recognises such revenue over time by reference to the progress towards complete satisfaction of the relevant performance obligation.

KEY AUDIT MATTERS (Continued)

Revenue recognition of value-added services to non-property owners (Continued)

Refer to accounting policy note 1(t) and note 3 to the consolidated financial statements.

(Continued)

吾等進行審核時如何處理事項

How the matter was addressed in our audit

- 按抽樣基準，將年內入賬的收入交易與相關服務合約、服務確認收據及其支持文件、發票及已結算結餘的銀行入賬單進行比較，並評估相關收入是否已根據貴集團的收入確認政策進行確認；
- comparing, on a sample basis, revenue transactions recorded during the year with the underlying service contracts, service acknowledgement receipts and their supporting documents, invoices and bank-in slips for settled balances and assessing whether the related revenue had been recognised in accordance with the Group's revenue recognition policies;
- 按抽樣基準，將向濱江房產以及其附屬公司及聯營公司的收取服務價格與向第三方收取的服務價格及其他市場數據進行比較，向管理層詢問存在任何重大差異的原因，並評估管理層解釋的合理性；
- comparing, on a sample basis, service prices charged to Binjiang Real Estate and its subsidiaries and associates against service prices charged to third parties and other market data, enquiring of management the reasons for any significant differences and assessing the reasonableness of management explanations;

關鍵審核事項(續)

非業主增值服務收入確認(續)

參閱會計政策附註1(t)及綜合財務報表附註3。(續)

關鍵審核事項

The Key Audit Matter

吾等將非業主增值服務收入確認確定為一項關鍵審核事項，原因為收入乃貴集團關鍵績效指標之一，且存在可能於錯誤期間入賬收入或可能受操縱以實現財務目標及預期的固有風險。

We identified revenue recognition of value-added services to non-property owners as a key audit matter because revenue is one of the key performance indicators of the Group and there is an inherent risk that revenue could be recorded in an incorrect period or could be subject to manipulation in order to achieve financial targets and expectations.

KEY AUDIT MATTERS (Continued)

Revenue recognition of value-added services to non-property owners (Continued)

Refer to accounting policy note 1(t) and note 3 to the consolidated financial statements.

(Continued)

吾等進行審核時如何處理事項

How the matter was addressed in our audit

- 將年末前後所入賬銷售交易與相關文件(包括服務確認收據以及其支持文件及發票)進行比較，以評估相關收入是否於適當的會計期間確認；及
- comparing sales transactions recorded just before and after the year end with the relevant underlying documents, including service acknowledgement receipts and their supporting documents and invoices, to assess if the related revenue had been recognised in the appropriate accounting period; and
- 按抽樣基準，審查與年內收集的非業主增值服務收入有關的所有人手記賬，詢問管理層作出有關調整的原因並檢查相關文件。
- scrutinising all manual journal entries relating to revenue of value-added services to non-property owners which were raised during the year, enquiring of management the reasons for such adjustments and inspecting underlying documentation on a sample basis.

獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

關鍵審核事項(續)

貿易應收款項的預期信貸虧損撥備

參閱會計政策附註1(n)、綜合財務報表附註16及附註26(a)。

關鍵審核事項

The Key Audit Matter

於2025年12月31日，貴集團的貿易應收款項總額及預期信貸虧損的虧損撥備分別為人民幣521.2百萬元及人民幣115.5百萬元。As at 31 December 2025, the Group's gross trade receivables and a loss allowance for expected credit losses (ECLs) amounted to RMB521.2 million and RMB115.5 million, respectively.

貴集團的貿易應收款項主要包括應收業主及物業發展商的應收款項。The Group's trade receivables comprise mainly receivables from property owners and property developers.

管理層按與貿易應收款項的全期預期信貸虧損等值的金額(基於各報告期末的根據共同信貸風險特徵分組的不同客戶的虧損模式、貿易應收款項的賬齡、過往虧損率、目前經濟狀況及前瞻性資料)計量虧損撥備。

Management measure the loss allowance at an amount equal to lifetime ECL of trade receivables based on the loss patterns for different customers grouped according to the shared credit risk characteristics, ageing of trade receivables, historical loss rates, current economic conditions and forward-looking information at the end of each reporting period.

KEY AUDIT MATTERS (Continued)

Expected credit loss allowance for trade receivables

Refer to accounting policy note 1(n), note 16 and note 26(a) to the consolidated financial statements.

吾等進行審核時如何處理事項

How the matter was addressed in our audit

吾等評估貿易應收款項的預期信貸虧損撥備的審核程序包括下列各項：

Our audit procedures to assess the ECL allowance for trade receivables included the following:

- 了解及評估與信貸控制、貿易應收款項分項、賬齡分析檢討及信貸虧損撥備估計有關的主要內部控制的設計、實施及運作成效；
- obtaining an understanding of and evaluating the design, implementation and operating effectiveness of key internal controls relating to credit control, segmentation of trade receivables, ageing analysis review, and estimation of credit loss allowances;
- 參考現行會計準則的規定，評估貴集團估計信貸虧損撥備的政策；
- evaluating the Group's policy for estimating the credit loss allowance with reference to the requirements of the prevailing accounting standard;
- 了解管理層採用的預期信貸虧損模型的關鍵數據及假設，包括根據信貸虧損特徵將貿易應收款項進行細分的基準、歷史違約數據及管理層估計虧損率所涉及的假設；
- obtaining an understanding on the key data and assumptions of the expected credit loss model adopted by management, including the basis of segmentation of trade receivables based on credit loss characteristics, historical default data and assumptions involved in management's estimation of loss rate;

關鍵審核事項(續)

貿易應收款項的預期信貸虧損撥備(續)

參閱會計政策附註1(n)、綜合財務報表附註16及附註26(a)。(續)

關鍵審核事項

The Key Audit Matter

吾等將貿易應收款項的預期信貸虧損撥備確定為一項關鍵審核事項，原因為貿易應收款項的結餘對貴集團綜合財務報表而言屬重大，及預期信貸虧損的確認存在固有的主觀性及要求行使管理層的重大判斷。

We identified the ECL allowance for trade receivables as a key audit matter because the balance of trade receivables is material to the Group's consolidated financial statements and the recognition of expected credit loss is inherently subjective and requires the exercise of significant management judgement.

KEY AUDIT MATTERS (Continued)

Expected credit loss allowance for trade receivables (Continued)

Refer to accounting policy note 1(n), note 16 and note 26(a) to the consolidated financial statements. (Continued)

吾等進行審核時如何處理事項

How the matter was addressed in our audit

- 評估管理層虧損撥備估計是否適當，並檢查管理層作出估計所採用的資料，包括測試歷史違約數據是否準確，並根據當前經濟狀況及前瞻性資料評估過往虧損率是否經適當調整；
- assessing the appropriateness of management's estimation of loss allowance and examining the information used by management to derive such estimates, including testing accuracy of the historical default data and evaluating whether historical loss rates are appropriately adjusted based on current economic conditions and forward-looking information;
- 通過按抽樣基準將欠單、發票及其他相關文件進行比較，以評估貿易應收款項賬齡報告中的項目是否已按照適當的賬齡區間分類；及
- assessing whether items in the trade receivables ageing report were categorised in the appropriate ageing bucket by comparing with the demand notes, invoices and other relevant underlying documentation, on a sample basis; and
- 根據貴集團的信貸虧損撥備政策重新計算於2025年12月31日的虧損撥備。
- re-performing the calculation of the loss allowance as at 31 December 2025 based on the Group's credit loss allowance policies.

獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

綜合財務報表及核數師報告以外的資料

董事須就其他資料承擔責任。其他資料包括年報所載的所有資料（綜合財務報表及吾等的核數師報告除外）。

吾等就綜合財務報表作出的意見並無涵蓋其他資料，且吾等不會就其他資料發表任何形式的核證結論，作為吾等審核綜合財務報表工作的一部分。吾等已就構成其他資料一部分的已披露持續關連交易進行鑒證工作，並提供獨立鑒證師的核證結論，並載入其他資料內。

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。就此，吾等毋須作出報告。

董事就綜合財務報表須承擔的責任

董事須負責根據國際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控制負責，以使其不存在由於欺詐或錯誤而導致的重大錯誤陳述。

INFORMATION OTHER THAN THE CONSOLIDATED FINANCIAL STATEMENTS AND AUDITOR'S REPORT THEREON

The directors are responsible for the other information. The other information comprises all the information included in the annual report, other than the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon as part of our engagement to audit the consolidated financial statements. We have performed an assurance engagement on the disclosed continuing connected transactions that form part of the other information and provided a separate assurance practitioner's conclusion thereon that is included within the other information.

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

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards 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.

獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

董事就綜合財務報表須承擔的責任 (續)

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。

審核委員會協助董事履行彼等監督貴集團財務報告程序的責任。

核數師就審核綜合財務報表須承擔的責任

吾等的目標為合理確定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，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，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。

合理確定屬高層次的核證，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。

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS (Continued)

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

The directors are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

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

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

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAAs 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.

獨立核數師報告

INDEPENDENT AUDITOR'S REPORT

核數師就審核綜合財務報表須承擔的責任 (續)

在根據香港審核準則進行審核的過程中，吾等運用專業判斷，保持專業懷疑態度。吾等亦：

- 識別及評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，並設計及執行審核程序以應對該等風險，以及獲取充足及適當的審核憑證，作為吾等意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述或凌駕內部監控的情況，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審核相關的內部監控，以設計適當的審核程序，惟並非旨在對貴集團內部監控的有效性發表意見。
- 評估董事所採用會計政策的適當性及所作出會計估計及相關披露的合理性。

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

As part of an audit in accordance with HKSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

核數師就審核綜合財務報表須承擔的責任 (續)

- 對董事採用持續經營會計基準的適當性作出結論，並根據所獲取的審核憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。倘吾等認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。倘有關披露不足，則修訂吾等的意見。吾等的結論乃基於截至核數師報告日期止所取得的審核憑證。然而，未來事項或情況可能導致貴集團無法持續經營。
- 評估綜合財務報表的整體呈報方式、結構及內容(包括披露資料)，以及綜合財務報表是否中肯反映相關交易及事項。
- 計劃及進行集團審計，以就貴集團內實體或業務單位的財務資料獲取充足及適當的審計憑證，作為對綜合財務報表發表意見的基礎。吾等負責指導、監督及審閱為進行集團審計而執行的審計工作。吾等為審核意見承擔全部責任。

除其他事項外，吾等與審核委員會就計劃的審計範圍、時間安排、重大審計發現等進行溝通，包括吾等在審計中識別出的內部控制的任何重大缺陷。

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

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

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

獨立核數師報告 INDEPENDENT AUDITOR'S REPORT

核數師就審核綜合財務報表須承擔的責任 (續)

吾等亦向審核委員會提交聲明，說明吾等已符合有關獨立性的相關專業道德要求，並與彼等就有合理可能被認為會影響吾等獨立性的所有關係和其他事項，以及在適用的情況下為消除威脅所採取的行動或所採用的保障措施進行溝通。

從與審核委員會溝通的事項中，吾等確定對本期綜合財務報表的審計最為重要的事項，因而構成關鍵審計事項。吾等在核數師報告中描述該等事項，除非法律法規不允許公開披露該等事項，或在極端罕見的情況下，如果合理預期在吾等報告中溝通某事項造成的負面後果超過產生的公眾利益，吾等決定不應在報告中溝通該事項。

出具本獨立核數師報告的審計項目合夥人是 Yue Tat Wai (執業證書編號：P06438)。

畢馬威會計師事務所
執業會計師

香港中環
遮打道10號
太子大廈8樓

2026年3月25日

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

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

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Yue Tat Wai (practising certificate number: P06438).

KPMG
Certified Public Accountants

8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

25 March 2026

綜合損益及其他全面收益表

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

截至2025年12月31日止年度 for the year ended 31 December 2025
(以人民幣(「人民幣」)列示) (Expressed in Renminbi (“RMB”))

		附註 Note	2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
收入	Revenue	3(a)	4,101,253	3,594,714
銷售成本	Cost of sales		(3,191,301)	(2,759,346)
毛利	Gross profit		909,952	835,368
其他收入	Other revenue	4	9,230	6,043
其他收入淨額	Other net income	4	5,084	1,164
銷售及營銷開支	Selling and marketing expenses		(29,363)	(24,007)
行政開支	Administrative expenses		(93,037)	(100,505)
貿易應收款項之 減值虧損	Impairment loss on trade receivables	26(a)	(40,473)	(10,760)
其他開支	Other expenses		(4,337)	(2,216)
經營利潤	Profit from operations		757,056	705,087
融資收入	Finance income		71,195	80,272
融資成本	Finance costs		(106)	(122)
融資收入淨額	Net finance income	5(a)	71,089	80,150
分佔聯營公司利潤 減虧損	Share of profits less losses of associates		3,037	1,596
分佔合營企業利潤 減虧損	Share of profits less losses of joint ventures		349	(445)
除稅前利潤	Profit before taxation	5	831,531	786,388
所得稅	Income tax	6	(222,162)	(232,886)
年度利潤	Profit for the year		609,369	553,502
以下各方應佔：	Attributable to:			
本公司權益股東	Equity shareholders of the Company		595,508	546,529
非控股權益	Non-controlling interests		13,861	6,973
			609,369	553,502

綜合損益及其他全面收益表

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

截至2025年12月31日止年度 for the year ended 31 December 2025

(以人民幣(「人民幣」)列示) (Expressed in Renminbi (「RMB」))

		附註 Note	2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
年度利潤	Profit for the year		609,369	553,502
年度其他全面收益 (扣除稅項及重新 分類調整後)	Other comprehensive income for the year (after tax and reclassification adjustments)			
不會重新分類至損益的 項目： 換算本公司財務報表所 產生之匯兌差額	Items that will not be reclassified to profit or loss: Exchange differences on translation of financial statements of the Company		(22,698)	(1,013)
其後可能重新分類至損 益的項目： 換算海外附屬公司財務 報表所產生之匯兌差 額	Items that may be reclassified subsequently to profit or loss: Exchange differences on translation of financial statements of overseas subsidiaries		217	(170)
年度全面收益總額	Total comprehensive income for the year		586,888	552,319
以下各方應佔：	Attributable to:			
本公司權益股東	Equity shareholders of the Company		573,027	545,346
非控股權益	Non-controlling interests		13,861	6,973
年度全面收益總額	Total comprehensive income for the year		586,888	552,319
每股盈利	Earnings per share	9		
基本及攤薄(人民幣元)	Basic and diluted (RMB)		2.15	1.98

第241頁至第376頁之附註構成本財務報表一部分。應付本公司權益股東之股息詳情載於附註25(c)。

The notes on pages 241 to 376 form part of these financial statements. Details of dividends payable to equity shareholders of the Company are set out in note 25(c).

綜合財務狀況表

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

於2025年12月31日 at 31 December 2025

(以人民幣元列示) (Expressed in RMB)

			2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
		附註 Note		
非流動資產	Non-current assets			
物業、廠房及設備	Property, plant and equipment	10	51,692	43,405
無形資產	Intangible assets	11	4,440	3,212
於聯營公司的投資	Investment in associates	13	9,343	6,306
於合營企業的投資	Investment in joint ventures		3,325	2,976
遞延稅項資產	Deferred tax assets	24(b)	52,785	35,782
定期存款	Time deposits	17	91,756	1,081,425
預付款項	Prepayments	14	1,224	3,543
			214,565	1,176,649
流動資產	Current assets			
存貨	Inventories	15	333,044	290,053
貿易及其他應收款項	Trade and other receivables	16	760,360	590,221
定期存款	Time deposits	17	2,014,517	941,074
按公平值計入損益 (「按公平值計入損益」)	Financial assets measured at fair value through profit or loss (“FVPL”)			
的金融資產		18	432,769	301,623
受限制銀行結餘	Restricted bank balances	19	263,340	68,329
現金及現金等價物	Cash and cash equivalents	20	890,521	890,658
			4,694,551	3,081,958
流動負債	Current liabilities			
合約負債	Contract liabilities	21	1,768,657	1,555,366
貿易及其他應付款項	Trade and other payables	22	1,285,042	1,008,995
租賃負債	Lease liabilities	23	1,251	1,564
即期稅項	Current taxation	24(a)	85,874	86,626
			3,140,824	2,652,551
流動資產淨額	Net current assets		1,553,727	429,407

綜合權益變動表

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

截至2025年12月31日止年度 for the year ended 31 December 2025
(以人民幣元列示) (Expressed in RMB)

本公司權益股東應佔

Attributable to equity shareholders of the Company

	附註 Note	股本	股份溢價	資本儲備	中國法定儲備	匯兌儲備	留存利潤	總計	非控股權益	總權益
		Share capital	Share premium	Capital reserve	PRC statutory reserves	Exchange reserve	Retained profits	Total	Non-controlling interests	Total equity
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
於2024年1月1日的結餘	Balance at 1 January 2024	181	82,847	(65,766)	112,216	942	1,358,027	1,488,447	53,136	1,541,583
2024年的權益變動：	Changes in equity for 2024:									
年度利潤	Profit for the year	—	—	—	—	—	546,529	546,529	6,973	553,502
其他全面收益	Other comprehensive income	—	—	—	—	(1,183)	—	(1,183)	—	(1,183)
全面收益總額	Total comprehensive income	—	—	—	—	(1,183)	546,529	545,346	6,973	552,319
過往年度所宣派股息	Dividends declared in respect of the previous year	25(c)/20(c)	—	—	—	—	(345,744)	(345,744)	—	(345,744)
本年度所宣派股息	Dividends declared in respect of the current year	25(c)/20(c)	—	—	—	—	(159,089)	(159,089)	—	(159,089)
轉撥至法定儲備	Appropriation to statutory reserve		—	—	15,989	—	(15,989)	—	—	—
非控股股東注資	Capital injection from non-controlling shareholders		—	—	—	—	—	—	8,954	8,954
非控股股東的股息	Dividends to non-controlling shareholders		—	—	—	—	—	—	(5,249)	(5,249)
出售附屬公司	Disposal of subsidiaries		—	—	—	—	—	—	(900)	(900)
於2024年12月31日的結餘	Balance at 31 December 2024	181	82,847	(65,766)	128,205	(241)	1,383,734	1,528,960	62,914	1,591,874

綜合權益變動表

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

截至2025年12月31日止年度 for the year ended 31 December 2025

(以人民幣元列示) (Expressed in RMB)

		本公司權益股東應佔								
		Attributable to equity shareholders of the Company								
		股本	股份溢價	資本儲備	中國法定儲備 PRC	匯兌儲備	留存利潤	總計	非控股權益	總權益
		Share capital	Share premium	Capital reserve	statutory reserves	Exchange reserve	Retained profits	Total	Non-controlling interests	Total equity
附註 Note		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
					附註 note 25(d)(ii)	附註 note 25(d)(iii)				
於2025年1月1日的結餘	Balance at 1 January 2025	181	82,847	(65,766)	128,205	(241)	1,383,734	1,528,960	62,914	1,591,874
2025年的權益變動：	Changes in equity for 2025:									
年度利潤	Profit for the year	—	—	—	—	—	595,508	595,508	13,861	609,369
其他全面收益	Other comprehensive income	—	—	—	—	(22,481)	—	(22,481)	—	(22,481)
全面收益總額	Total comprehensive income	—	—	—	—	(22,481)	595,508	573,027	13,861	586,888
過往年度所宣派股息	Dividends declared in respect of the previous year	25(c)/20(c)	—	—	—	—	(221,818)	(221,818)	—	(221,818)
本年度所宣派股息	Dividends declared in respect of the current year	25(c)/20(c)	—	—	—	—	(208,328)	(208,328)	—	(208,328)
轉撥至法定儲備	Appropriation to statutory reserve		—	—	6,563	—	(6,563)	—	—	—
非控股股東注資	Capital injection from non-controlling shareholders		—	—	—	—	—	—	2,637	2,637
非控股股東的股息	Dividends to non-controlling shareholders		—	—	—	—	—	—	(2,096)	(2,096)
出售附屬公司	Disposal of subsidiaries		—	—	—	—	—	—	(492)	(492)
收購非控股權益	Acquisition of non-controlling interests		—	565	—	—	—	565	(3,765)	(3,200)
於2025年12月31日的結餘	Balance at 31 December 2025	181	82,847	(65,201)	134,768	(22,722)	1,542,533	1,672,406	73,059	1,745,465

第241頁至第376頁之附註構成本財務報表一部分。

The notes on pages 241 to 376 form part of these financial statements.

綜合現金流量表

CONSOLIDATED CASH FLOW STATEMENT

截至2025年12月31日止年度 for the year ended 31 December 2025
(以人民幣元列示) (Expressed in RMB)

			2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
		附註 Note		
經營活動	Operating activities			
經營產生的現金	Cash generated from operations	20(b)	1,060,054	802,570
已付中國企業所得稅	PRC Corporate Income tax paid	24(a)	(231,317)	(241,356)
經營活動產生的現金淨額	Net cash generated from operating activities		828,737	561,214
投資活動	Investing activities			
購買物業、廠房及設備以及無形資產付款	Payments for the purchase of property, plant and equipment and intangible assets		(34,837)	(26,001)
出售物業、廠房及設備所得款項	Proceeds from disposal of property, plant and equipment		357	8,419
出售附屬公司，扣除出售的現金	Disposal of subsidiaries, net of cash disposed		(492)	(900)
向聯營公司的注資付款	Payment for capital injection in an associate		—	(980)
收購附屬公司的付款	Payment for Acquisition of a subsidiary		(3,200)	—
購買按公平值計入損益的付款	Payments for purchase of FVPL		(578,231)	(300,000)
出售按公平值計入損益的所得款項	Proceeds from disposal of FVPL		451,623	—
原到期日超過三個月的定期存款付款	Payments for time deposits with original maturity over three months		(1,225,787)	(1,374,789)
原到期日超過三個月的定期存款所得款項	Proceeds from maturity of time deposits with original maturity over three months		941,014	1,029,515
已收利息	Interest received		50,447	48,180
已收來自聯營公司之股息	Dividend received from associates		3,060	8,390
投資活動所用現金淨額	Net cash used in investing activities		(396,046)	(608,166)

綜合現金流量表

CONSOLIDATED CASH FLOW STATEMENT

截至2025年12月31日止年度 for the year ended 31 December 2025

(以人民幣元列示) (Expressed in RMB)

	附註 Note	2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
融資活動	Financing activities		
非控股權益注資	Capital contribution from non-controlling interests	2,637	8,954
已付租賃租金資本部分	Capital element of lease rentals paid	20(c) (2,387)	(1,856)
已付租賃租金利息部分	Interest element of lease rentals paid	20(c) (106)	(122)
已付股息	Dividends paid	25(c) (430,146)	(504,833)
非控股股東的股息	Dividends to non-controlling shareholders	(2,096)	(5,249)
融資活動所用現金淨額	Net cash used in financing activities	(432,098)	(503,106)
現金及現金等價物增加／(減少)淨額	Net increase/(decrease) in cash and cash equivalents	593	(550,058)
於1月1日的現金及現金等價物	Cash and cash equivalents at 1 January	20(a) 890,658	1,455,384
匯率變動之影響	Effect of foreign exchange rate changes	(730)	(14,668)
於12月31日的現金及現金等價物	Cash and cash equivalents at 31 December	20(a) 890,521	890,658

第241頁至第376頁之附註構成本財務報表一部分。

The notes on pages 241 to 376 form part of these financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策

(a) 合規聲明

濱江服務集團有限公司（「本公司」）及其附屬公司（統稱「本集團」）的綜合財務報表乃根據所有適用的國際財務報告準則會計準則（「國際財務報告準則」）編製，該集體名詞包括國際會計準則理事會（「國際會計準則理事會」）頒佈的所有適用的個別國際財務報告準則會計準則、國際會計準則（「國際會計準則」）及詮釋。該等財務報表亦符合香港公司條例之披露規定及香港聯合交易所有限公司證券上市規則的適用披露條文。下文披露本集團所採納之重要會計政策。

國際會計準則理事會已發佈若干新訂或經修訂的國際財務報告準則，該等準則於本集團當前會計期間首次生效或可提早採用。附註1(c)提供初次應用該等變更導致會計政策出現任何變動的資料，而有關變動與本集團於該等財務報表中所反映的當前及過往會計期間相關。

(b) 財務報表之編製基準

截至2025年12月31日止年度之綜合財務報表包括本公司及其附屬公司以及本集團於聯營公司及合營企業的權益。

1 MATERIAL ACCOUNTING POLICIES

(a) Statement of compliance

These consolidated financial statements of Binjiang Service Group Co. Ltd. (the “Company”) and its subsidiaries (together referred to as the “Group”) have been prepared in accordance with all applicable IFRS Accounting Standards (“IFRSs”), which collective term includes all applicable individual IFRS Accounting Standards, International Accounting Standards (“IASs”) and Interpretations issued by the International Accounting Standards Board (“IASB”). These financial statements also comply with the disclosure requirements of the Hong Kong Companies Ordinance and the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. Material accounting policies adopted by the Group are disclosed below.

The IASB has issued certain new or amended IFRSs that are first effective or available for early adoption for the current accounting period of the Group. Note 1(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current and prior accounting period reflected in these financial statements.

(b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2025 comprise the Company and its subsidiaries and the Group’s interest in associates and joint ventures.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(b) 財務報表之編製基準 (續)

本公司於2017年7月6日根據開曼群島法例第22章公司法(1961年第3號法例，經綜合及修訂)於開曼群島註冊成立為一家獲豁免有限公司。本公司之股份於2019年3月15日於香港聯合交易所有限公司(「聯交所」)主板上市(「上市」)。本集團的主要業務為於中國提供物業管理服務及相關服務。

綜合財務報表乃以人民幣呈列，約整至最接近的千位數，為呈列貨幣。綜合財務報表以歷史成本為基準編製，惟按公平值計入損益之金融資產按其公平值列賬除外。

人民幣為本公司於中國內地成立之附屬公司的功能貨幣。本公司及本公司位於中國內地之外的附屬公司的功能貨幣為港元。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(b) Basis of preparation of the financial statements (Continued)

The Company was incorporated in the Cayman Islands on 6 July 2017 as an exempted company with limited liability under the Companies Law, Cap 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands. The Company's shares were listed on the Main Board on the Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") on 15 March 2019 (the "**Listing**"). The principal activities of the Group are the provision of property management services and related services in the PRC.

The consolidated financial statements are presented in RMB, rounded to the nearest thousand, which is the presentation currency. It is prepared on the historical cost basis except for financial assets measured as fair value through profit or loss which are stated at their fair value.

RMB is the functional currency for the Company's subsidiaries established in the mainland China. The functional currency of the Company and the Company's subsidiaries outside the mainland China are Hong Kong dollars.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(b) 財務報表之編製基準 (續)

編製符合國際財務報告準則規定之財務報表要求管理層作出會影響政策應用及資產、負債、收入及支出之呈報金額的判斷、估計及假設。估計及相關假設乃基於過往經驗及於有關情況下相信為合理的各種其他因素，其結果構成就不易於自其他來源獲得的資產及負債的賬面值作出判斷之基準。實際結果可能有別於該等估計。

估計及相關假設乃按持續基準予以檢討。倘修訂會計估計僅影響估計修訂期間，則會於該期間確認會計估計的修訂；倘有關修訂影響現時及未來期間，則會於修訂期間及未來期間確認會計估計的修訂。

管理層在應用對財務報表有重大影響的國際財務報告準則時所作的判斷及估計的不確定性的主要來源論述於附註2。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(b) Basis of preparation of the financial statements (Continued)

The preparation of financial statements in conformity with IFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management in the application of IFRSs that have significant effect on the financial statements and major sources of estimation uncertainty are discussed in note 2.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(c) 會計政策之變動

本集團已將國際會計準則理事會頒佈的國際會計準則第21號修訂本匯率變動之影響 — 缺乏可兌換性應用於當前會計期間的本財務報表。由於本集團並無訂立任何外幣不可兌換為另一種貨幣的外幣交易，因此該等修訂本對本財務報表概無造成重大影響。

本集團並無應用任何於當前會計期間尚未生效的新訂準則或詮釋。

(d) 附屬公司及非控股權益

附屬公司為本集團控制的實體。當本集團可獲取或有權獲取參與該實體業務所得可變回報且有能力透過其對該實體的權力影響該等回報時，意味著本集團控制該實體。附屬公司的財務報表自控制權開始之日起至控制權停止之日計入綜合財務報表內。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(c) Changes in accounting policies

The Group has applied amendments to IAS 21, *The effects of changes in foreign exchange rates — Lack of exchangeability* issued by the IASB to these financial statements for the current accounting period. The amendments do not have a material impact on these financial statements as the Group has not entered into any foreign currency transactions in which the foreign currency is not exchangeable into another currency.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

(d) Subsidiaries and non-controlling interests

Subsidiaries are entities controlled by the Group. 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 financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(d) 附屬公司及非控股權益 (續)

集團內結餘及交易以及集團內交易產生的任何未變現收入及支出(外幣交易損益除外)均予以撇銷。集團內交易產生的未變現虧損按與未變現收益相同的方式撇銷，但僅限於並無減值跡象

就各業務合併而言，本集團可選擇按公平值或非控股權益分佔附屬公司可識別資產淨額的比例計量任何非控股權益(「非控股權益」)。非控股權益呈列於綜合財務狀況表的權益內，與本公司權益股東應佔權益分開列示。本集團業績中的非控股權益於綜合損益及其他全面收益表中呈列，作為本公司非控股權益與權益股東之間的年度損益總額及全面收益總額的分配。非控股權益持有人的貸款及有關該等持有人的其他合約責任，於綜合財務狀況表根據附註1(p)(視乎負債性質而定)列為金融負債。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(d) Subsidiaries and non-controlling interests (Continued)

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

For each business combination, the Group can elect to measure any non-controlling interests (“**NCI**”) either at fair value or at the NCI’s proportionate share of the subsidiary’s net identifiable assets. NCI are presented in the consolidated statement of financial position within equity, separately from equity attributable to the equity shareholders of the Company. NCI in the results of the Group are presented on the face of the consolidated statement of profit or loss and other comprehensive income as an allocation of the total profit or loss and total comprehensive income for the year between NCI and the equity shareholders of the Company. Loans from holders of NCI and other contractual obligations towards these holders are presented as financial liabilities in the consolidated statement of financial position in accordance with note 1(p) depending on the nature of the liability.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(d) 附屬公司及非控股權益 (續)

本集團於附屬公司的權益變動不會導致失去控股權的，則按權益交易入賬。

當本集團失去附屬公司之控股權時，終止確認該附屬公司的資產及負債，以及任何相關的非控股權益及權益的其他組成部分。所產生的收益或虧損於損益內確認。於失去控股權時於該前附屬公司保留的任何權益按公平值計量。

於本公司的財務狀況表內，除非有關投資分類為持作出售(或計入分類為持作出售之出售組別)，否則於附屬公司的投資按成本減去減值虧損列示(見附註1(k))。

(e) 聯營公司及合營企業

聯營公司為本集團或本公司於其中擁有重大影響力但對其財務及營運決策並無控制權或共同控制權之實體。合營企業為本集團或本公司於其中擁有共同控制權的一種安排，本集團或本公司據此對該安排的資產淨值擁有權利，而非對其資產擁有權利及對其負債承擔責任。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(d) Subsidiaries and non-controlling interests (Continued)

Changes in the Group's interests in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

When the Group loses control of a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related NCI and other components of equity. Any resulting gain or loss is recognised in profit or loss. Any interest retained in that former subsidiary is measured at fair value when control is lost.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see note 1(k)), unless it is classified as held for sale (or included in a disposal group classified as held for sale).

(e) Associates and joint ventures

An associate is an entity in which the Group or the Company has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an arrangement in which the Group or the Company has joint control, whereby the Group or the Company has the rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(e) 聯營公司及合營企業 (續)

於聯營公司或合營企業的權益按權益法列賬，否則有關權益分類為持作出售(或計入分類為持作出售之出售組別)。權益最初按成本確認，其中包括交易成本。隨後，綜合財務報表包括本集團於該等被投資公司的損益及其他全面收益(「其他全面收益」)中所佔的份額，直至重大影響或共同控制權終止之日為止。

當本集團分佔聯營公司或合營企業的虧損超出其於聯營公司或合營企業的權益時，本集團的權益將調減至零，並且不再確認其他虧損，惟倘本集團須承擔法定或推定責任，或代表被投資公司付款則除外。就此而言，本集團的權益乃按權益法計算的投資賬面值加上實質上屬於本集團對聯營公司或合營企業投資淨額一部分的本集團其他長期權益(如適用，對其他長期權益應用預期信貸虧損模型後(見附註1(k)(ii))。

與權益法核算的被投資公司進行交易時產生的未變現收益，按本集團在被投資公司中的權益與投資抵銷。未變現虧損按與未變現收益相同的方式撇銷，但僅限於並無減值跡象的部分。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(e) Associates and joint ventures

(Continued)

An interest in an associate or a joint venture is accounted for using the equity method, unless it is classified as held for sale (or included in a disposal group classified as held for sale). They are initially recognised at cost, which includes transaction costs. Subsequently, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income ("OCI") of those investees, until the date on which significant influence or joint control ceases.

When the Group's share of losses exceeds its interest in the associates or the joint venture, the Group's interest is reduced to nil and recognition of further losses is discontinued except to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the investee. For this purpose, the Group's interest is the carrying amount of the investment under the equity method, together with the Group's any other long-term interests that in substance form part of the Group's net investment in the associate or the joint venture, after applying the ECL model to such other long-term interests where applicable (see note 1(k)(ii)).

Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Group's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent there is no evidence of impairment.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(e) 聯營公司及合營企業 (續)

於本公司的財務狀況表內，除非有關投資分類為持作出售(或計入分類為持作出售之出售組別)，否則於聯營公司或合營企業的投資按成本減去減值虧損列示(見附註1(k))。

(f) 其他金融工具投資

除於附屬公司、聯營公司及合營企業的投資以外，本集團及本公司就投資於金融工具的政策載列如下：

金融工具的投資於本集團承諾購買／出售投資之日確認／終止確認。投資最初按公平值加直接應佔交易成本列賬，惟按公平值計入損益計量的投資(其交易成本直接於損益內確認)除外。該等投資隨後列賬如下(取決於其分類)。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(e) Associates and joint ventures

(Continued)

In the Company's statement of financial position, an investment in an associate or a joint venture is stated at cost less impairment losses (see note 1(k)), unless it is classified as held for sale (or included in a disposal group classified as held for sale).

(f) Other investments in financial instruments

The Group's and the Company's policies for investments in financial instruments, other than investments in subsidiaries, associates and joint ventures, are set out below:

Investments in financial instruments are recognised/derecognised on the date the Group commits to purchase/sell the investment. The investments are initially stated at fair value plus directly attributable transaction costs, except for those investments measured at FVPL for which transaction costs are recognised directly in profit or loss. These investments are subsequently accounted for as follows, depending on their classification.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(f) 其他金融工具投資 (續)

(i) 非股本投資

非股本投資分類為以下計量類別之一：

- 攤銷成本(倘投資乃為收取僅代表本金及利息付款的合約現金流量而持有)。預期信貸虧損、利息收入(使用實際利率法計算(見附註1(t)(ii)(c))、匯兌收益及虧損於損益確認。任何終止確認的收益或虧損於損益內確認。
- 按公平值計入其他全面收益 — 可劃轉(倘投資的合約現金流量僅包括本金及利息付款，且投資乃於透過收取合約現金流量及出售實現其目的之業務模式內持有)。預期信貸虧損、利息收入(使用實際利率法計算)、匯兌收益及虧損於損益確認，計算方法與按攤銷成本計量的金融資產相同。公平值與攤銷成本之間的差額於其他全面收益中確認。當投資被終止確認時，於其他全面收益累計的金額從權益劃轉至損益。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(f) Other investments in financial instruments (Continued)

(i) Non-equity investments

Non-equity investments are classified into one of the following measurement categories:

- amortised cost, if the investment is held for the collection of contractual cash flows which represent solely payments of principal and interest. Expected credit losses, interest income calculated using the effective interest method (see note 1(t)(ii)(c)), foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.
- fair value through other comprehensive income (FVOCI) -recycling, if the contractual cash flows of the investment comprise solely payments of principal and interest and the investment is held within a business model whose objective is achieved by both the collection of contractual cash flows and sale. Expected credit losses, interest income (calculated using the effective interest method) and foreign exchange gains and losses are recognised in profit or loss and computed in the same manner as if the financial asset was measured at amortised cost. The difference between the fair value and the amortised cost is recognised in OCI. When the investment is derecognised, the amount accumulated in OCI is recycled from equity to profit or loss.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(f) 其他金融工具投資 (續)

(i) 非股本投資 (續)

- 按公平值計入損益(倘投資不符合按攤銷成本計量或按公平值計入其他全面收益(可劃轉)的標準)。投資的公平值變動(包括利息)於損益內確認。

(ii) 股本投資

股本金融工具投資均會被分類為按公平值計入損益，除非該投資不是持作買賣，並在初始確認時本集團不可撤回地選擇指定按公平值計入其他全面收益(不可劃轉)投資，以致後續公平值變動於其他全面收益中確認。該等選擇乃按逐項工具的基準進行，但僅當投資符合發行人角度下的股本定義時方可進行。倘對某項特定投資作出了該等選擇，在處置時，公平值儲備金中的累計金額(不可劃轉)將轉入保留盈利，而不在損益內劃轉。來自股本金融工具投資的股息，不論是否分類為按公平值計入損益或按公平值計入其他全面收益，均於損益內確認為其他收益(見附註1(t)(ii)(b))。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(f) Other investments in financial instruments (Continued)

(i) Non-equity investments (Continued)

- FVPL if the investment does not meet the criteria for being measured at amortised cost or FVOCI (recycling). Changes in the fair value of the investment (including interest) are recognised in profit or loss.

(ii) Equity investments

An investment in equity financial instruments is classified as FVPL, unless the investment is not held for trading purposes and on initial recognition the Group makes an irrevocable election to designate the investment at FVOCI (non-recycling) such that subsequent changes in fair value are recognised in OCI. Such elections are made on an instrument-by-instrument basis, but may only be made if the investment meets the definition of equity from the issuer's perspective. If such election is made for a particular investment, at the time of disposal, the amount accumulated in the fair value reserve (non-recycling) is transferred to retained earnings and not recycled through profit or loss. Dividends from an investment in equity financial instruments, irrespective of whether classified as at FVPL or FVOCI, are recognised in profit or loss as other income (see note 1(t)(ii)(b)).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(g) 投資物業

投資物業為擁有或按租賃權益持有 (見附註1(j)) 以賺取租金收入及／或資本增值的土地及／或樓宇。

投資物業按成本減去累計折舊及累計減值虧損列賬。投資物業租金收入按附註1(t)(ii)(a)所述列賬。

折舊乃使用直線法於租期內撇銷投資物業的成本，減去剩餘價值 (如有) 計算。

當本集團按經營租賃持有以賺取租金收入及／或資本增值的投資物業，則該權益按逐項物業作為投資物業分類及列賬。任何已分類為投資物業之物業權益乃猶如其為以融資租賃持有而列賬 (見附註1(j))，而其適用的會計政策亦與以融資租賃出租的其他投資物業相同。租賃款項按附註1(j)所述列賬。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(g) Investment property

Investment properties are land and/or buildings which are owned or held under a leasehold interest (see note 1(j)) to earn rental income and/or for capital appreciation.

Investment properties are stated at cost less accumulated depreciation and accumulated impairment losses. Rental income from investment properties are accounted for as described in note 1(t)(ii)(a).

Depreciation is calculated to write-off the costs of investment properties, less a residual value, if any, using the straight-line method over their lease terms.

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. Any such property interest which has been classified as an investment property is accounted for as if it were held under a finance lease (see note 1(j)), and the same accounting policies are applied to that interest as are applied to other investment property leased under finance leases. Lease payments are accounted for as described in note 1(j).

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(h) 物業、廠房及設備

以下物業、廠房及設備項目按成本(其中包括資本化借款成本)減去累計折舊及累計減值虧損列賬(見附註1(k)(ii))。

- 在本集團並非物業權益註冊擁有人的情況下，因永久業權或租賃物業產生的使用權資產；及
- 廠房及設備項目(包括因租用相關廠房及設備產生的使用權資產(見附註1(j))。

倘物業、廠房及設備項目的重要部分具有不同的可使用年期，則作為單獨的項目(主要組成部分)入賬。

處置物業、廠房及設備項目的任何損益均於損益內確認。

折舊乃使用直線法於預計可使用年期內撇銷物業、廠房及設備項目的成本或估值，減去預計剩餘價值(如有)，一般於損益內確認。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(h) Property, plant and equipment

The following items of property, plant and equipment are stated at cost, which includes capitalised borrowing costs, less accumulated depreciation and any accumulated impairment losses (see note 1(k)(ii)).

- right-of-use assets arising from leases over freehold or leasehold properties where the Group is not the registered owner of the property interest; and
- items of plant and equipment, including right-of-use assets arising from leases of underlying plant and equipment (see note 1(j)).

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components).

Any gain or loss on disposal of an item of property, plant and equipment is recognised in profit or loss.

Depreciation is calculated to write off the cost or valuation of items of property, plant and equipment, less their estimated residual values, if any, using the straight-line method over their estimated useful lives, and is generally recognised in profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(h) 物業、廠房及設備 (續)

本期及比較期的估計可使用年期如下：

— 辦公室設備、傢具及裝置	3至5年
— 汽車	5年
— 租作自用的其他物業	未到期租期與樓宇的估計可使用年期兩者中的較短者

折舊方法、可使用年期及剩餘價值於每個年度進行審查，並酌情調整。

(i) 無形資產 (商譽除外)

本集團收購的可使用年期有限的無形資產按成本減累計攤銷及任何累計減值虧損計量 (見附註1(k)(ii))。

攤銷乃使用直線法於預計可使用年期內撇銷無形資產的成本，減去預計剩餘價值 (如有)，通常於損益內確認。

本期及比較期的估計可使用年期如下：

	估計可使用年期
軟件	5年

攤銷方法、可使用年期及剩餘價值於每個年度進行審查，並酌情調整。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(h) Property, plant and equipment

(Continued)

The estimated useful lives for the current and comparative periods are as follows:

— office equipment, furniture and fittings	3 to 5 years
— motor vehicles	5 years
— other properties leased for own use	shorter of the unexpired term of lease and the buildings' estimated useful lives

Depreciation methods, useful lives and residual values are reviewed annually and adjusted if appropriate.

(i) Intangible assets (other than goodwill)

Intangible assets that are acquired by the Group and have finite useful lives are measured at cost less accumulated amortisation and any accumulated impairment losses (see note 1(k)(ii)).

Amortisation is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives, if any, and is generally recognised in profit or loss.

The estimated useful lives for the current and comparative period is as follows:

	Estimated useful life
Software	5 years

Amortisation methods, useful lives and residual values are reviewed annually and adjusted if appropriate.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(j) 租賃資產

本集團於合約開始時評估合約是否屬於或包含租賃。倘合約賦予權利於一段時間內控制已識別資產的用途以換取代價，則該合約屬於或包含租賃。當客戶有權指示已識別資產之使用，並取得從使用該資產所帶來之絕大部分經濟利益時，即表示已轉移控制權。

(i) 作為承租人

倘合約包含租賃部分及非租賃部分時，本集團對所有租賃選擇不將非租賃部分分開，而將每個租賃部分與任何相關的非租賃部分作為單一租賃部分入賬。

於租賃開始日期，本集團確認使用權資產及租賃負債，惟租期為12個月或以下的短期租賃及低價值項目的租賃除外。當本集團就低價值項目訂立租賃時，本集團會因個別租賃決定是否將租賃資本化。倘並無資本化，相關租賃付款將於租期內系統地計入損益。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(j) Leased assets

At inception of a contract, the Group assesses whether the contract is, or contains, a lease. This is the case if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the customer has both the right to direct the use of the identified asset and to obtain substantially all of the economic benefits from that use.

(i) As a lessee

Where the contract contains lease components and non-lease components, the Group has elected not to separate non-lease components and accounts for each lease component and any associated non-lease components as a single lease component for all leases.

At the lease commencement date, the Group recognises a right-of-use asset and a lease liability, except for leases that have a short lease term of 12 months or less, and leases of low-value items. When the Group enters into a lease in respect of a low-value item, the Group decides whether to capitalise the lease on a lease-by-lease basis. If not capitalised, the associated lease payments are recognised in profit or loss on a systematic basis over the lease term.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(j) 租賃資產(續)

(i) 作為承租人(續)

倘租賃作資本化，則租賃負債初始按租期內應付租賃款項之現值確認，使用租賃中隱含之利率或(如該利率不能輕易地釐定)使用有關增量借貸利率貼現。初始確認後，租賃負債按攤銷成本計量，而利息開支則採用實際利率法確認。租賃負債之計量不包括並非取決於指數或利率之可變租賃付款，該等付款於產生期間自損益扣除。

租賃資本化時確認的使用權資產最初按成本計量，其中包括租賃負債的初始金額(根據開始日期或之前支付的任何租賃付款進行調整)，加上所產生的任何初始直接成本以及拆除及移除相關資產或恢復相關資產或其所在場地的估計成本，減去收到的任何租賃獎勵。使用權資產其後按成本減累計折舊及減值虧損列賬(見附註1(h)及1(k)(ii))。折舊乃使用直線法於租期內撇銷使用權資產的成本，減去剩餘價值(如有)計算。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(j) Leased assets (Continued)

(i) As a lessee (Continued)

Where the lease is capitalised, the lease liability is initially recognised at the present value of the lease payments payable over the lease term, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using a relevant incremental borrowing rate. After initial recognition, the lease liability is measured at amortised cost and interest expense is recognised using the effective interest method. Variable lease payments that do not depend on an index or rate are not included in the measurement of the lease liability, and are charged to profit or loss as incurred.

The right-of-use asset recognised when a lease is capitalised is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received. The right-of-use asset is subsequently stated at cost less accumulated depreciation and impairment losses (see notes 1(h) and 1(k)(ii)). Depreciation is calculated to write-off the costs of right-of-use asset, less a residual value, if any, using the straight-line method over their lease terms.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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1 重大會計政策 (續)

(j) 租賃資產(續)

(i) 作為承租人(續)

當指數或利率變動而引致未來租賃付款改變，本集團對預期根據剩餘價值擔保應付之金額作出之估計改變，或因評估本集團能否行使購買、延期或終止選擇權而引致變動時，會重新計量租賃負債。當租賃負債在此情況下重新計量時，會對使用權資產之賬面值作出相應調整，倘使用權資產之賬面值調減至零，則於損益列賬。

倘出現租賃修改，即租賃範圍或租賃代價(並非原先於租賃合約中規定)出現變動，而該等修改並未作為單獨的租賃入賬時，則租賃負債亦會重新計量。在此情況下，租賃負債根據經修訂租賃付款及租期使用於修改生效日期的經修訂貼現率重新計量。

於綜合財務狀況表中，長期租賃負債的流動部分釐定為於報告期後十二個月內到期應結算的合約款項的現值。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(j) Leased assets (Continued)

(i) As a lessee (Continued)

The lease liability is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The lease liability is also remeasured when there is a lease modification, which means a change in the scope of a lease or the consideration for a lease that is not originally provided for in the lease contract, if such modification is not accounted for as a separate lease. In this case, the lease liability is remeasured based on the revised lease payments and lease term using a revised discount rate at the effective date of the modification.

In the consolidated statement of financial position, the current portion of long-term lease liabilities is determined as the present value of contractual payments that are due to be settled within twelve months after the reporting period.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(j) 租賃資產(續)

(i) 作為承租人(續)

倘使用權資產於日常業務過程中持作出售，則本集團將不符合投資物業定義的使用權資產呈列於「物業、廠房及設備」或「存貨」，並於綜合財務狀況表中單獨呈列租賃負債。

(ii) 作為出租人

本集團於租賃開始時釐定各項租賃屬於融資租賃或經營租賃。倘租賃將相關資產所有權附帶的絕大部分風險及回報轉移至承租人，則分類為融資租賃。否則有關租賃分類為經營租賃。

當合約包括租賃及非租賃部分，本集團按相對獨立售價基準將合約中的代價分配至各部分。經營租賃的租金收入根據附註1(t)(ii)(a)確認。

當本集團為間接出租人時，分租租賃乃參照主租賃所產生之使用權資產分類為融資租賃或經營租賃。倘主租賃為短期租賃且本集團就此應用附註1(j)(i)所述的豁免，則本集團將分租租賃分類為經營租賃。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(j) Leased assets (Continued)

(i) As a lessee (Continued)

The Group presents right-of-use assets that do not meet the definition of investment property in 'property, plant and equipment' or 'inventories' if they are held for sales in the ordinary course of business and presents lease liabilities separately in the consolidated statement of financial position.

(ii) As a lessor

The Group determines at lease inception whether each lease is a finance lease or an operating lease. A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to the ownership of an underlying assets to the lessee. Otherwise, the lease is classified as an operating lease.

When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. The rental income from operating leases is recognised in accordance with note 1(t)(ii)(a).

When the Group is an intermediate lessor, the sub-leases are classified as a finance lease or as an operating lease with reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the exemption described in note 1(j)(i), then the Group classifies the sub-lease as an operating lease.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(k) 信貸虧損及資產減值

(i) 金融工具、合約資產及應收租賃款項產生的信貸虧損

本集團就以下項目確認預期信貸虧損的虧損撥備：

- 按攤銷成本計量的金融資產(包括現金及現金等價物、貿易及其他應收款項)；
- 合約資產(見附註1(m))；及
- 應收租賃款項。

計量預期信貸虧損

預期信貸虧損為信貸虧損的概率加權估計。信貸虧損通常按合約金額與預期金額之間所有預期現金差額的現值計量。

倘影響重大，則預期現金差額將採用以下貼現率貼現：

- 定息金融資產、貿易及其他應收款項以及合約資產：於初步確認時釐定的實際利率或其近似值；
- 浮動利率金融資產：即期實際利率。

估計預期信貸虧損時所考慮的最長期間為本集團面臨信貸風險的最長合約期間。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Credit losses and impairment of assets

(i) Credit losses from financial instruments, contract assets and lease receivables

The Group recognises a loss allowance for ECLs on:

- financial assets measured at amortised cost (including cash and cash equivalents, trade and other receivables);
- contract assets (see note 1(m)); and
- lease receivables.

Measurement of ECLs

ECLs are a probability-weighted estimate of credit losses. Generally, credit losses are measured as the present value of all expected cash shortfalls between the contractual and expected amounts.

The expected cash shortfalls are discounted using the following rates if the effect is material:

- fixed-rate financial assets, trade and other receivables and contract assets: effective interest rate determined at initial recognition or an approximation thereof;
- variable-rate financial assets: current effective interest rate.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Group is exposed to credit risk.

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1 重大會計政策 (續)

(k) 信貸虧損及資產減值(續)

(i) 金融工具、合約資產及應收租賃款項產生的信貸虧損(續)

計量預期信貸虧損(續)

預期信貸虧損將按以下基準之一予以計量：

- 12個月預期信貸虧損：指報告日期後12個月(或倘工具的預計存續期少於12個月，則為更短的期間)內可能發生的違約事件而導致的預期信貸虧損；及
- 存續期預期信貸虧損：指預期信貸虧損模型適用項目之預期年期內所有可能違約事件導致的預期信貸虧損。

除以下按12個月預期信貸虧損計量的項目外，本集團按與存續期預期信貸虧損等值的金額計量虧損撥備：

- 於報告日期被確定為低信貸風險的金融工具；及
- 其他金融工具(包括已發行的貸款承諾)之信貸風險(即於金融工具預存續期所產生之違約風險)自初次確認起並無大幅增加。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

Measurement of ECLs (Continued)

ECLs are measured on either of the following bases:

- 12-month ECLs: these are the portion of ECLs that result from default events that are possible within the 12 months after the reporting date (or a shorter period if the expected life of the instrument is less than 12 months); and
- lifetime ECLs: these are the ECLs that result from all possible default events over the expected lives of the items to which the ECL model applies.

The Group measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-months ECLs:

- financial instruments that are determined to have low credit risk at the reporting date; and
- other financial instruments (including loan commitments issued) for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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1 重大會計政策 (續)

(k) 信貸虧損及資產減值(續)

(i) 金融工具、合約資產及應收租賃款項產生的信貸虧損 (續)

計量預期信貸虧損(續)

貿易應收款項、應收關聯方款項(貿易性質)及合約資產之虧損撥備始終按等同於存續期預期信貸虧損的金額計量。於報告日期，該等金融資產的預期信貸虧損乃根據本集團的歷史信貸虧損經驗使用撥備矩陣進行評估，根據債務人的特定因素及對當前及預測總體經濟狀況的評估進行調整。

信貸風險顯著增加

在確定金融工具的信貸風險自初始確認以來是否顯著增加時，以及在計量預期信貸虧損時，本集團會考慮合理且可證明的相關資料，該等資料無需付出過多成本或努力即可獲得。這包括基於本集團歷史經驗及知情信貸評估的定量及定性資料與分析，其中也包括前瞻性資料。

尤其是，在評估信貸風險自初始確認以來是否顯著增加時，會考慮以下資料：

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

Measurement of ECLs (Continued)

Loss allowances for trade receivables, amounts due from related parties (trade nature) and contract assets are always measured at an amount equal to lifetime ECLs. ECLs on these financial assets are estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to the debtors and an assessment of both the current and forecast general economic condition at the reporting date.

Significant increases in credit risk

When determining whether the credit risk of a financial instrument has increased significantly since initial recognition and when measuring ECLs, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment, that includes forward-looking information.

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

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1 重大會計政策 (續)

(k) 信貸虧損及資產減值(續)

(i) 金融工具、合約資產及應收租賃款項產生的信貸虧損(續)

信貸風險顯著增加(續)

當出現以下情況時，本集團認為金融資產出現違約：

- 未能於合約到期日支付本金或利息；
- 金融工具的外部或內部信貸評級的實際或預期顯著惡化(如有)；
- 債務人經營業績實際或預期出現顯著惡化；及
- 技術、市場、經濟或法律環境當前存在或預期將發生的變動，且該變動對債務人履行其對本集團債務的能力產生重大不利影響。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

Significant increases in credit risk (Continued)

The Group considers a financial asset to be in default when:

- failure to make payments of principal or interest on their contractually due dates;
- an actual or expected significant deterioration in a financial instrument's external or internal credit rating (if available);
- an actual or expected significant deterioration in the operating results of the debtor; and
- existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

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1 重大會計政策 (續)

(k) 信貸虧損及資產減值(續)

(i) 金融工具、合約資產及應收租賃款項產生的信貸虧損(續)

信貸風險顯著增加(續)

預期信貸虧損於各報告日期進行重新計量以反映金融工具自初始確認以來的信貸風險變動。預期信貸虧損金額的任何變動均於損益內確認為減值收益或虧損。本集團就所有金融工具確認減值收益或虧損，並通過虧損撥備賬對彼等之賬面值作出相應調整，惟投資於按公平值計入其他全面收益的非權益證券(可劃轉)除外，其虧損撥備乃於其他全面收益內確認並累計計入公平值儲備(可劃轉)，不會減少金融資產在財務狀況表中的賬面金額。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

Significant increases in credit risk (Continued)

ECLs are remeasured at each reporting date to reflect changes in the financial instruments credit risk since initial recognition. Any change in the ECL amount is recognised as an impairment gain or loss in profit or loss. The Group recognises an impairment gain or loss for all financial instruments with a corresponding adjustment to their carrying amount through a loss allowance account, except for investments in non-equity securities that are measured at FVOCI (recycling), for which the loss allowance is recognised OCI and accumulated in the fair value reserve (recycling) does not reduce the carrying amount of the financial asset in the statement of financial position.

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1 重大會計政策 (續)

(k) 信貸虧損及資產減值(續)

(i) 金融工具、合約資產及應收租賃款項產生的信貸虧損 (續)

信貸減值的金融資產

於各報告日期，本集團評估金融資產是否出現信貸減值。當發生一項或多項對金融資產估計未來現金流量有不利影響的事件時，金融資產出現信貸減值。

金融資產出現信貸減值的跡象包括以下可觀察事件：

- 債務人出現嚴重財務困難；
- 物業管理及其他服務費收款率大幅減少；
- 違反合約，如欠繳或拖欠利息或本金付款；
- 本集團按不會另行考慮的條款重組貸款或墊款；
- 債務人很有可能將告破產或進行其他財務重組；或
- 由於發行人出現財務困難，證券的活躍市場消失。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

Credit-impaired financial assets

At each reporting date, the Group assesses whether a financial asset is credit-impaired. A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Evidence that a financial asset is credit-impaired includes the following observable events:

- significant financial difficulties of the debtor;
- significant decrease in property management and other service fees collection rate;
- a breach of contract, such as a default or delinquency in interest or principal payments;
- the restructuring of a loan or advance by the Group on terms that the Group would not consider otherwise;
- it is probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for a security because of financial difficulties of the issuer.

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1 重大會計政策 (續)

(k) 信貸虧損及資產減值(續)

(i) 金融工具、合約資產及應收租賃款項產生的信貸虧損 (續)

撇銷政策

倘實際上不可收回款項，本集團則會撇銷金融資產、應收租賃款項或合約資產的賬面值總額。該情況通常出現在本集團以其他方式確定債務人並無資產或可產生足夠現金流量的收入來源來償還應撇銷的金額。

隨後收回先前撇銷之資產於收回期間於損益內確認為減值撥回。

(ii) 其他非流動資產減值

於各報告日期，本集團均會審查其非金融資產(按重估金額入賬的物業、投資物業、存貨及其他合約成本、合約資產及遞延稅項資產除外)的賬面值，以確定是否存在任何減值跡象。倘存在任何該等跡象，則估計資產的可收回金額。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Credit losses and impairment of assets (Continued)

(i) Credit losses from financial instruments, contract assets and lease receivables (Continued)

Write-off policy

The gross carrying amount of a financial asset, lease receivable or contract asset is written off to the extent that there is no realistic prospect of recovery. This is generally the case when the Group otherwise determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off.

Subsequent recoveries of an asset that was previously written off are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(ii) Impairment of other non-current assets

At each reporting date, the Group reviews the carrying amounts of its non-financial assets (other than property carried at revalued amounts, investment property, inventories and other contract costs, contract assets and deferred tax assets) to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(k) 信貸虧損及資產減值(續)

(ii) 其他非流動資產減值(續)

就減值測試而言，將資產分組為可從持續使用中產生大致上獨立於其他資產或現金產生單位(「現金產生單位」)的現金流入的最小資產組別。

資產或現金產生單位的可收回金額為其使用價值及公平值減去處置成本後的較大值。使用價值乃按反映當時市場對貨幣時間價值及資產或現金產生單位特定風險之評估的稅前貼現率，將估計未來現金流量貼現至其現值。

倘資產或現金產生單位的賬面值超過其可收回金額，則確認減值虧損。

減值虧損於損益內確認。按比例分配，以減少現金產生單位中資產的賬面值。

減值虧損僅於所產生的賬面值不超過在未確認減值虧損的情況下扣除折舊或攤銷後的賬面值時才會被撥回。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Credit losses and impairment of assets (Continued)

(ii) Impairment of other non-current assets (Continued)

For impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or cash-generating units (“CGU”s).

The recoverable amount of an asset or CGU is the greater of its value in use and its fair value less costs of disposal. Value in use is based on the estimated future cash flows, discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU.

An impairment loss is recognised if the carrying amount of an asset or CGU exceeds its recoverable amount.

Impairment losses are recognised in profit or loss. They are allocated to reduce the carrying amounts of the assets in the CGU on a pro rata basis.

An impairment loss is reversed only to the extent that the resulting carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

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1 重大會計政策 (續)

(k) 信貸虧損及資產減值(續)

(iii) 中期財務報告及減值

根據香港聯合交易所有限公司金融工具上市規則，本集團須遵照國際會計準則第34號中期財務報告之規定編製財政年度首六個月的中期財務報告。於中期末，本集團應用的減值測試及撥回標準與財政年度結束時將會採用的相同(見附註1(k)(i)及(ii))。

(l) 存貨及其他合約成本

(i) 存貨

存貨(包括持作轉售物業)按成本及可變現淨值兩者之較低者計量。

成本乃以加權平均成本公式計算，並包括所有採購成本及令存貨達至目前地點及狀況所涉及其他成本。

可變現淨值指日常業務過程中之估計售價減估計完成成本及作出銷售所需之估計成本。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(k) Credit losses and impairment of assets (Continued)

(iii) Interim financial reporting and impairment

Under the Rules Governing the Listing of Financial Instruments on the Stock Exchange of Hong Kong Limited, the Group is required to prepare an interim financial report in compliance with IAS 34, Interim financial reporting, in respect of the first six months of the financial year. At the end of the interim period, the Group applies the same impairment testing, and reversal criteria as it would at the end of the financial year (see notes 1(k)(i) and (ii)).

(l) Inventories and other contract costs

(i) Inventories

Inventories, including properties held for re-sale, are measured at the lower of cost and net realisable value.

Cost is calculated using the weighted average cost formula and comprises all costs of purchase and other costs incurred in bringing the inventories to their present location and condition.

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.

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1 重大會計政策 (續)

(I) 存貨及其他合約成本 (續)

(ii) 其他合約成本

其他合約成本指未資本化為存貨(見附註1(l)(i))以及物業、廠房及設備(見附註1(h))的從客戶獲得合約的增量成本或完成與客戶訂立合約的成本。

倘成本與將於未來報告期間確認的收益相關且預期將可收回成本，則獲得合約的增量成本(如銷售佣金)予以資本化。獲得合約的其他成本於產生時支銷。

倘成本直接與現有合約或可特別認定的預計合約相關；產生或增加日後將用於提供貨品或服務的資源；及預期將被收回，則完成合約的成本會資本化。否則，完成合約的其他成本(未資本化為存貨、物業、廠房及設備或無形資產)於產生時支銷。

資本化合約成本按成本減累計攤銷及減值虧損列賬。資本化合約成本的攤銷於確認資產相關收益時於損益確認(見附註1(t)(i))。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(I) Inventories and other contract costs

(Continued)

(ii) Other contract costs

Other contract costs are either the incremental costs of obtaining a contract with a customer or the costs to fulfil a contract with a customer which are not capitalised as inventory (see note 1(l)(i)) and property, plant and equipment (see note 1(h)).

Incremental costs of obtaining a contract, e.g. sales commissions, are capitalised if the costs relate to revenue which will be recognised in a future reporting period and the costs are expected to be recovered. Other costs of obtaining a contract are expensed when incurred.

Costs to fulfil a contract are capitalised if the costs relate directly to an existing contract or to a specifically identifiable anticipated contract; generate or enhance resources that will be used to provide goods or services in the future; and are expected to be recovered. Otherwise, costs of fulfilling a contract, which are not capitalised as inventory, property, plant and equipment or intangible assets, are expensed as incurred.

Capitalised contract costs are stated at cost less accumulated amortisation and impairment losses. Amortisation of capitalised contract costs is recognised in profit or loss when the revenue to which the asset relates is recognised (see note 1(t)(i)).

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1 重大會計政策 (續)

(m) 合約資產及合約負債

倘本集團於根據合約所載條款無條件符合資格收取代價之前確認收益(見附註1(t))，即確認合約資產。合約資產根據附註1(k)(i)所載政策就預期信貸虧損進行評估，並於收取代價的權利成為無條件時重新分類為應收款項(見附註1(n))。

倘客戶於本集團確認相關收益之前支付不可退還代價，即確認合約負債(見附註1(t))。倘本集團擁有無條件權利可於本集團確認相關收益之前收取不可退還代價，亦將確認合約負債。在後一種情況下，亦將確認相應的應收款項(見附註1(n))。

倘合約包括重大融資部分，合約餘額包括根據實際利息法計算的應計利息(見附註1(t)(ii)(c))。

(n) 貿易及其他應收款項

應收款項於本集團擁有無條件權利可收取代價且僅需要經過一段時間就可以到期支付代價時予以確認。

不包含重大融資成分的貿易應收款項初步按其交易價格計量。包含重大融資成分的貿易應收款項及其他應收款項初步按公平值加交易成本計量。所有應收款項隨後均按攤銷成本列報(見附註1(k)(i))。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(m) Contract assets and contract liabilities

A contract asset is recognised when the Group recognises revenue (see note 1(t)) before being unconditionally entitled to the consideration under the terms in the contract. Contract assets are assessed for ECLs in accordance with the policy set out in note 1(k)(i) and are reclassified to receivables when the right to the consideration becomes unconditional (see note 1(n)).

A contract liability is recognised when the customer pays non-refundable consideration before the Group recognises the related revenue (see note 1(t)). A contract liability is also recognised if the Group has an unconditional right to receive non-refundable consideration before the Group recognises the related revenue. In such latter cases, a corresponding receivable is also recognised (see note 1(n)).

When the contract includes a significant financing component, the contract balance includes interest accrued under the effective interest method (see note 1(t)(ii)(c)).

(n) Trade and other receivables

A receivable is recognised when the Group has an unconditional right to receive consideration and only the passage of time is required before payment of that consideration is due.

Trade receivables that do not contain a significant financing component are initially measured at their transaction price. Trade receivables that contain a significant financing component and other receivables are initially measured at fair value plus transaction costs. All receivables are subsequently stated at amortised cost (see note 1(k)(i)).

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1 重大會計政策 (續)

(o) 現金及現金等價物

現金及現金等價物包括銀行及手頭現金、存放於銀行及其他金融機構之活期存款，以及購入時於三個月內到期可隨時轉換為已知數額現金且並無重大價值變動風險之其他短期高流動性投資。現金及現金等價物按附註1(k)(i)所載之政策就預期信貸虧損進行評估。

(p) 貿易及其他應付款項

貿易及其他應付款項初步按公平值確認。於初步確認後，貿易及其他應付款項按攤銷成本列賬，惟倘貼現之影響並不重大，則按發票金額列賬。

(q) 僱員福利

短期僱員福利及向界定供款退休計劃供款

短期僱員福利於提供相關服務時支銷。倘因僱員過往提供服務而本集團須承擔現有法律責任或推定責任，並在責任金額能夠可靠作出估算之情況下，本集團則會就預期支付的金額確認負債。

根據中國相關勞工規則及法規向中國地方退休計劃作出的供款於產生時於損益內確認為開支。

(r) 所得稅

所得稅開支包括即期稅項及遞延稅項。其於損益確認，惟與業務合併或直接於權益或其他全面收益確認的項目有關除外。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(o) Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and on hand, demand deposits with banks and other financial institutions, and other short-term, highly liquid investments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value, having been within three months of maturity at acquisition. Cash and cash equivalents are assessed for ECL in accordance with the policy set out in note 1(k)(i).

(p) Trade and other payables

Trade and other payables are initially recognised at fair value. Subsequent to initial recognition, trade and other payables are stated at amortised cost unless the effect of discounting would be immaterial, in which case they are stated at invoice amounts.

(q) Employee benefits

Short-term employee benefits and contributions to defined contribution retirement plans

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Contributions to the PRC local retirement schemes pursuant to the relevant labour rules and regulations in the PRC are recognised as an expense in profit or loss as incurred.

(r) Income tax

Income tax expense comprises current tax and deferred tax. It is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in OCI.

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1 重大會計政策 (續)

(r) 所得稅 (續)

即期稅項包括年內就應課稅收入及虧損應付或應收的預期稅項，連同就過往年度應付或應收稅項的任何調整。應付或應收即期稅項金額為可反映所得稅相關的不確定因素的預期支付或收取稅項金額最佳估計。即期稅項乃使用報告日期已頒佈或實質已頒佈的稅率計量。即期稅項亦包括股息產生的稅項。

即期稅項資產及負債僅於符合若干條件時抵銷。

遞延稅項按資產與負債就財務報告而言的賬面值與就稅項而言所用金額的暫時差額確認。遞延稅項不會就以下各項確認：

- 就並非業務合併，且不會影響會計或應課稅溢利或虧損，以及不會產生等額應課稅及可扣減暫時差額的交易初步確認資產或負債的暫時差額；
- 有關於附屬公司、聯營公司及合營企業的投資的暫時差額，惟以本集團能控制暫時差額的撥回時間，且暫時差額可能未會於可見未來撥回的情況為限；及

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(r) Income tax (Continued)

Current tax comprises the estimated tax payable or receivable on the taxable income or loss for the year and any adjustments to the tax payable or receivable in respect of previous years. The amount of current tax payable or receivable is the best estimate of the tax amount expected to be paid or received that reflects any uncertainty related to income taxes. It is measured using tax rates enacted or substantively enacted at the reporting date. Current tax also includes any tax arising from dividends.

Current tax assets and liabilities are offset only if certain criteria are met.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for:

- temporary differences on the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences;
- temporary differences related to investment in subsidiaries, associates and joint venture to the extent that the Group is able to control the timing of the reversal of the temporary differences and it is probable that they will not reverse in the foreseeable future; and

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1 重大會計政策 (續)

(r) 所得稅 (續)

- 為執行經濟合作與發展組織發佈的支柱二立法模板而頒佈或實質性頒佈的稅法所產生的所得稅相關者。

本集團就租賃負債及使用權資產分別確認遞延稅項資產及遞延稅項負債。

在很有可能利用遞延稅項資產來抵扣的未來應課稅利潤的限度內，應就所有未利用的稅務虧損、未動用稅項抵免及可抵扣暫時差額確認遞延稅項資產。未來應課稅利潤根據相關應課稅暫時差額的撥回情況確定。倘應課稅暫時差額不足以全額確認遞延稅項資產，則根據本集團內各附屬公司的業務計劃考慮未來應課稅利潤，並根據現有暫時差額的撥回進行調整。遞延稅項資產於各報告期內審閱，倘不再可能變現相關稅項利益時，則予以減少；有關扣減於產生未來應課稅利潤的機會上升時撥回。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(r) Income tax (Continued)

- those related to the income taxes arising from tax laws enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development.

The Group recognised deferred tax assets and deferred tax liabilities separately in relation to its lease liabilities and right-of-use assets.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be used. Future taxable profits are determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Group. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised; such reductions are reversed when the probability of future taxable profits improves.

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1 重大會計政策 (續)

(r) 所得稅 (續)

所確認的遞延稅項金額乃按於報告日期將該等資產以賬面值出售所適用的稅率進行計量，除非該物業為可折舊及以一個商業模式所持有，而此模式的目的為不透過出售形式使用該物業包含的絕大部分經濟利益。對於所有其他情況，遞延稅項的計量反映於報告日期預期本集團收回或清償其資產及負債賬面值的方式所帶來的稅務後果。

遞延稅項資產及負債僅於符合若干條件時抵銷。

(s) 撥備及或然負債

撥備通常按稅前利率通過對預期未來現金流量進行貼現釐定，稅前利率反映了當前市場對貨幣時間價值及負債特定風險的評估。

倘不可能對經濟利益的流出作出要求，或無法對有關數額作出可靠估計，則會將該責任披露為或然負債，除非經濟利益流出的可能性極微。其存在僅能以一宗或以上未來事件的發生與否來確定的潛在責任，除非經濟利益流出的可能性極微，否則亦披露為或然負債。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(r) Income tax (Continued)

The amount of deferred tax recognised is measured using the tax rates that would apply on sale of those assets at their carrying value at the reporting date, unless the property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodied in the property over time, rather than through sale. In all other cases, the measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset only if certain criteria are met.

(s) Provisions and contingent liabilities

Generally provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessment of the time value of money and the risks specific to the liability.

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

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1 重大會計政策 (續)

(s) 撥備及或然負債 (續)

倘結算撥備所需的部分或全部支出預期將由另一方償付，則就任何幾乎確定的預期償付確認獨立資產。就償付確認的金額以撥備的賬面值為限。

(t) 收入及其他收益確認

當於本集團的一般業務過程中銷售貨物及提供服務或他人租用本集團資產產生收益時，本集團將收益分類為收入。

本集團收入及其他收益確認政策的進一步詳情如下：

(i) 客戶合約收入

本集團為其收入交易的委託人，並按總額基準確認收入，包括銷售傢具、停車位及儲物間以及提供家裝服務。於釐定本集團是否以委託人或代理身份行事時，本集團會考慮其是否於產品或服務轉移至客戶前取得產品或服務控制權。控制權乃指本集團能夠主導該產品或服務的使用並從中獲得幾乎所有的剩餘利益。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(s) Provisions and contingent liabilities

(Continued)

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, a separate asset is recognised for any expected reimbursement that would be virtually certain. The amount recognised for the reimbursement is limited to the carrying amount of the provision.

(t) Revenue and other income recognition

Income is classified by the Group as revenue when it arises from sale of goods, the provision of services or the use by others of the Group's assets under leases in the ordinary course of the Group's business.

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

(i) Revenue from contracts with customers

The Group is the principal for its revenue transactions and recognises revenue on a gross basis, including the sales of furniture, car parking spaces and storage rooms, and provision of home decoration services. In determining whether the Group acts as a principal or as an agent, it considers whether it obtains control of the products or services before they are transferred to the customers. Control refers to the Group's ability to direct the use of and obtain substantially all of the remaining benefits from the products or services.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(t) 收入及其他收益確認 (續)

(i) 客戶合約收入 (續)

當產品或服務的控制權轉移至客戶時，按本集團將有權收取的承諾代價金額確認收入，不包括代表第三方收取的款項，如增值稅或其他銷售稅。

(a) 物業管理服務、非業主增值服務及5S增值服務。

就物業管理服務而言，本集團可根據屆時已完成履約價值按有權開具發票的金額確認收入。

就來自包幹制管理物業的物業管理服務收入而言，本集團作為委託人，有權按收取的物業管理服務費價值收取收入。就來自酬金制管理物業的物業管理服務收入而言，本集團作為業主代理，有權按預先訂明百分比或業主應支付的固定金額的物業管理服務費收取收入。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(t) Revenue and other income recognition (Continued)

(i) Revenue from contracts with customers (Continued)

Revenue is recognised when control over a product or service is transferred to the customer, at the amount of promised consideration to which the Group is expected to be entitled, excluding those amounts collected on behalf of third parties such as value added tax or other sales taxes.

(a) Property management service, value-added services to non-property owners and 5S value-added services.

For property management service, the Group recognises revenue in the amount to which the Group has the right to invoice based on the value of performance completed to date.

For property management service income arising from properties managed under lump sum basis, where the Group acts as principal, the Group entitles to revenue at the value of property management service fee received. For property management service income arising from properties managed under commission basis, where the Group acts as an agent of the property owners, the Group entitles to revenue at a pre-determined percentage or fixed amount of the property management service fees the property owners are obligated to pay.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(t) 收入及其他收益確認(續)

(i) 客戶合約收入(續)

(a) (續)

非業主增值服務主要包括於交付前階段向物業開發商提供的諮詢服務、保潔、綠化、維修、保養服務。本集團基於相關履約責任隨時間的完成進度確認收入。

5S 增值服務主要包括向業主提供家政服務、經紀服務、家裝服務、銷售傢具、停車位及儲物間以及其他社區增值服務。就銷售貨品(包括銷售傢具、停車位及儲物間)及經紀服務而言，本集團於業主佔有及接納貨品及服務的時間點確認收入。就家裝服務而言，本集團基於相關履約責任隨時間的完成進度確認收入。就家政服務及其他社區增值服務而言，本集團於提供服務時確認收入。家政服務及其他社區增值服務通常可於提供服務後立即收費。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(t) Revenue and other income recognition (Continued)

(i) Revenue from contracts with customers (Continued)

(a) (Continued)

Value-added services to non-property owners mainly include consulting services to property developers and cleaning, greening, repair and maintenance services to property developers at the pre-delivery stage. The Group recognises revenue over time by reference to the progress towards complete satisfaction of the relevant performance obligation.

5S value-added services mainly include housekeeping services, brokerages services, home decoration services, sales of furniture, car parking spaces and storage rooms and other community value-added services to property owners. For sales of goods, including sales of furniture, car parking spaces and storage rooms, and brokerage services, the Group recognises revenue at point in time when the buyers take possession of and accept the goods and services. For home decoration services, the Group recognises revenue over time by reference to the progress towards complete satisfaction of the relevant performance obligation. For housing keeping services and other community value-added services, the Group recognises revenue when the services are rendered. Housing keeping services and other community value-added services are normally billable immediately upon the services are provided.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(t) 收入及其他收益確認 (續)

(ii) 其他來源收入及其他收益

(a) 經營租賃的租金收入

經營租賃的租金收入於租期內以直線法計入損益。於租期內，給予的租賃獎勵被確認為總租金收入的組成部分。並非取決於指數或利率之可變租賃付款於產生的會計期間確認為收入。

(b) 股息

股息收入在本集團收款權利確定之日於損益內確認。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(t) Revenue and other income recognition (Continued)

(ii) Revenue from other sources and other income

(a) Rental income from operating leases

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are earned.

(b) Dividends

Dividend income is recognised in profit or loss on the date on which the Group's right to receive payment is established.

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(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(t) 收入及其他收益確認 (續)

(ii) 其他來源收入及其他收益 (續)

(c) 利息收入

利息收入採用實際利息法確認。「實際利率」為將金融資產預計年期內估計未來現金收入準確貼現至金融資產賬面值總額的利率。於計算利息收入時，實際利率適用於資產的賬面值總額（當資產未發生信貸減值時）。然而，對於初始確認後出現信用減值的金融資產，利息收入的計算方法為將實際利率應用於金融資產的攤銷成本。倘資產不再有信貸減值，則利息收入將變回按總額基準計算。

(d) 政府補助

倘可合理保證將收取政府補助且本集團將符合其附帶條件，則政府補助於財務狀況表中初步確認。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(t) Revenue and other income recognition (Continued)

(ii) Revenue from other sources and other income (Continued)

(c) Interest income

Interest income is recognised using the effective interest method. The “effective interest rate” is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of the financial asset. In calculating interest income, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired). However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

(d) Government grants

Government grants are recognised in the statement of financial position initially when there is reasonable assurance that they will be received and that the Group will comply with the conditions attaching to them.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(t) 收入及其他收益確認 (續)

(ii) 其他來源收入及其他收益 (續)

(d) 政府補助 (續)

用於補償本集團已產生開支的補助在開支產生的相同期間有系統地於損益內確認為收入。用於補償本集團資產成本的補助初步確認為遞延收入，並透過於其他收入中確認的方式於資產可使用年期內按直線法攤銷至損益。

(u) 外幣換算

外幣交易按交易日期之匯率換算為集團公司各功能貨幣。

於報告日期以外幣計值之貨幣資產及負債按當日匯率換算為功能貨幣。按公平值計量的外幣計值的非貨幣資產及負債按該公平值釐定的匯率換算為功能貨幣。以外幣計值按歷史成本計量的非貨幣資產及負債按交易當日的匯率換算。外匯差額通常於損益確認。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(t) Revenue and other income recognition (Continued)

(ii) Revenue from other sources and other income (Continued)

(d) Government grants (Continued)

Grants that compensate the Group for expenses incurred are recognised as income in profit or loss on a systematic basis in the same periods in which the expenses are incurred. Grants that compensate the Group for the cost of an asset are recognised initially as deferred income and amortised to profit or loss on a straight-line basis over the useful life of the asset by way of recognition in other revenues.

(u) Translation of foreign currencies

Transactions in foreign currencies are translated into the respective functional currencies of group companies at the exchange rates at the dates of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated into the functional currency at the exchange rate when the fair value was determined. Non-monetary assets and liabilities that are measured based on historical cost in a foreign currency are translated at the exchange rate at the date of the transaction. Foreign currency differences are generally recognised in profit or loss.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(u) 外幣換算 (續)

海外業務之資產及負債乃按報告日期的匯率換算為人民幣。海外業務之收入及支出乃按交易日的匯率換算為人民幣。

外匯差額於其他全面收益確認並於換算儲備內累計，惟換算差額分配至非控股權益除外。

倘全部或部分出售海外業務而喪失控制權、重大影響力或共同控制權，與海外業務相關之換算儲備累計金額重新分類為損益，作為出售收益或虧損之一部分。於處置含有海外業務的附屬公司時，與該海外業務有關的匯兌差額中歸屬於非控股權益的累計金額應終止確認，惟不得重新歸類為損益。倘本集團出售附屬公司的部分權益並保留控制權，累計金額之相關部分應歸屬於非控股權益。當本集團僅出售部分聯營公司或合營企業並保留重大影響力或共同控制權，累計金額之相關部分重新分類為損益。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(u) Translation of foreign currencies

(Continued)

The assets and liabilities of foreign operations are translated into RMB at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into RMB at the exchange rates at the dates of the transactions.

Foreign currency differences are recognised in OCI and accumulated in the exchange reserve, except to the extent that the translation difference is allocated to NCI.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount in the exchange reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal. On disposal of a subsidiary that includes a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation that have been attributed to the NCI shall be derecognised, but shall not be reclassified to profit or loss. If the Group disposes of part of its interest in a subsidiary but retains control, then the relevant proportion of the cumulative amount is reattributed to NCI. When the Group disposes of only part of an associate or joint venture while retaining significant influence or joint control, the relevant proportion of the cumulative amount is reclassified to profit or loss.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(v) 關聯方

- (a) 在以下情況下，某人士或其近親家庭成員與本集團有關聯：
- (i) 對本集團有控制權或共同控制權；
 - (ii) 對本集團有重大影響力；或
 - (iii) 為本集團或本集團母公司的主要管理人員的成員。
- (b) 在以下任何情況下，某實體與本集團有關聯：
- (i) 該實體及本集團均為同一集團的成員公司(意指母公司、附屬公司及同系附屬公司各自有關聯)。
 - (ii) 某實體為另一實體的聯營公司或合營企業(或另一實體為成員公司的某集團的成員公司的聯營公司或合營企業)。
 - (iii) 兩家實體均為同一第三方的合營企業。
 - (iv) 某實體為第三方實體的合營企業，而另一實體則為該第三方實體的聯營公司。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(v) Related parties

- (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 Group or the Group's parent.
- (b) An entity is related to the Group if any of the following conditions applies:
- (i) the entity and the Group 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).
 - (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.

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(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(v) 關聯方 (續)

(b) (續)

- (v) 該實體為本集團或與本集團有關聯的實體的僱員福利而設的離職後福利計劃。
- (vi) 該實體受(a)項中所識別的人士控制或共同控制。
- (vii) 在(a)(i)項中所識別的人士對該實體有重大影響力，或該人士為該實體(或該實體的母公司)的主要管理人員的成員。
- (viii) 向本集團或向本集團之母公司提供主要管理人員服務之實體或其所屬集團之任何成員公司。

某人士的近親家庭成員為在與實體交易時預期會影響該名人士或受到該名人士影響的家庭成員。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(v) Related parties (Continued)

(b) (Continued)

- (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group.
- (vi) the entity is controlled or jointly controlled by a person identified in (a).
- (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).
- (viii) the entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the Group's parent.

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

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

1 重大會計政策 (續)

(w) 分部報告

經營分部及財務報表所報告各分部項目的金額，乃從為向本集團各服務領域及地理位置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中識別出來。

就財務報告而言，個別重大的經營分部不會合併計算，除非該等分部具有類似經濟特性，且在產品及服務性質、生產工序性質、客戶類型或類別、分銷產品或提供服務所採用的方法及監管環境的性質等方面相似。倘個別不重大的經營分部符合該等標準中的大部分標準，則可進行合併計算。

1 MATERIAL ACCOUNTING POLICIES

(Continued)

(w) 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 purposes of allocating resources to, and assessing the performance of, the Group's various service lines and geographical locations.

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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2 會計判斷及估計

估計及判斷會予以持續評估及基於過往經驗及其他因素，包括於有關情況下相信為合理的未來事件預期。

編製該等財務報表時的估計不確定因素的主要來源如下：

(i) 貿易及其他應收款項減值

貿易及其他應收款項減值撥備乃基於與預期信貸虧損率的風險有關的假設作出。本集團於作出該等假設及選擇計算有關減值虧損的輸入數據時對判斷作出調整，通常基於可獲得的客戶過往數據、現有市況(包括於各報告期末的前瞻性估計)。倘有關假設及判斷出現任何變動，均會影響將予確認的預期信貸虧損，從而影響未來年度的純利。

(ii) 遞延稅項資產的確認

有關已結轉的稅項虧損及可抵扣暫時差額的遞延稅項資產，乃使用於各報告日期結束時已頒佈或實質上已頒佈的稅率，按相關資產及負債賬面值的預期變現或結算方式確認及計量。於釐定遞延稅項資產的賬面值時，會對預期應課稅利潤作出估計，當中涉及多項有關本集團經營環境的假設，並需要董事作出重大判斷。倘有關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，從而影響未來年度的純利。

2 ACCOUNTING JUDGEMENT AND ESTIMATES

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Key sources of estimation uncertainty in the preparation of these financial statements are as follows:

(i) Impairment for trade and other receivables

The impairment allowances for trade and other receivables are based on assumptions about risk of expected credit loss rates. The Group adjusts judgement in making these assumption and selecting inputs for computing such impairment loss, broadly based on the available customers' historical data, existing market conditions including forward looking estimates at the end of each reporting period. Any change in such assumptions and judgement would affect the expected credit loss to be recognised and hence the net profit in future years.

(ii) Recognition of deferred tax assets

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 relating to the operating environment of the Group and require a significant level of judgement exercised by 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.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

2 會計判斷及估計(續)

(iii) 存貨可變現淨值

存貨可變現淨值為日常業務過程中估計售價扣除估計分銷開支及相關稅項。該等估計乃基於現時市場狀況及銷售類似性質產品的過往經驗。競爭對手為應對市場狀況變化而採取的行動可能會導致其發生重大變化。假設的任何變動將增加或減少存貨撇減或相關撇減撥回的金額，並影響本集團的損益及資產淨值。

2 ACCOUNTING JUDGEMENT AND ESTIMATES (continued)

(iii) Net realizable value of inventories

Net realisable value of inventories is the estimated selling price in the ordinary course of business, less estimated distribution expenses and related taxes. These estimates are based on the current market condition and historical experience of selling products of similar nature. It could change significantly as a result of competitor actions in response to changes in market conditions. Any change in the assumptions would increase or decrease the amount of inventories write-down or the related reversals of write-downs and affect the Group's profit or loss and net asset value.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

3 收入及分部報告

(a) 收入

本集團的主要業務為物業管理服務、非業主增值服務及5S增值服務。

收入指物業管理服務、非業主增值服務及5S增值服務所得收入。

各主要類別收入的金額如下：

3 REVENUE AND SEGMENT REPORT

(a) Revenue

The principal activities of the Group are property management services, value-added services to non-property owners and 5S value-added services.

Revenue represents income from property management services, value-added services to non-property owners and 5S value-added services.

The amount of each significant category of revenue are as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
屬於國際財務報告準則 第15號範圍的客戶 合約收入	Revenue from contracts with customers within the scope of IFRS 15		
隨時間的推移所確認的 收入：	Revenue recognised over time:		
物業管理服務	Property management services	2,441,326	1,932,289
非業主增值服務	Value-added services to non- property owners	471,641	565,418
5S增值服務	5S value-added services	1,064,836	976,676
		3,977,803	3,474,383
於某時間點確認的收入：	Revenue recognised at point in time:		
5S增值服務(附註)	5S value-added services (note)	123,450	120,331
		4,101,253	3,594,714
		4,101,253	3,594,714

附註：就涉及貨品銷售(包括銷售傢具、停車位及儲物間)以及物業銷售及租賃經紀服務的5S增值服務而言，本集團於業主佔有及接納貨品及服務的時間點確認收入。

Note: For 5S value-added services that involve sale of goods, including sales of furniture, car parking spaces and storage rooms, and brokerage services for property sales and leasing, the Group recognises revenues at point in time when the buyers take possession of and accept the goods and services.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

3 收入及分部報告(續)

(a) 收入(續)

截至2025年12月31日止年度，概無來自單一外部客戶的交易收入佔本集團總收入的10%或以上(2024年：概無來自單一外部客戶的交易收入佔本集團總收入的10%或以上)。

(i) 於報告日期存在的客戶合約所產生的收入預期將於日後確認

就物業管理服務及非業主增值服務而言，本集團按本集團有權開具發票且與迄今已完成的履約價值直接對應的金額確認收入。本集團已選擇實用的權宜之計，以致毋須披露該等類型合約之剩餘履約責任。

就涉及社區增值服務及經紀服務的業主5S增值服務而言，該等服務乃於短期內提供且於各報告期末並無未履行的履約責任。

3 REVENUE AND SEGMENT REPORT

(Continued)

(a) Revenue (Continued)

No revenue from transaction with single external customer amounts to 10% or more of the Group's total revenue for the year ended 31 December 2025 (2024: No revenue from transaction with single external customer amounts to 10% or more of the Group's total revenue).

(i) Revenue expected to be recognised in the future arising from contracts with customers in existence at the reporting date

For property management services and value-added services to non-property owners, the Group recognises revenue in the amount to which the Group has a right to invoice that corresponds directly with the value of performance completed to date. The Group has elected the practical expedient for not to disclose the remaining performance obligations for these type of contracts.

For 5S value-added services to property owners that involved in community value-added services and brokerage services, they are rendered in a short period of time and there is no unsatisfied performance obligation at the end of each reporting period.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

3 收入及分部報告(續)

(a) 收入(續)

- (i) 於報告日期存在的客戶合約所產生的收入預期將於日後確認(續)

就涉及銷售定製室內裝飾服務中傢具的業主5S增值服務而言，於2025年12月31日，分配至本集團現有合約項下剩餘履約責任的交易價總額為人民幣85,308,000元(2024年：人民幣31,282,000元)。本集團將於傢具派送至客戶並由其接收後確認預期收入如下：

3 REVENUE AND SEGMENT REPORT

(Continued)

(a) Revenue (Continued)

- (i) **Revenue expected to be recognised in the future arising from contracts with customers in existence at the reporting date** (Continued)

For 5S value-added services to property owners that involved in sales of furniture in customised interior furnishing services, the aggregated amount of the transaction price allocated to the remaining performance obligations under the Group's existing contracts as at 31 December 2025 is RMB85,308,000(2024: RMB31,282,000). The Group will recognise the expected revenue in future when the furniture is delivered to and accepted by the customers as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
2025年	2025	—	30,221
2026年	2026	40,795	1,061
2027年	2027	44,513	—
		85,308	31,282

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

3 收入及分部報告(續)

(a) 收入(續)

- (i) 於報告日期存在的客戶合約所產生的收入預期將於日後確認(續)

就涉及家居裝飾服務的5S增值服務而言，於2025年12月31日，分配至本集團現有合約項下剩餘未履行(或部分未履行)履約責任的交易價格總額為人民幣1,358,248,000元(2024年：人民幣1,487,126,000元)。下表列示本集團將於日後提供服務時確認的家居裝飾服務的預期收入：

3 REVENUE AND SEGMENT REPORT

(Continued)

(a) Revenue (Continued)

- (i) **Revenue expected to be recognised in the future arising from contracts with customers in existence at the reporting date** (Continued)

For 5S value-added services that involve in the home decoration services, the aggregated amount of the transaction prices allocated to the remaining performance obligations that are unsatisfied (or partially unsatisfied) under the Group's existing contracts as at 31 December 2025 is RMB1,358,248,000 (2024: RMB1,487,126,000). The following table shows the expected revenue of home decoration services which will be recognised by the Group in future when the services are provided:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
2025年	2025	—	1,245,236
2026年	2026	897,253	113,035
2027年	2027	460,995	128,855
		1,358,248	1,487,126

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

3 收入及分部報告(續)

(b) 分部報告

本集團按分部管理其業務，分部由不同業務線組成。本集團以與就資源分配及表現評估向本集團最高行政管理人員內部呈報資料一致的方式，呈列以下三個經營及可呈報分部：

- 物業管理服務：該分部向業主提供物業管理服務，包括保安、清潔、園藝、維修、維護、土地管理及配套服務。
- 非業主增值服務：該分部向非業主提供增值服務，包括交付前服務、諮詢服務及社區空間服務。
- 5S增值服務：該分部向業主提供5S增值服務，包括家政服務、經紀服務、家裝服務、向業主銷售傢具、停車位及儲物間以及其他社區增值服務。

就評估分部業績及於分部間分配資源而言，本集團的高級行政管理層監察歸屬於各報告分部的業績。分部業績指各分部所賺取的利潤(未分配中央企業開支)。收入及開支乃參考該等分部產生的銷售額及該等分部產生的開支分配至各分部。用於報告分部業績的計量為毛利。

3 REVENUE AND SEGMENT REPORT

(Continued)

(b) Segment reporting

The Group manages its businesses by divisions, which are organised by a mixture of business lines. In a manner consistent with the way in which information is reported internally to the Group's most senior executive management for the purposes of resource allocation and performance assessment, the Group has presented the following three operating and reportable segments:

- Property management services: this segment provides property management services to property owners, including security, cleaning, gardening, repair, maintenance, land management and ancillary services.
- Value-added services to non-property owners: this segment provides value-added services to non-property owners, including pre-delivery services, consulting services and community space services.
- 5S value-added services: this segment provides 5S value-added services to property owners, including housekeeping services, brokerages services, home decoration services, sales of furniture, car parking spaces and storage rooms and other community value-added services to property owners.

For the purposes of assessing segment performance and allocating resources between segments, the Group's senior executive management monitors the results attributable to each reportable segment. Segment results represent the profit earned by each segment without allocation of central corporate expenses. Revenue and expenses are allocated to each segment with reference to sales generated by those segments and the expenses incurred by those segments. The measure used for reporting segment result is gross profit.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

3 收入及分部報告(續)

(b) 分部報告(續)

由於並無定期向本集團最高行政管理人員提供分部資產及分部負債分析以供審閱，故並無呈列該等資料分析。

以下為本集團按經營及可呈報分部劃分的收入及業績分析：

3 REVENUE AND SEGMENT REPORT

(Continued)

(b) Segment reporting (Continued)

No analysis of segment assets and segment liabilities is presented as these information is not regularly provided to the Group's most senior executive management for review.

The following is an analysis of the Group's revenue and results by operating and reportable segment:

		物業管理服務 Property management services 人民幣千元 RMB'000	非業主 增值服務 Value-added services to non-property owners 人民幣千元 RMB'000	5S 增值服務 5S value-added services 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
截至2025年12月31日	Year ended 31 December 2025:				
止年度：					
分部收入	Segment Revenue	2,441,326	471,641	1,188,286	4,101,253
分部毛利	Segment gross profits	422,602	148,700	338,650	909,952
未分配企業開支及其他	Unallocated corporate expenses and others				(78,421)
除稅前利潤	Profit before taxation				831,531
截至2024年12月31日	Year ended 31 December 2024:				
止年度：					
分部收入	Segment Revenue	1,932,289	565,418	1,097,007	3,594,714
分部毛利	Segment gross profits	355,081	218,174	262,113	835,368
未分配企業開支及其他	Unallocated corporate expenses and others				(48,980)
除稅前利潤	Profit before taxation				786,388

由於本集團所有收入均來自位於中國之業務及客戶，且本集團非流動資產的幾乎所有賬面值位於中國，因此並無列示任何地區分部分析。

No geographical segment analysis is shown as all of the Group's revenue are derived from activities in, and from customers located in the PRC and almost all of carrying values of the Group's non-current assets are situated in the PRC.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

4 其他收入及其他收益／(虧損)淨額 4 OTHER REVENUE AND OTHER NET INCOME/(LOSS)

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
其他收入	Other revenue		
政府補助(附註(i))	Government grants (note (i))	7,526	4,087
其他	Others	1,704	1,956
		9,230	6,043

(i) 政府補助主要指地方市政府機關提供的無條件酌情財務支持。

(i) Government grants mainly represent unconditional discretionary financial support from local municipal government authorities.

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
其他收入淨額	Other net income		
出售物業、廠房及設備之虧損淨額	Net loss on disposal of property, plant and equipment	(416)	(457)
按公平值計入損益的已變現及未變現收益淨額	Net realised and unrealised gains on FVPL	4,538	1,623
外匯收益／(虧損)淨額	Net foreign exchange gain/(loss)	962	(2)
		5,084	1,164

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

5 除稅前利潤

除稅前利潤已扣除／(計入)：

(a) 融資收入淨額

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
銀行存款利息收入	Interest income on bank deposits	(71,195)	(80,272)
租賃負債利息開支 (附註20(c))	Interest expense on lease liabilities (note 20(c))	106	122
融資收入淨額	Net finance income	(71,089)	(80,150)

5 PROFIT BEFORE TAXATION

Profit before taxation is arrived at after charging/ (crediting):

(a) Net finance income

(b) 員工成本

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
薪金及其他福利	Salaries and other benefits	1,339,223	1,105,042
界定供款計劃供款 (附註(i))	Contributions to defined contribution scheme (note (i))	122,381	94,324
		1,461,604	1,199,366
計入：	Included in:		
銷售成本	Cost of sales	1,392,669	1,126,792
行政開支	Administrative expenses	60,173	63,095
銷售及營銷開支	Selling and marketing expenses	8,762	9,479
		1,461,604	1,199,366

(b) Staff costs

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

5 除稅前利潤(續)

(b) 員工成本(續)

- (i) 本集團的中國附屬公司僱員須參加由地方市政府管理及運營的界定供款計劃。本集團的中國附屬公司乃按地方市政府同意的僱員薪金若干百分比向計劃供款，以撥支僱員退休福利。

除上述年度供款外，本集團概無其他與該等計劃相關的退休福利付款的重大責任。

5 PROFIT BEFORE TAXATION (Continued)

(b) Staff costs (Continued)

- (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 which are calculated on certain percentages of the employee salary as agreed by the local municipal government to the scheme to fund the retirement benefits of the employees.

The Group has no other material obligation for the payment of retirement benefits associated with these schemes beyond the annual contributions described above.

(c) 其他項目

(c) Other items

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
折舊(附註10)	Depreciation (note 10)		
— 自有物業、廠房及設備	— owned property, plant and equipment	24,986	15,204
— 使用權資產	— right-of-use assets	2,335	1,965
		27,321	17,169
與短期租賃有關的開支	Expenses related to short-term leases	18,468	16,110
貿易應收款項的減值虧損	Impairment loss on trade receivables	40,473	10,760
核數師酬金	Auditors' remuneration		
— 年度核數服務	— annual audit services	2,100	2,100
— 審閱服務	— review services	500	500
— 其他服務	— other services	10	132
存貨成本	Cost of inventories	77,467	54,977

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

6 綜合損益及其他全面收益表的所得稅

(a) 於綜合損益及其他全面收益表內的稅項指：

6 INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(a) Taxation in the consolidated statement of profit or loss and other comprehensive income represents:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
即期稅項	Current tax		
中國企業所得稅	PRC Corporate Income Tax	200,707	219,839
過往年度撥備(超額)/ 不足	(Over)/Under provision in respect of prior years	(1,342)	1,803
		199,365	221,642
遞延稅項	Deferred tax		
暫時差額的產生及撥回	Origination and reversal of temporary differences	(17,003)	(1,856)
本集團中國附屬公司利潤 的預扣稅(附註24(b))	Withholding tax on the profits of the Group's PRC subsidiaries (note 24(b))	39,800	13,100
		22,797	11,244
		222,162	232,886

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

6 綜合損益及其他全面收益表的所得稅 (續)

(b) 稅項開支與按適用稅率計算的會計利潤之對賬：

6 INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Continued)

(b) Reconciliation between tax expense and accounting profit at applicable tax rates:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
除稅前利潤	Profit before taxation	831,531	786,388
按相關稅務司法權區利潤適用之稅率計算除稅前利潤之名義稅項(附註(i))	Notional tax on profit before taxation, calculated at the rates applicable to profits in the tax jurisdictions concerned (note (i))	183,887	170,656
不可扣稅開支之稅務影響，扣除免稅收入	Tax effect of non-deductible expenses, net of non-taxable income	(75)	239
未確認未動用稅項虧損之稅項影響，扣除已動用	Tax effect of unused tax losses not recognised, net of utilisation	(108)	588
過往年度撥備(超額)／不足	(Over)/Under-provision in respect of prior years	(1,342)	1,803
中國附屬公司留存利潤的預扣稅(附註(ii))	Withholding tax on profits retained by PRC subsidiaries (note (ii))	39,800	59,600
實際稅項開支	Actual tax expense	222,162	232,886

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

6 綜合損益及其他全面收益表的所得稅 (續)

(b) 稅項開支與按適用稅率計算的會計利潤之對賬：(續)

- (i) 根據開曼群島及英屬維爾京群島的規則及規例，本集團毋須繳納開曼群島及英屬維爾京群島的任何所得稅。

於香港註冊成立的本集團附屬公司須就報告期內繳納香港利得稅的收入之適用所得稅稅率為16.5%。2018年推出利得稅兩級制，公司賺取的首二百萬港元應課稅利潤將按當前稅率的一半(8.25%)課稅，餘下利潤仍按16.5%課稅。由於於報告期內，本集團並無賺取任何須繳納香港利得稅的收入，故本集團並無就香港利得稅作出撥備(2024年：零)。

本集團的中國附屬公司須按25%的稅率繳稅中國所得稅。對於2025年確認為小利潤企業的若干附屬公司，每年不超過人民幣3百萬元的應課稅收入部分，按減免後的稅率25%(2024年：25%)計算應課稅收入，並按20%(2024年：20%)的稅率繳納企業所得稅。

6 INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Continued)

(b) Reconciliation between tax expense and accounting profit at applicable tax rates:

(Continued)

- (i) Pursuant to the rules and regulations of the Cayman Island and the BVI, the Group is not subject to any income tax in the Cayman Islands and the BVI.

The income tax rate applicable to the Group's subsidiary incorporated in Hong Kong for the income subject to Hong Kong Profits Tax during the reporting period is 16.5%. A two-tiered profits tax rates regime was introduced in 2018 whereby the first HKD2 million in assessable profits earned by a company will be taxed at half of the current tax rate (8.25%) while the remaining profits will continue to be taxed at 16.5%. No provision for Hong Kong Profits Tax has been made as the Group did not earn any income subject to Hong Kong Profits Tax during the reporting period (2024: Nil).

The Group's PRC subsidiaries are subject to PRC income tax at 25%. For certain subsidiaries recognised as a small profit enterprise in 2025, the portion of annual taxable income amount, which does not exceed RMB3 million, shall be computed at a reduced rate of 25% (2024: 25%) as taxable income amount, and be subject to enterprise income tax at 20% (2024: 20%).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

6 綜合損益及其他全面收益表的所得稅 (續)

(b) 稅項開支與按適用稅率計算的會計利潤之對賬：(續)

- (ii) 根據中國企業所得稅法律及其實施細則，除非透過稅務條約或安排獲減稅，就自2008年1月1日以來賺取的利潤而言，非中國企業居民自中國企業收取的股息須按10%的稅率繳納預扣稅。

於2023年，本公司的香港附屬公司獲得香港居民身份證明。根據《內地和香港特別行政區關於對所得稅避免雙重徵稅和防止偷漏稅的安排》(「**稅收協定**」)及《國家稅務總局關於稅收協定中「受益所有人」有關問題的公告》(「**第9號公告**」)，香港附屬公司符合享受優惠稅率的要求，自2023年起，從中國附屬公司收到的股息須按5%的稅率預扣稅款。

於2024年12月31日，就應付本集團中國附屬公司分派留存利潤的5%中國股息預扣稅確認遞延稅項負債人民幣13,100,000元。截至2025年12月31日止年度，遞延稅項負債人民幣13,100,000元已轉撥至應付稅項，其後由本集團於2025年就本集團中國附屬公司分派留存利潤人民幣262,000,000元支付予本集團香港附屬公司。

截至2025年12月31日止年度，在董事考慮了本公司的未來股息計劃以及對本集團的整體經濟效益後，就本集團中國附屬公司分派截至2025年12月31日止年度產生的留存利潤人民幣362,000,000元支付予本集團香港附屬公司而言，本集團確認並支付中國股息預扣稅人民幣18,100,000元。

於2025年12月31日，就應付本集團中國附屬公司剩餘留存利潤的5%中國股息預扣稅，已全數確認遞延稅項負債人民幣21,700,000元。

6 INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Continued)

(b) Reconciliation between tax expense and accounting profit at applicable tax rates:

(Continued)

- (ii) According to the PRC corporate income tax laws and its implementation rules, dividends receivable by non-PRC corporate residents from PRC enterprises are subject to withholding tax at a rate of 10%, unless reduced by tax treaties or arrangements, for profits earned since 1 January 2008.

In 2023, the Company's Hong Kong subsidiary received the certificate of Hong Kong resident status. Pursuant to the Arrangement between the Mainland China and the Hong Kong Special Administrative Region for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income ("**Tax Treaties**") and the Announcement of the State Taxation Administration in relation to "Beneficial Owner" in Tax Treaties ("**Announcement No.9**"), the Hong Kong subsidiary meets the requirement for enjoying the preferential rate and is subject to withholding tax at a rate of 5% for dividends received from PRC subsidiaries since 2023.

As at 31 December 2024, deferred tax liabilities of RMB13,100,000 were recognised in respect of the 5% PRC dividend withholding tax that would be payable on the distribution of the retained profits of the Group's PRC subsidiaries. During the year ended 31 December 2025, deferred tax liabilities of RMB13,100,000 were transferred to tax payable and then paid by the Group in respect of the distribution of the Group's PRC subsidiaries' retained profits of RMB262,000,000 to the Group's Hong Kong subsidiary in 2025.

During the year ended 31 December 2025, PRC dividend withholding tax of RMB18,100,000 has been recognised and paid by the Group in respect of the distribution of the Group's PRC subsidiaries' retained profits of RMB362,000,000, which generated during the year ended 31 December 2025, to the Group's Hong Kong subsidiary after the director's consideration of the Company's future dividend plan and overall economic benefit to the Group.

As at 31 December 2025, deferred tax liabilities of RMB21,700,000 were fully recognised in respect of the 5% PRC dividend withholding tax that would be payable on the remaining retained profits of the Group's PRC subsidiaries.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

7 董事薪酬

根據香港公司條例第383(1)條及公司(披露董事權益資料)規例第2部披露的董事薪酬如下：

7 DIRECTORS' EMOLUMENTS

Directors' emoluments disclosed pursuant to section 383(1) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation are as follows:

		截至2025年12月31日止年度 Year ended 31 December 2025				
		董事袍金	工資、津貼及 實物福利 Salaries, allowances and benefits in kind	酌情花紅 Discretionary bonuses	退休計劃供款 Retirement scheme contributions	總計 Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
執行董事	Executive directors					
余忠祥	Yu Zhongxiang	—	1,980	660	50	2,690
戚加奇	Qi Jiaqi	—	1,300	—	16	1,316
鍾若琴	Zhong Ruoqin	—	842	109	50	1,001
非執行董事	Non-executive directors					
莫建華	Mo Jianhua	—	—	—	—	—
蔡鑫	Cai Xin	—	—	—	—	—
獨立非執行董事	Independent non-executive directors					
蔡海靜	Cai Haijing	100	—	—	—	100
丁建剛	Ding Jiangan	100	—	—	—	100
李坤軍	Li Kunjun	100	—	—	—	100
		300	4,122	769	116	5,307

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

7 董事薪酬(續)

7 DIRECTORS' EMOLUMENTS (Continued)

截至2024年12月31日止年度

Year ended 31 December 2024

		董事袍金	工資、津貼及 實物福利	酌情花紅	退休計劃供款	總計
		Directors' fees	Salaries, allowances and benefits in kind	Discretionary bonuses	Retirement scheme contributions	Total
		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
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
執行董事		Executive directors				
余忠祥	Yu Zhongxiang	—	1,666	935	46	2,647
戚加奇(於2024年 9月1日從非執行 董事重新委任為 執行董事)	Qi Jiaqi (re-designated from a non-executive director to an executive director on 1 September 2024)	—	433	—	6	439
鍾若琴	Zhong Ruoqin	—	562	388	46	996
非執行董事		Non-executive directors				
莫建華	Mo Jianhua	—	—	—	—	—
蔡鑫	Cai Xin	—	—	—	—	—
戚加奇	Qi Jiaqi	—	—	—	—	—
獨立非執行董事		Independent non- executive directors				
蔡海靜	Cai Haijing	100	—	—	—	100
丁建剛	Ding Jiangang	100	—	—	—	100
李坤軍	Li Kunjun	100	—	—	—	100
		300	2,661	1,323	98	4,382

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8 最高薪酬人士

五名最高薪酬人士當中，一名(2024年：一名)為董事，其薪酬於附註7披露。其他四名(2024年：四名)人士的薪酬總額如下：

8 INDIVIDUALS WITH HIGHEST EMOLUMENTS

Of the five individuals with the highest emoluments, one (2024: one) is director whose emoluments are disclosed in note 7. The aggregate of the emoluments in respect of the other four (2024: four) individuals are as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
薪金、津貼及實物福利	Salaries, allowance and benefits-in-kind	3,966	3,933
酌情花紅	Discretionary bonuses	3,380	3,380
退休計劃供款	Retirement scheme contributions	150	138
		7,496	7,451

四名(2024年：四名)最高薪酬人士的酬金處於以下範圍內：

The emoluments of the four (2024: four) individuals with the highest emoluments are within the following bands:

		2025年 2025 人數 Number of individuals	2024年 2024 人數 Number of individuals
1,000,001港元至 1,500,000港元	HKD1,000,001–HKD1,500,000	—	—
1,500,001港元至 2,000,000港元	HKD1,500,001–HKD2,000,000	2	2
2,000,001港元至 2,500,000港元	HKD2,000,001–HKD2,500,000	2	2

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

9 每股盈利

每股基本及攤薄盈利按截至2025年12月31日止年度本公司權益股東應佔利潤人民幣595,508,000元(2024年：人民幣546,529,000元)及已發行股份的加權平均股數276,407,000股(2024年：加權平均股數276,407,000股)計算。

由於截至2025年及2024年12月31日止年度並無具攤薄潛力的發行在外股份，因此每股攤薄盈利相等於每股基本盈利。

9 EARNINGS PER SHARE

The calculation of basic and diluted earnings per share is based on the profit attributable to equity shareholders of the Company of RMB595,508,000 (2024: RMB546,529,000) and the weighted average number of 276,407,000 shares in issue during the year ended 31 December 2025 (2024: weighted average number of 276,407,000 shares).

There were no dilutive potential shares outstanding for the years ended 31 December 2025 and 2024 and therefore the diluted earnings per share are same as the basic earnings per share.

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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10 物業、廠房及設備

(a) 賬面值之對賬

10 PROPERTY, PLANT AND EQUIPMENT

(a) Reconciliation of carrying amount

		辦公室設備、 傢俱及裝置	汽車	租作自用的 其他物業 (按成本列賬)	總計
		Office equipment, furniture and fittings	Motor vehicles	Other properties leased for own use carried at cost	Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
成本：	Cost:				
於2024年1月1日	At 1 January 2024	45,091	21,253	12,011	78,355
添置	Additions	22,451	1,908	1,665	26,024
出售	Disposals	(2,099)	(17,908)	(7,350)	(27,357)
匯率變動的影響	Effect of movements in exchange rates	—	17	4	21
於2024年12月31日	At 31 December 2024	65,443	5,270	6,330	77,043
添置	Additions	34,036	230	2,119	36,385
出售	Disposals	(2,113)	—	(2,771)	(4,884)
匯率變動的影響	Effect of movements in exchange rates	—	(81)	—	(81)
於2025年12月31日	At 31 December 2025	97,366	5,419	5,678	108,463
累計折舊：	Accumulated depreciation:				
於2024年1月1日	At 1 January 2024	18,127	8,370	8,435	34,932
年度支出	Charge for the year	11,545	3,659	1,965	17,169
出售撥回	Written back on disposals	(1,801)	(9,330)	(7,350)	(18,481)
匯率變動的影響	Effect of movements in exchange rates	—	14	4	18
於2024年12月31日	At 31 December 2024	27,871	2,713	3,054	33,638
年度支出	Charge for the year	24,107	879	2,335	27,321
出售撥回	Written back on disposals	(1,358)	—	(2,753)	(4,111)
匯率變動的影響	Effect of movements in exchange rates	—	(77)	—	(77)
於2025年12月31日	At 31 December 2025	50,620	3,515	2,636	56,771
賬面淨值：	Net book value:				
於2025年12月31日	At 31 December 2025	46,746	1,904	3,042	51,692
於2024年12月31日	At 31 December 2024	37,572	2,557	3,276	43,405

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10 物業、廠房及設備(續)

(b) 使用權資產

按相關資產類別劃分的使用權資產賬面淨值分析如下：

10 PROPERTY, PLANT AND EQUIPMENT

(Continued)

(b) Right-of-use assets

The analysis of the net book value of right-of-use assets by class of underlying asset is as follows:

		2025年 12月31日 31 December 2025 人民幣千元 RMB'000	2024年 12月31日 31 December 2024 人民幣千元 RMB'000
租作自用的其他物業 (按折舊成本列賬) (附註(i))	Other properties leased for own use, carried at depreciated cost (note(i))	3,042	3,276

於損益確認的租賃開支項目分析如下：

The analysis of expense items in relation to leases recognised in profit or loss is as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
按相關資產類別劃分的 使用權資產折舊支出： — 租作自用的其他物業	Depreciation charge of right- of-use assets by class of underlying asset: — Other properties leased for own use	2,335	1,965
		2,335	1,965
租賃負債利息(附註5(a))	Interest on lease liabilities (note 5(a))	106	122
與短期租賃有關的開支 (附註5(c))	Expense relating to short-term leases (note 5(c))	18,468	16,110

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10 物業、廠房及設備(續)

(b) 使用權資產(續)

截至2025年12月31日止年度期間，使用權資產添置為人民幣2,118,856元(2024年：人民幣1,665,351元)。該金額主要與根據新租賃協議應付的資本化租賃付款有關。

有關租賃現金流出總額及租賃負債到期分析之詳情分別載於附註20(d)及附註23。

(i) 租作自用的其他物業(按折舊成本列賬)

本集團已透過租賃協議取得使用其他物業作為其辦公室的權利。該等租賃的初始期限一般為2或3年。

10 PROPERTY, PLANT AND EQUIPMENT

(Continued)

(b) Right-of-use assets (Continued)

During the year ended 31 December 2025, additions to right-of-use assets were RMB2,118,856 (2024: RMB1,665,351). This amount primarily related to the capitalised lease payments payable under new tenancy agreements.

Details of total cash outflow for leases and the maturity analysis of lease liabilities are set out in notes 20(d) and 23, respectively.

(i) Other properties leased for own use carried at depreciated cost

The Group has obtained the right to use other properties as its offices through tenancy agreements. The leases typically run for an initial period of 2 or 3 years.

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11 無形資產

11 INTANGIBLE ASSETS

		軟件 Software 人民幣千元 RMB'000
成本：	Cost:	
於2024年1月1日、2024年12月31日	At 1 January 2024, 31 December 2024	4,521
添置	Additions	2,890
出售	Disposals	—
於2025年12月31日	At 31 December 2025	7,411
累計攤銷：	Accumulated amortisation:	
於2024年1月1日	At 1 January 2024	374
年度支出	Charge for the year	935
出售撥回	Written back on disposals	—
於2024年12月31日	At 31 December 2024	1,309
年度支出	Charge for the year	1,662
出售撥回	Written back on disposals	—
於2025年12月31日	At 31 December 2025	2,971
賬面淨值：	Net book value:	
於2025年12月31日	At 31 December 2025	4,440
於2024年12月31日	At 31 December 2024	3,212

計算機軟件按直線法於5年內攤銷。

Computer software is amortised on a straight-line basis over 5 years.

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12 於附屬公司的投資

下表僅載列主要影響本集團業績、資產或負債的附屬公司詳情。

12 INVESTMENTS IN SUBSIDIARIES

The following list contains only the particulars of subsidiaries which principally affected the results, assets or liabilities of the Group.

公司名稱 Name of company	成立／註冊 成立地點及日期 Place and date of establishment/ incorporation	註冊／已發行及 實收資本 Registered/issued and paid-in capital	所有權權益比例 Proportion of ownership interest			主要經營國家 Principal country of operation	主要業務及法律地位 Principal activities and legal status
			本集團之 實際權益 Group's effective interest	由本公司 持有 Held by the Company	由附屬公司 持有 Held by a subsidiary		
興品有限公司 Robust Class Limited	英屬維爾京群島 2017年6月28日 BVI 28 Jun 2017	不適用／2美元 Not applicable/USD2	100%	100%	—	英屬維爾京群島及 中國香港 BVI and Hong Kong, China	投資控股，有限公司 Investment holding, limited liability company
濱江服務集團(香港) 有限公司 Binjiang Service Group (Hong Kong) Co., Limited	香港 2017年8月28日 Hong Kong 28 Aug 2017	不適用/ 107,245,314港元 Not applicable/ HKD107,245,314	100%	—	100%	中國香港 Hong Kong, China	投資控股，有限公司 Investment holding, limited liability company
杭州濱江物業管理有限 公司* Hangzhou Binjiang Property Management Co., Ltd.	中國 1997年4月21日 the PRC 21 Apr 1997	人民幣120,000,000元/ 人民幣120,000,000元 RMB120,000,000/ RMB120,000,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company
杭州濱江房地產經紀 有限公司* Hangzhou Binjiang Real Estate Brokerage Management Co., Ltd.	中國 2009年3月18日 the PRC 18 Mar 2009	人民幣10,000,000元/ 人民幣1,000,000元 RMB10,000,000/ RMB1,000,000	100%	—	100%	中國 The PRC	經紀及其他服務， 有限公司 Brokerage and other service, limited liability company
杭州濱瑞裝飾有限公司* Hangzhou Binrui Decoration Co., Ltd.	中國 2016年9月12日 the PRC 12 Sep 2016	人民幣10,000,000元/ 人民幣10,000,000元 RMB10,000,000/ RMB10,000,000	100%	—	100%	中國 The PRC	裝修服務及傢具銷售， 有限公司 Decoration service and sales of furniture, limited liability company
杭州濱萬家居裝飾 有限公司* Hangzhou Binwan Home Decoration Co., Ltd.	中國 2017年5月9日 the PRC 9 May 2017	人民幣5,000,000元/ 人民幣5,000,000元 RMB5,000,000/ RMB5,000,000	100%	—	100%	中國 The PRC	裝修服務及傢具銷售， 有限公司 Decoration service and sales of furniture, limited liability company

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12 於附屬公司的投資(續)

12 INVESTMENTS IN SUBSIDIARIES (Continued)

公司名稱	成立/註冊 成立地點及日期 Place and date of establishment/ incorporation	註冊/已發行及 實收資本 Registered/issued and paid-in capital	所有權權益比例 Proportion of ownership interest			主要經營國家 Principal country of operation	主要業務及法律地位 Principal activities and legal status
			本集團之 實際權益 Group's effective interest	由本公司 持有 Held by the Company	由附屬公司 持有 Held by a subsidiary		
杭州濱江家居裝飾 有限公司*	中國 2017年5月11日	人民幣5,000,000元/ 人民幣5,000,000元	100%	—	100%	中國	裝修服務，有限公司
Hangzhou Binjiang Home Decoration Co., Ltd.	the PRC 11 May 2017	RMB5,000,000/ RMB5,000,000				The PRC	Decoration service, limited liability company
杭州濱合物業管理 有限公司*	中國 2018年1月31日	人民幣5,000,000元/ 人民幣5,000,000元	51%	—	51%	中國	物業管理，有限公司
Hangzhou Binhe Property Management Co., Ltd.	the PRC 31 Jan 2018	RMB5,000,000/ RMB5,000,000				The PRC	Property management, limited liability company
寧波濱潤物業服務有限 公司*	中國 2019年5月14日	人民幣25,000,000元/ 人民幣25,000,000元	100%	—	100%	中國	物業管理服務、停車位及 儲物間銷售，有限公司
Ningbo Binrun Property Management Co., Ltd.	the PRC 14 May 2019	RMB25,000,000/ RMB25,000,000				The PRC	Property management services, sales of car parking spaces and storage rooms, limited liability company
杭州濱芯物業管理 有限公司*(i)	中國 2019年8月20日	人民幣2,000,000元/ 人民幣2,000,000元	45%	—	45%	中國	物業管理服務，有限公司
Hangzhou Binxin Property Management Co., Ltd.	the PRC 20 Aug 2019	RMB2,000,000/ RMB2,000,000				The PRC	Property management services, limited liability company
湖州濱耀物業管理 有限公司*	中國 2019年11月11日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	中國	物業管理服務，有限公司
Huzhou Binyao Property Management Co., Ltd.	the PRC 11 Nov 2019	RMB1,000,000/ RMB1,000,000				The PRC	Property management services, limited liability company

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12 於附屬公司的投資(續)

12 INVESTMENTS IN SUBSIDIARIES (Continued)

公司名稱	成立/註冊 成立地點及日期 Place and date of establishment/ incorporation	註冊/已發行及 實收資本 Registered/issued and paid-in capital	所有權權益比例 Proportion of ownership interest			主要經營國家 Principal country of operation	主要業務及法律地位 Principal activities and legal status
			本集團之 實際權益 Group's effective interest	由本公司 持有 Held by the Company	由附屬公司 持有 Held by a subsidiary		
永康濱盛物業管理 有限公司*	中國 2019年11月1日 the PRC 1 Nov 2019	人民幣1,000,000元/ 人民幣1,000,000元 RMB1,000,000/ RMB1,000,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company
金華濱悅物業管理 有限公司*	中國 2019年10月31日 the PRC 31 Oct 2019	人民幣1,000,000元/ 人民幣1,000,000元 RMB1,000,000/ RMB1,000,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company
杭州濱宏物業管理服務 有限公司*	中國 2019年10月28日 the PRC 28 Oct 2019	人民幣100,000元/ 人民幣100,000元 RMB100,000/ RMB100,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company
杭州濱語物業管理 有限公司*	中國 2020年10月19日 the PRC 19 Oct 2020	人民幣100,000元/ 人民幣100,000元 RMB100,000/ RMB100,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company
杭州蕭山濱康物業管理 有限公司*	中國 2020年5月14日 the PRC 14 May 2020	人民幣100,000元/ 人民幣100,000元 RMB100,000/ RMB100,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company

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12 於附屬公司的投資(續)

12 INVESTMENTS IN SUBSIDIARIES (Continued)

公司名稱 Name of company	成立/註冊 成立地點及日期 Place and date of establishment/ incorporation	註冊/已發行及 實收資本 Registered/issued and paid-in capital	所有權權益比例 Proportion of ownership interest			主要經營國家 Principal country of operation	主要業務及法律地位 Principal activities and legal status
			本集團之 實際權益 Group's effective interest	由本公司 持有 Held by the Company	由附屬公司 持有 Held by a subsidiary		
杭州蕭山濱濤物業管理 有限公司* Hangzhou Xiaoshan Bintao Property Management Co., Ltd.	中國 2020年5月19日 the PRC 19 May 2020	人民幣100,000元/ 人民幣100,000元 RMB100,000/ RMB100,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company
杭州濱港物業服務 有限公司* Hangzhou Bingang Property Management Co., Ltd.	中國 2020年7月13日 the PRC 13 Jul 2020	10,000,000港元/ 10,000,000港元 HKD10,000,000/ HKD10,000,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company
杭州蕭山濱弘物業管理 有限公司* Hangzhou Xiaoshan Binhong Property Management Co., Ltd.	中國 2020年11月24日 the PRC 24 Nov 2020	人民幣22,000,000元/ 人民幣22,000,000元 RMB22,000,000/ RMB22,000,000	51%	—	51%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company
杭州濱馳物業管理 有限公司* Hangzhou Binchi Property Management Co., Ltd.	中國 2020年12月23日 the PRC 23 Dec 2020	人民幣100,000元/ 人民幣100,000元 RMB100,000/ RMB100,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company
杭州濱雅物業管理 有限公司* Hangzhou Binya Property Management Co., Ltd.	中國 2021年4月16日 the PRC 16 Apr 2021	人民幣1,000,000元/ 人民幣1,000,000元 RMB1,000,000/ RMB1,000,000	100%	—	100%	中國 The PRC	物業管理服務，有限公司 Property management services, limited liability company

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12 於附屬公司的投資(續)

12 INVESTMENTS IN SUBSIDIARIES (Continued)

公司名稱	成立/註冊 成立地點及日期 Place and date of establishment/ incorporation	註冊/已發行及 實收資本 Registered/issued and paid-in capital	所有權權益比例 Proportion of ownership interest			主要經營國家 Principal country of operation	主要業務及法律地位 Principal activities and legal status
			本集團之 實際權益 Group's effective interest	由本公司 持有 Held by the Company	由附屬公司 持有 Held by a subsidiary		
杭州濱澤物業管理 有限公司*	中國 2021年5月7日	人民幣3,000,000元/ 人民幣3,000,000元	51%	—	51%	中國	物業管理服務，有限公司
Hangzhou Binze Property Management Co., Ltd.	the PRC 7 May 2021	RMB3,000,000/ RMB3,000,000				The PRC	Property management services, limited liability company
上海滬品濱江物業管理 有限公司*	中國 2021年5月17日	人民幣1,000,000元/ 人民幣1,000,000元	51%	—	51%	中國	物業管理服務，有限公司
Shanghai Hupin Riverside Property Management Co., Ltd.	the PRC 17 May 2021	RMB1,000,000/ RMB1,000,000				The PRC	Property management services, limited liability company
杭州濱抗物業管理 有限公司*	中國 2021年5月17日	人民幣5,000,000元/ 人民幣1,500,000元	51%	—	51%	中國	物業管理服務，有限公司
Hangzhou Binhang Property Management Co., Ltd.	the PRC 17 May 2021	RMB5,000,000/ RMB1,500,000				The PRC	Property management services, limited liability company
寧波濱宏物業管理 有限公司*	中國 2020年10月22日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	中國	物業管理服務，有限公司
Ningbo Binhong Property Management Co., Ltd.	the PRC 22 Oct 2020	RMB1,000,000/ RMB1,000,000				The PRC	Property management services, limited liability company
義烏建投濱江物業服務 有限公司*	中國 2021年6月25日	人民幣3,000,000元/ 人民幣3,000,000元	55%	—	55%	中國	物業管理服務，有限公司
Yiwu Jiantou Binjiang Property Service Co., Ltd.	the PRC 25 Jun 2021	RMB3,000,000/ RMB3,000,000				The PRC	Property management services, limited liability company

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12 於附屬公司的投資(續)

12 INVESTMENTS IN SUBSIDIARIES (Continued)

公司名稱	成立/註冊 成立地點及日期 Place and date of establishment/ incorporation	註冊/已發行及 實收資本 Registered/issued and paid-in capital	所有權權益比例 Proportion of ownership interest			主要經營國家 Principal country of operation	主要業務及法律地位 Principal activities and legal status
			本集團之 實際權益 Group's effective interest	由本公司 持有 Held by the Company	由附屬公司 持有 Held by a subsidiary		
杭州濱辰物業管理 有限公司*	中國 2021年9月30日	人民幣10,000,000元/ 人民幣10,000,000元	51%	—	51%	中國	物業管理服務，有限公司
Hangzhou Binchen Property Management Co., Ltd.	the PRC 30 Sep 2021	RMB10,000,000/ RMB10,000,000				The PRC	Property management services, limited liability company
杭州濱嘉物業管理 有限公司*	中國 2021年10月20日	人民幣1,000,000元/ 人民幣1,000,000元	66%	—	66%	中國	物業管理服務，有限公司
Hangzhou Binjia Property Management Co., Ltd.	the PRC 20 Oct 2021	RMB1,000,000/ RMB1,000,000				The PRC	Property management services, limited liability company
寧波濱姚物業管理 有限公司*	中國 2021年12月1日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	中國	物業管理服務，有限公司
Ningbo Binyao Property Management Co., Ltd.	the PRC 1 Dec 2021	RMB1,000,000/ RMB1,000,000				The PRC	Property management services, limited liability company
杭州濱迪物業管理 有限公司*	中國 2021年12月2日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Bindi Property Management Co., Ltd.	the PRC 2 Dec 2021	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
天臺慈悅物業服務 有限公司*	中國 2021年12月6日	人民幣1,000,000元/ 人民幣1,000,000元	51%	—	51%	中國	物業管理服務，有限公司
Tiantai Ciyue Property Services Co., Ltd.	the PRC 6 Dec 2021	RMB1,000,000/ RMB1,000,000				The PRC	Property management services, limited liability company

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12 於附屬公司的投資(續)

12 INVESTMENTS IN SUBSIDIARIES (Continued)

公司名稱	成立/註冊 成立地點及日期	註冊/已發行及 實收資本	所有權權益比例			主要經營國家	主要業務及法律地位
			本集團之 實際權益	由本公司 持有	由附屬公司 持有		
Name of company	Place and date of establishment/ incorporation	Registered/issued and paid-in capital	Group's effective interest	Held by the Company	Held by a subsidiary	Principal country of operation	Principal activities and legal status
杭州濱江城南物業服務 有限公司*	中國 2022年1月28日	人民幣5,000,000元/ 人民幣3,530,000元	51%	—	51%	中國	物業管理服務，有限公司
Hangzhou Binjiang Chengnan Property Management Service Co., Ltd.	the PRC 28 Jan 2022	RMB5,000,000/ RMB3,530,000				The PRC	Property management services, limited liability company
杭州濱昌和物業管理 有限公司*(ii)	中國 2022年7月20日	人民幣10,000,000元/ 人民幣4,600,000元	40%	—	40%	中國	物業管理服務，有限公司
Hangzhou Binchanghe Property Management Co., Ltd.	the PRC 20 Jul 2022	RMB10,000,000/ RMB4,600,000				The PRC	Property management services, limited liability company
杭州濱慶物業管理服務 有限公司*	中國 2022年9月2日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Binqing Property Management Service Co., Ltd.	the PRC 2 Sep 2022	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
杭州濱昇物業管理服務 有限公司*	中國 2022年11月7日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Binsheng Property Management Service Co., Ltd.	the PRC 7 Nov 2022	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
杭州濱騰物業管理服務 有限公司*	中國 2022年11月9日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Binteng Property Management Service Co., Ltd.	the PRC 9 Nov 2022	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company

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12 於附屬公司的投資(續)

12 INVESTMENTS IN SUBSIDIARIES (Continued)

公司名稱 Name of company	成立/註冊 成立地點及日期 Place and date of establishment/ incorporation	註冊/已發行及 實收資本 Registered/issued and paid-in capital	所有權權益比例 Proportion of ownership interest			主要經營國家 Principal country of operation	主要業務及法律地位 Principal activities and legal status
			本集團之 實際權益 Group's effective interest	由本公司 持有 Held by the Company	由附屬公司 持有 Held by a subsidiary		
杭州濱軒物業管理服務 有限公司*	中國 2022年11月10日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Binxuan Property Management Service Co., Ltd.	the PRC 10 Nov 2022	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
海南濱江吉祥物業管理服 務有限公司*	中國 2023年8月21日	人民幣5,000,000元/ 人民幣5,000,000元	51%	—	51%	中國	物業管理服務，有限公司
Hainan Binjiang Jixiang Property Management Service Co., Ltd.	the PRC 21 Aug 2023	RMB5,000,000/ RMB5,000,000				The PRC	Property management services, limited liability company
杭州濱江金匯物業管理服 務有限公司*	中國 2023年8月14日	人民幣3,000,000元/ 人民幣3,000,000元	51%	—	51%	中國	物業管理服務，有限公司
Hangzhou Binjiang Jinhui Property Management Service Co., Ltd.	the PRC 14 Aug 2023	RMB3,000,000/ RMB3,000,000				The PRC	Property management services, limited liability company
湖州濱江悅湖物業管理 有限公司*	中國 2023年9月19日	人民幣10,000,000元/ 人民幣2,000,000元	51%	—	51%	中國	物業管理服務，有限公司
Huzhou Binjiang Yuehu Property Management Co., Ltd.	the PRC 19 Sep 2023	RMB10,000,000/ RMB2,000,000				The PRC	Property management services, limited liability company
杭州濱江星創物業服務 有限公司*	中國 2020年4月14日	人民幣4,080,000元/ 人民幣2,450,000元	51%	—	51%	中國	物業管理服務，有限公司
Hangzhou Binjiang Xingchuang Property Service Co., Ltd.	the PRC 14 Apr 2020	RMB4,080,000/ RMB2,450,000				The PRC	Property management services, limited liability company
杭州濱知家居裝飾 有限公司*	中國 2024年4月16日	人民幣2,000,000元/ 人民幣2,000,000元	51%	—	51%	中國	裝修服務及傢具銷售，有 限公司
Hangzhou Binzhi Home Decoration Co., Ltd.	the PRC 16 Apr 2024	RMB2,000,000/ RMB2,000,000				The PRC	Decoration service and sales of furniture, limited liability company

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12 於附屬公司的投資(續)

12 INVESTMENTS IN SUBSIDIARIES (Continued)

公司名稱	成立/註冊 成立地點及日期 Place and date of establishment/ incorporation	註冊/已發行及 實收資本 Registered/issued and paid-in capital	所有權權益比例 Proportion of ownership interest			主要經營國家 Principal country of operation	主要業務及法律地位 Principal activities and legal status
			本集團之 實際權益 Group's effective interest	由本公司 持有 Held by the Company	由附屬公司 持有 Held by a subsidiary		
杭州濱豐物業管理 有限公司*	中國 2019年11月15日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Bin Feng Property Management Co., Ltd.	the PRC 15 Nov 2019	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
杭州濱星物業管理 有限公司*	中國 2020年4月24日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Binxing Property Management Co., Ltd.	the PRC 24 Apr 2020	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
杭州蕭山濱惠物業管理 有限公司*	中國 2019年11月15日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Xiaoshan Binhui Property Management Co., Ltd.	the PRC 15 Nov 2019	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
杭州蕭山濱洲物業管理服 務有限公司*	中國 2021年12月2日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Xiaoshan Binzhou Property Management Service Co., Ltd.	the PRC 2 Dec 2021	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
南京濱耀物業管理 有限公司*	中國 2020年12月14日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	中國	物業管理服務，有限公司
Nanjing Binyao Property Management Co., Ltd.	the PRC 14 Dec 2020	RMB1,000,000/ RMB1,000,000				The PRC	Property management services, limited liability company
寧波濱倫物業管理 有限公司*	中國 2021年8月30日	人民幣1,000,000元/ 人民幣1,000,000元	100%	—	100%	中國	物業管理服務，有限公司
Ningbo Binlun Property Management Co., Ltd.	the PRC 30 Aug 2021	RMB1,000,000/ RMB1,000,000				The PRC	Property management services, limited liability company

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12 於附屬公司的投資(續)

12 INVESTMENTS IN SUBSIDIARIES (Continued)

公司名稱	成立/註冊 成立地點及日期 Place and date of establishment/ incorporation	註冊/已發行及 實收資本 Registered/issued and paid-in capital	所有權權益比例 Proportion of ownership interest			主要經營國家 Principal country of operation	主要業務及法律地位 Principal activities and legal status
			本集團之 實際權益 Group's effective interest	由本公司 持有 Held by the Company	由附屬公司 持有 Held by a subsidiary		
杭州濱聯物業管理服務 有限公司*	中國 2022年8月8日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Binlian Property Management Service Co., Ltd.	the PRC 8 Aug 2022	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
麗水華粹物業管理 有限公司*	中國 2021年7月5日	人民幣1,000,000元/ 人民幣1,000,000元	51%	—	51%	中國	物業管理服務，有限公司
Lishui Huacui Property Management Co., Ltd.	the PRC 5 Jul 2021	RMB1,000,000/ RMB1,000,000				The PRC	Property management services, limited liability company
杭州濱御物業管理服務 有限公司*	中國 2023年11月24日	人民幣100,000元/ 人民幣100,000元	100%	—	100%	中國	物業管理服務，有限公司
Hangzhou Binyu Property Management Service Co., Ltd.	the PRC 24 Nov 2023	RMB100,000/ RMB100,000				The PRC	Property management services, limited liability company
杭州濱荷物業管理服務 有限公司*	中國 2024年8月30日	人民幣6,000,000元/ 人民幣2,000,000元	51%	—	51%	中國	物業管理服務，有限公司
Hangzhou Binhe Property Management Service Co., Ltd.	the PRC 30 Aug 2024	RMB6,000,000/ RMB2,000,000				The PRC	Property management services, limited liability company
浙江濱安保安服務有限 公司*	中國 2025年2月21日	人民幣10,000,000元/ 人民幣10,000,000元	100%	—	100%	中國	保安服務，有限公司
Zhejiang Bin'an Security Service Co., Ltd.	the PRC 21 Feb 2025	RMB10,000,000/ RMB10,000,000				The PRC	Security services, limited liability company
杭州濱芯信息科技服務 有限公司*	中國 2025年4月15日	人民幣10,000,000元/ 人民幣1,000,000元	100%	—	100%	中國	信息諮詢服務，有限公司
Hangzhou Binxin Information Technology Service Co., Ltd.	the PRC 15 Apr 2025	RMB10,000,000/ RMB1,000,000				The PRC	Information consulting services, limited liability company

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12 於附屬公司的投資(續)

* 所有該等中國實體均為有限公司。實體之英文譯名僅供參考。該等實體的官方名稱乃以中文表示。

(i) 根據2019年9月6日的協議，本集團可控制董事會60%投票權，並可控制該實體的財務及經營政策。因此，該實體的財務資料自2019年9月6日起併入本集團的綜合財務報表。

(ii) 根據2022年7月15日的協議，本集團可控制董事會60%投票權，並可控制該實體的財務及經營政策。因此，該實體的財務資料自成立日期2022年7月20日起併入本集團的綜合財務報表。

於2025年及2024年12月31日，本集團附屬公司並無重大非控股權益。

12 INVESTMENTS IN SUBSIDIARIES (Continued)

* All the PRC entities are limited liability companies. The English translation of the entities' name is for reference only. The official names of these entities are in Chinese.

(i) Pursuant to the agreement dated 6 September 2019, the Group could control 60% voting rights of the board of directors, and could control the financial and operating policies of the entity. Accordingly, the entity's financial information was consolidated into the Group's consolidated financial statements from 6 September 2019.

(ii) Pursuant to the agreement dated 15 July 2022, the Group could control 60% voting rights of the board of directors and could control the financial and operating policies of the entity. Accordingly, the entity's financial information was consolidated into the Group's consolidated financial statements from the establishment date of 20 July 2022.

As at 31 December 2025 and 2024, the subsidiaries of the Group had no material non-controlling interests.

13 於聯營公司的投資

13 INVESTMENT IN ASSOCIATES

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
非上市投資成本	Costs of investment, unlisted	5,430	5,430
分佔收購後業績(扣除股息)	Share of post-acquisition results, net of dividends	3,913	876
		9,343	6,306

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(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

13 於聯營公司的投資(續)

下表載有本集團聯營公司(非上市企業實體且並無市場報價)的資料：

13 INVESTMENT IN ASSOCIATES (Continued)

The following list contains associates of the Group, which are unlisted corporate entities whose quoted market prices are not available:

聯營公司名稱 Name of associates	業務架構形式 Form of business structure	註冊成立及營業地點 Place of incorporation and business	註冊/已發行資本 Registered/issued capital	於12月31日本集團持有的實際權益 Effective interest held by the Group At 31 December		主要業務 Principal activities
				2025年 2025	2024年 2024	
杭州智濱科技服務有限公司*	註冊成立	中國	人民幣10,000,000元/ 人民幣10,000,000元	20%	20%	技術開發及服務、提供工業園的租賃及物業管理服務
Hangzhou Zhibin Technology Service Co., Ltd.	Incorporated	the PRC	RMB10,000,000/ RMB10,000,000			Technology development and service, provision of leasing and property management services of industrial parks
杭州智閣物業管理有限公司*	註冊成立	中國	人民幣5,000,000元/ 人民幣5,000,000元	49%	49%	物業管理服務
Hangzhou Zhihe Property Management Co., Ltd.	Incorporated	the PRC	RMB5,000,000/ RMB5,000,000			Property management services
衢州慧城濱江物業管理服務有限公司*	註冊成立	中國	人民幣2,000,000元/ 人民幣2,000,000元	49%	49%	物業管理服務
Quzhou Huicheng Binjiang Property Management Service Co., Ltd	Incorporated	the PRC	RMB2,000,000/ RMB2,000,000			Property management services

* 該等中國實體為有限公司。公司之英文譯名僅供參考。該等公司的官方名稱乃以中文表示。

* These PRC entities are limited liability companies. The English translation of the Company name is for reference only. The official name of these companies is in Chinese.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

14 預付款項

14 PREPAYMENTS

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
購買軟件預付款項	Prepayments for purchase of software	1,224	3,543

15 存貨

15 INVENTORIES

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
持作轉售的物業(附註)	Properties held for re-sale (note)	349,208	289,558
消耗品	Consumables	576	495
減：存貨撇減	Less: write-down of inventories	(16,740)	—
		333,044	290,053

附註：持作轉售的物業主要指本集團購買作轉售的停車場及儲物間的使用權資產。

Note: Properties held for re-sale mainly represent right-of-use assets relating to car parking spaces and storage rooms purchased by the Group for re-sale.

確認為費用並計入當期損益的存貨金額分析如下：

The analysis of the amount of inventories recognized as an expense and included in profit or loss is as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
已售存貨的賬面金額	Carrying amount of inventories sold	60,727	54,977
存貨撇減／(撥回)	Write-down/(reversal) of inventories	16,740	—
		77,467	54,977

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(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

16 貿易及其他應收款項

16 TRADE AND OTHER RECEIVABLES

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
貿易應收款項	Trade receivables		
— 第三方	— third parties	448,199	350,324
— 關聯方	— related parties	73,040	71,342
		521,239	421,666
減：貿易應收款項減值撥備	Less: Allowance for impairment of trade receivables		
— 第三方	— third parties	(111,547)	(73,300)
— 關聯方	— related parties	(3,935)	(4,428)
		(115,482)	(77,728)
貿易應收款項，扣除虧損撥備	Trade receivables, net of loss allowance	405,757	343,938
關聯方其他應收款項	Other receivables from related parties	1,861	1,802
關聯方預付款項	Prepayments to related parties	24,783	1,325
按金及預付款項	Deposits and prepayments	209,719	135,809
代表業主作出的付款	Payments on behalf of property owners	63,166	57,450
墊款予僱員	Advances to employees	9,615	4,549
其他應收款項	Other receivables	45,459	45,348
		760,360	590,221

貿易應收款項主要與提供物業管理服務、非業主增值服務及提供家裝服務所確認的收入有關。

Trade receivables are primarily related to revenue recognised from the provision of property management services, value-added services to non-property owners and provision of home decoration services.

應收關聯方貿易及其他應收款項乃屬無抵押及免息。應收關聯方款項之詳情載於附註29(d)。

Trade and other receivables from related parties are unsecured and interest-free. Details of the amounts due from related parties are set out in note 29(d).

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

16 貿易及其他應收款項(續)

(a) 賬齡分析

於各報告期末，基於收入確認日期及扣除貿易應收款項減值撥備的應收第三方及關聯方貿易應收款項賬齡分析如下：

16 TRADE AND OTHER RECEIVABLES

(Continued)

(a) Ageing analysis

As at the end of each reporting period, the ageing analysis of trade receivables from third parties and related parties based on the date of revenue recognition and net of allowance for impairment of trade receivables, is as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
於1年內	Within 1 year	373,364	304,799
1至2年	1 to 2 years	32,393	39,139
		405,757	343,938

有關本集團信貸政策的其他詳情載於附註26(a)。

Further details on the Group's credit policy are set out in note 26(a).

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(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

16 貿易及其他應收款項(續)

(b) 貿易應收款項減值

與貿易應收款項有關的減值虧損乃使用撥備賬記錄，除非本集團信納收回款項的可能性極低，在此情況下減值虧損直接於貿易應收款項中撇銷(見附註1(k)(i))。

貿易應收款項於年內的減值撥備變動如下：

16 TRADE AND OTHER RECEIVABLES

(Continued)

(b) Impairment of trade receivables

Impairment losses in respect of trade receivables are recorded using an allowance account unless the Group is satisfied that recovery of the amount is remote, in which case the impairment loss is written off against trade receivables directly (see note 1(k)(i)).

The movement in the allowance for impairment of trade receivables during the year is as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
於1月1日	At 1 January	77,728	75,383
已確認之減值虧損	Impairment loss recognised	40,473	11,453
已撇銷之不可收回金額	Uncollectible amounts written off	(2,719)	(9,108)
於12月31日	At 31 December	115,482	77,728

有關本集團信貸風險管理政策以及貿易及其他應收款項所引致信貸風險的更多詳情載於附註26(a)。

Further details on the Group's credit risk management policy and credit risk arising from trade and other receivables are set out in note 26(a).

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

17 定期存款

17 TIME DEPOSITS

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
原到期日超過三個月的銀行定期存款	Time deposits held at the bank with original maturity over three months	2,106,273	2,022,499
減：計入「流動資產」的金額	Less: Amount included under "current assets"	(2,014,517)	(941,074)
		91,756	1,081,425

於2025年12月31日，原到期日超過三個月的銀行定期存款年利率介乎1.30%至4.38%之間(2024年：介乎2.30%至5.17%之間)。

As at 31 December 2025, the time deposits held at the bank with original maturity over three months have annual interest rates ranging from 1.30% to 4.38% (2024: from 2.30% to 5.17%).

18 按公平值計入損益的金融資產

18 FINANCIAL ASSETS MEASURED AT FAIR VALUE THROUGH PROFIT OR LOSS

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
財資產品(i)	Treasury products (i)	402,474	301,623
外幣掉期	Foreign currency swap	30,295	—
		432,769	301,623

(i) 該金額指投資於中國內地知名金融機構發行的理財產品。該等理財產品並無固定或可釐定的回報。

(i) The amount represents investments in wealth management products issued by reputable financial institutions in Chinese Mainland. There are no fixed or determinable returns of these wealth management products.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

19 受限制銀行結餘

19 RESTRICTED BANK BALANCES

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
代表業委會收取的現金 (附註22)	Cash collected on behalf of the property owners' associations (note 22)	57,998	61,503
受限制存款	Restricted deposits	205,342	6,826
		263,340	68,329

本集團在其物業管理服務業務中代表若干業委會收取現金。由於若干業委會通常難以開設銀行賬戶，本集團代表業委會開設及管理該等銀行賬戶。

The Group has cash collection on behalf of certain property owners' associations in its property management service business. Since certain property owners' associations often face difficulties opening bank accounts, the Group opens and manages these bank accounts on behalf of the property owners' associations.

於2025年12月31日，本集團的受限制存款主要包括用於購買理財產品的臨時凍結資金人民幣200,000,000元(2024年12月31日：零)。該交易已於2026年1月4日完成，受限存款已解凍並轉入定期存款。

As at 31 December 2025, the Group's restricted deposits mainly include temporary frozen fund of RMB 200,000,000 for placing wealth management products (31 December 2024: Nil). The transaction was completed on 4 January 2026 with the restricted deposits released and transferred to time deposits.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

20 現金及現金等價物

(a) 現金及現金等價物包括：

20 CASH AND CASH EQUIVALENTS

(a) Cash and cash equivalents comprise:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
手頭現金	Cash on hand	8	18
銀行現金	Cash at bank	1,153,853	873,969
原到期日三個月以內的 銀行定期存款	Fixed deposits held at the bank with original maturity within three months	—	85,000
		1,153,861	958,987
減：受限制銀行結餘 (附註19)	Less: Restricted bank balances (note 19)	(263,340)	(68,329)
		890,521	890,658

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20 現金及現金等價物(續)

20 CASH AND CASH EQUIVALENTS

(Continued)

(b) 除稅前利潤與經營所得現金的對賬：

(b) Reconciliation of profit before taxation to cash generated from operations:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
除稅前利潤	Profit before taxation	831,531	786,388
就以下各項作出調整：	Adjustments for:		
攤銷及折舊 (附註5(c)及附註11)	Amortisation and depreciation (note 5(c) and note 11)	28,983	18,104
分佔聯營公司利潤減虧損	Share of profits less losses of associates	(3,037)	(1,596)
分佔合營企業利潤減虧損	Share of profits less losses of joint ventures	(349)	445
融資收入(附註5(a))	Finance income (note 5(a))	(71,195)	(80,272)
融資成本(附註5(a))	Finance costs (note 5(a))	106	122
按公平值計入損益的已變現及未變現收益淨額(附註4)	Net realised and unrealised gains on FVPL (note 4)	(4,538)	(1,623)
出售物業、廠房及設備之虧損淨額(附註4)	Net loss on disposal of property, plant and equipment (note 4)	416	457
貿易應收款項之減值虧損	Impairment loss on trade receivables	40,473	10,760
存貨撇減	Write-down of inventories	16,740	—
營運資金變動：	Changes in working capital:		
存貨增加	Increase in inventories	(59,731)	(45,301)
貿易及其他應收款項增加	Increase in trade and other receivables	(210,612)	(33,213)
貿易及其他應付款項增加	Increase in trade and other payables	272,987	159,121
合約負債(增加)/減少	(Increase)/decrease in contract liabilities	213,291	(432)
受限制現金增加	Increase in restricted cash	4,989	(10,390)
經營產生的現金	Cash generated from operations	1,060,054	802,570

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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20 現金及現金等價物(續)

(c) 融資活動產生的負債對賬

下表詳述本集團融資活動的負債變動，包括現金及非現金變動。融資活動所產生的負債為現金流量或未來現金流量，其將於本集團綜合現金流量表中分類為融資活動所得現金流量的負債。

20 CASH AND CASH EQUIVALENTS

(Continued)

(c) Reconciliation of liabilities arising from financing activities

The table below details changes in the Group's liabilities from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are liabilities for which cash flows were, or future cash flows will be, classified in the Group's consolidated cash flow statement as cash flows from financing activities.

		租賃負債 Lease liabilities 人民幣千元 RMB'000 (附註23) (note 23)	應付股息 Dividend payable 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
於2025年1月1日	At 1 January 2025	2,646	—	2,646
融資現金流量變動：	Changes from financing cash flows:			
已付租賃租金本金部分	Capital element of lease rentals paid	(2,387)	—	(2,387)
已付租賃租金利息部分 (附註5(a))	Interest element of lease rentals paid (note 5(a))	(106)	—	(106)
已付股息(附註25(c))	Dividend paid (note 25(c))	—	(430,146)	(430,146)
融資現金流量變動總額	Total changes from financing cash flows	(2,493)	(430,146)	(432,639)
其他變動：	Other changes:			
年內訂立新租賃的租賃負債增加	Increase in lease liabilities from entering into new leases during the year	2,119	—	2,119
利息開支(附註5(a))	Interest expenses (note 5(a))	106	—	106
股息分配(附註25(c))	Dividend distribution (note 25(c))	—	430,146	430,146
其他變動總額	Total other changes	2,225	430,146	432,371
於2025年12月31日	At 31 December 2025	2,378	—	2,378

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20 現金及現金等價物(續)

20 CASH AND CASH EQUIVALENTS

(Continued)

(c) 融資活動產生的負債對賬(續)

(c) Reconciliation of liabilities arising from financing activities (Continued)

		租賃負債 Lease liabilities 人民幣千元 RMB'000 (附註23) (note 23)	應付股息 Dividend payable 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
於2024年1月1日	At 1 January 2024	4,023	—	4,023
融資現金流量變動：	Changes from financing cash flows:			
已付租賃租金本金部分	Capital element of lease rentals paid	(1,856)	—	(1,856)
已付租賃租金利息部分 (附註5(a))	Interest element of lease rentals paid (note 5(a))	(122)	—	(122)
已付股息(附註25(c))	Dividend paid (note 25(c))	—	(504,833)	(504,833)
融資現金流量變動總額	Total changes from financing cash flows	(1,978)	(504,833)	(506,811)
其他變動：	Other changes:			
年內訂立新租賃的租賃負債 增加	Increase in lease liabilities from entering into new leases during the year	479	—	479
利息開支(附註5(a))	Interest expenses (note 5(a))	122	—	122
股息分配(附註25(c))	Dividend distribution (note 25(c))	—	504,833	504,833
其他變動總額	Total other changes	601	504,833	505,434
於2024年12月31日	At 31 December 2024	2,646	—	2,646

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20 現金及現金等價物(續)

(d) 租賃現金流出總額

租賃計入現金流量表中的金額包括以下：

20 CASH AND CASH EQUIVALENTS

(Continued)

(d) Total cash outflow for leases

Amounts included in the cash flow statement for leases comprise the following:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
屬於經營現金流量	Within operating cash flows	18,976	16,110
屬於融資現金流量	Within financing cash flows	2,493	1,978
		21,469	18,088

21 合約負債

21 CONTRACT LIABILITIES

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
物業管理服務	Property management services	323,104	264,851
非業主增值服務	Value-added services to non-property owners	1,028	826
5S增值服務	5S value-added services	1,444,525	1,289,689
		1,768,657	1,555,366

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21 合約負債(續)

上述合約負債指自第三方收取的預付物業管理費、諮詢服務費及定製室內裝飾服務費及家裝服務費

合約負債之變動如下：

21 CONTRACT LIABILITIES (Continued)

The above contract liabilities represent prepaid property management fees, consulting service fees, customised interior furnishing services fees and home decoration services fees received from third parties.

Movements in contract liabilities were as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
於1月1日的結餘	Balance at 1 January	1,555,366	1,555,798
由於確認年內收益(期初計入合約負債)而產生的合約負債減少	Decrease in contract liabilities as a result of recognising revenue during the year that was included in the contract liabilities at the beginning of the period	(1,162,686)	(1,063,891)
由於提供服務的預收款導致合約負債增加	Increase in contract liabilities as a result of receipts in advances of provision of services	1,375,977	1,063,459
於12月31日的結餘	Balance at 31 December	1,768,657	1,555,366

預計一年以上確認為收入的履約預收款為人民幣505,508,000元(2024年：人民幣233,575,000元)。

The amount of receipts in advance of performance expected to be recognised as income after more than one year is RMB505,508,000 (2024: RMB233,575,000).

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

22 貿易及其他應付款項

22 TRADE AND OTHER PAYABLES

			2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
	附註 Note			
貿易應付款項	Trade payables		376,416	275,054
— 第三方	— third parties	(a)	370,447	272,349
— 關聯方	— related parties	(b)	5,969	2,705
其他應付關聯方款項	Other payables due to related parties	(b)	41,049	41,901
可退還按金	Refundable deposits	(c)	105,503	76,279
其他應付稅項及費用	Other taxes and charges payable		158,059	93,322
應計工資及其他福利	Accrued payroll and other benefits		286,451	248,221
代表業委會收取的現金 (附註19)	Cash collected on behalf of the property owners' associations (note 19)		57,998	61,503
自業主／買方收取的臨時款項	Temporary receipts from property owners/buyers	(d)	154,933	148,039
其他應付款項及應計款項	Other payables and accruals		104,633	64,676
			1,285,042	1,008,995

(a) 貿易應付款項主要指分包服務產生的應付款項，包括保潔、安保、景觀及維護服務以及家裝服務項目應付款項。

(b) 應付關聯方貿易及其他應付款項乃屬無抵押及免息。應付關聯方款項的詳情載於附註29(d)。其中，人民幣40,889,000元(2024年12月31日：人民幣41,861,000元)為從關聯方收取的預付諮詢服務費及物業管理服務費，預計將於一年內確認為收入。

(c) 可退還按金指於裝修期間向業主收取的雜項裝修押金。

(d) 臨時款項主要指代表公用事業公司向業主收取的公用事業費用以及就物業銷售經紀服務向物業買方暫時收取的物業交易款項及契稅。

(a) Trade payables mainly represent payables arising from sub-contracting services including cleaning, security, landscaping, and maintenance services and payables for home decoration service projects.

(b) Trade and other payables due to related parties are unsecured and interest-free. Details of the amounts due to related parties are set out in note 29(d). Among which, RMB40,889,000 (31 December 2024: RMB41,861,000) are prepaid consulting services fees and property management services fees received from related parties and expected to be recognised as income within one year.

(c) Refundable deposits represent miscellaneous decoration deposits received from property owners during the decoration period.

(d) Temporary receipts mainly represent utility charges received from property owners on behalf of utility companies and property transaction amounts and deed taxes temporarily received from property buyers relating to brokerage services for property sales.

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22 貿易及其他應付款項(續)

於各報告期末，基於發票日期的應付關聯方及第三方的貿易應付款項賬齡分析如下：

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
3個月內	Within 3 months	125,083	97,552
3個月後但1年內	After 3 months but within 1 year	210,515	167,033
超過1年	Over 1 year	40,818	10,469
		376,416	275,054

22 TRADE AND OTHER PAYABLES (Continued)

As at the end of the reporting period, the ageing analysis of trade payables due to related parties and third parties, based on invoice date is as follows:

23 租賃負債

於2025年及2024年12月31日，租賃負債應按以下方式償還：

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
於1年內	Within 1 year	1,251	1,564
1年後但2年內	After 1 year but within 2 years	923	1,082
2年後	After 2 years	204	—
		2,378	2,646

23 LEASE LIABILITIES

At 31 December 2025 and 2024, the lease liabilities were repayable as follows:

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

24 綜合財務狀況表的所得稅

(a) 綜合財務狀況表內的即期稅項是指：

24 INCOME TAX IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(a) Current taxation in the consolidated statement of financial position represents:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
於1月1日	At 1 January	86,626	86,340
於損益扣除	Charged to profit or loss	199,365	221,642
從與預扣稅有關的遞延 稅項負債轉入	Transferred from deferred tax liabilities in respect of withholding tax	31,200	20,000
年度付款	Payments during the year	(231,317)	(241,356)
於12月31日	At 31 December	85,874	86,626

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

24 綜合財務狀況表的所得稅(續)

24 INCOME TAX IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(Continued)

(b) 已確認遞延稅項資產及負債：

(b) Deferred tax assets and liabilities recognised:

(i) 遞延稅項資產及負債各組成部分的變動

於綜合財務狀況表內確認的本年度的遞延稅項資產/(負債)的組成部分及變動如下：

(i) Movement of each component of deferred tax assets and liabilities

The components of deferred tax assets/(liabilities) recognised in the consolidated statement of financial position and the movements during the year are as follows:

		貿易 應收款項 減值虧損	存貨撇減	稅項虧損	應計開支	使用權資產	租賃負債	本集團 中國 附屬公司 留存利潤的 預扣稅 Withholding tax on profits retained by the Group's PRC subsidiaries	總計
		Impairment loss on trade receivables	Write- down of inventories	Tax losses	Accrued expenses	Right-of-use Assets	Lease liabilities	PRC subsidiaries	Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
於2024年1月1日	At 1 January 2024	19,019	—	383	14,415	(894)	1,003	(20,000)	13,926
本集團中國附屬 公司已付股息 已支付或應付的 預扣稅	Withholding tax paid or payable on dividend paid by the Group's PRC subsidiaries	—	—	—	—	—	—	20,000	20,000
於損益計入/ (扣除)	Credited/(charged) to profit or loss	387	—	29	1,709	(129)	(140)	(13,100)	(11,244)
於2024年12月31日	At 31 December 2024	19,406	—	412	16,124	(1,023)	863	(13,100)	22,682
本集團中國附屬 公司已付股息 已支付或應付的 預扣稅	Withholding tax paid or payable on dividend paid by the Group's PRC subsidiaries	—	—	—	—	—	—	31,200	31,200
於損益計入/ (扣除)	Credited/(charged) to profit or loss	9,439	4,185	625	2,763	57	(66)	(39,800)	(22,797)
於2025年12月31日	At 31 December 2025	28,845	4,185	1,037	18,887	(966)	797	(21,700)	31,085

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

24 綜合財務狀況表的所得稅(續)

(b) 已確認遞延稅項資產及負債：(續)

(ii) 與綜合財務狀況表對賬

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
於綜合財務狀況表內的遞延稅項資產淨額	Net deferred tax asset in the consolidated statement of financial position	52,785	35,782
於綜合財務狀況表內的遞延稅項負債淨額	Net deferred tax liabilities in the consolidated statement of financial position	(21,700)	(13,100)
		31,085	22,682

(c) 未確認遞延稅項資產

並無就以下項目確認遞延稅項資產：

(c) Deferred tax assets not recognised

Deferred tax assets have not been recognised in respect of the following items:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
未動用稅項虧損 — 中國	Unused tax losses — PRC	4,610	4,657

根據附註1(r)載列的會計政策，於2025年12月31日，本集團並無就若干附屬公司未動用稅項虧損確認人民幣1,010,600元遞延稅項資產(2024年：人民幣1,020,000元)。董事認為，於相關稅務司法權區不大可能有未來應課稅利潤可供若干附屬公司抵銷虧損。

In accordance with the accounting policy set out in note 1(r), the Group has not recognised deferred tax assets of RMB1,010,600 (2024: RMB1,020,000) in respect of unused tax losses of certain subsidiaries as at 31 December 2025. The directors consider it is not probable that future taxable profits against which the losses can be utilised will be available of the certain subsidiaries in the relevant tax jurisdiction.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

24 綜合財務狀況表的所得稅(續)

(c) 未確認遞延稅項資產(續)

根據中國的相關法律法規，於報告期末的未確認稅項虧損將於以下年度屆滿：

24 INCOME TAX IN THE CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(Continued)

(c) Deferred tax assets not recognised

(Continued)

Pursuant to the relevant laws and regulations in the PRC, the unrecognised tax losses at the end of the reporting period will expire in the following years:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
2025年	2025	—	11
2026年	2026	1,032	1,069
2027年	2027	60	60
2028年	2028	513	513
2029年	2029	3,004	3,004
2030年	2030	1	—
		4,610	4,657

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

25 資本、儲備及股息

(a) 權益組成部分的變動

本集團綜合權益各組成部分期初結餘與期末結餘的對賬載列於綜合權益變動表。本公司權益的個別組成部分於年初及年末期間的變動詳情載列於下文：

25 CAPITAL, RESERVES AND DIVIDENDS

(a) Movements in components of equity

The reconciliation between the opening and closing balances of each component of the Group's consolidated equity is set out in the consolidated statement of changes in equity. Details of the changes in the Company's individual components of equity between the beginning and the end of the year are set out below:

本公司	Company	股本 Share capital	股份溢價 Share premium	匯兌儲備 Exchange reserve	留存利潤 Retained profits	總計 Total
		附註 Note	附註 Note	附註 Note		
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
		附註25(b) note 25(b)	附註25(d)(i) note 25(d)(i)	附註25(d)(iii) note 25(d)(iii)		
於2024年1月1日的 結餘	Balance at 1 January 2024	181	82,847	2,691	41,875	127,594
2024年的權益變動：	Changes in equity for 2024:					
年度全面收益總額	Total comprehensive income for the year	—	—	37,146	1,250,902	1,288,048
過往年度所宣派股息	Dividends declared in respect of the previous year	25(c)(ii)	—	—	(345,744)	(345,744)
本年度所宣派股息	Dividends declared in respect of the current year	25(c)(i)	—	—	(159,089)	(159,089)
於2024年12月31日及 2025年1月1日的 結餘	Balance at 31 December 2024 and 1 January 2025	181	82,847	39,837	787,944	910,809
2025年的權益變動：	Changes in equity for 2025:					
年度全面收益總額	Total comprehensive income for the year	—	—	(25,143)	616,982	591,839
過往年度所宣派股息	Dividends declared in respect of the previous year	25(c)(ii)	—	—	(221,818)	(221,818)
本年度所宣派股息	Dividends declared in respect of the current year	25(c)(i)	—	—	(208,328)	(208,328)
於2025年12月31日的 結餘	Balance at 31 December 2025	181	82,847	14,694	974,780	1,072,502

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25 資本、儲備及股息(續)

25 CAPITAL, RESERVES AND DIVIDENDS

(Continued)

(b) 股本

(b) Share Capital

法定股本

Authorised share capital

		2025年 2025		2024年 2024	
		股份數目 No. of shares (千股) (‘000)	金額 Amount 千美元 US\$‘000	股份數目 No. of shares (千股) (‘000)	金額 Amount 千美元 US\$‘000
法定：	Authorised:				
每股普通股0.0001美元	Ordinary shares of US\$0.0001 each	1,000,000	100	1,000,000	100

已發行股本

Issued share capital

		2025年 2025		2024年 2024	
		股份數目 No. of shares (千股) (‘000)	金額 Amount 人民幣千元 RMB‘000	股份數目 No. of shares (千股) (‘000)	金額 Amount 人民幣千元 RMB‘000
已發行及繳足的 普通股：	Ordinary shares, issued and fully paid:				
於1月1日及12月31日	At 1 January and 31 December	276,407	181	276,407	181

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25 資本、儲備及股息(續)

(c) 股息

- (i) 本年度應付本公司權益股東之股息：

25 CAPITAL, RESERVES AND DIVIDENDS

(Continued)

(c) Dividends

- (i) Dividends payable to equity shareholders of the Company attributable to the year:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
於本年度中期後宣派及派付的中期股息每股0.826港元(截至2024年6月30日止六個月：於本年度中期後宣派及派付的中期股息每股0.630港元)	Interim dividend of HKD0.826 per share declared and paid after the interim period during the year (six months ended 30 June 2024: interim dividend of HKD0.630 per share declared and paid after the interim period during the year)	208,328	159,089
於綜合財務狀況表日期後擬派末期股息每股0.978港元(2024年：於綜合財務狀況表日期後擬派末期股息每股0.876港元)	Final dividend of HKD0.978 per share proposed after the consolidated statement of financial position date (2024: final dividend of HKD0.876 per share proposed after the consolidated statement of financial position date)	238,233	223,602

於報告期末後擬派之末期股息並無於報告期末確認為負債。

The final dividend proposed after the end of the reporting period has not been recognised as a liability at the end of the reporting period.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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25 資本、儲備及股息(續)

(c) 股息(續)

- (ii) 上個財政年度應付本公司權益股東的股息如下：

25 CAPITAL, RESERVES AND DIVIDENDS

(Continued)

(c) Dividends (Continued)

- (ii) Dividends payable to equity shareholders of the Company attributable to the previous financial year:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
上個財政年度的末期股息每股0.876港元，已於年內批准及派付(2024年：上個財政年度的末期股息每股1.178港元及特別股息每股0.196港元)	Final dividend of HKD0.876 per share in respect of the previous financial year, approved and paid during the year. (2024: final dividend of HKD1.178 per share in respect of the previous financial year and special dividend of HKD0.196 per share)	221,818	345,744

(d) 儲備的性質及用途

(i) 股份溢價

股份溢價乃指已發行股份面值總額與自權益股東收取的所得款項淨額之間的差額。根據開曼群島公司法，本公司股份溢價賬可供分派股息予本公司權益股東，惟緊隨建議分派股息當日後，本公司將有能力於其正常業務過程中付清其到期債務。

(d) Nature and purpose of reserves

(i) Share premium

Share premium represents the difference between the total amount of the par value of shares issued and the amount of the net proceeds received from the equity shareholders. Under the Companies Law of the Cayman Islands, the share premium account of the Company is distributable to the equity shareholders of the Company provided that immediately following the date on which the dividend is proposed to be distributed, the Company would be in a position to pay off its debts as they fall due in the ordinary course of business.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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25 資本、儲備及股息(續)

(d) 儲備的性質及用途(續)

(ii) 中國法定儲備

法定儲備乃依據中國相關的規則及法規以及組成本集團的公司(該等公司於中國註冊成立)的組織章程細則建立，直至儲備餘額達到其註冊資本的50%。該儲備的轉撥須於向股權持有人分派股息之前作出。

就有關實體而言，法定儲備可用於彌補之前年度的虧損(倘有)，且可轉換為股權持有人現有股權按比例劃分的資本，惟前提條件為有關轉換後的儲備餘額不少於該實體的註冊資本的25%。

(iii) 匯兌儲備

匯兌儲備包括中國大陸境外業務的財務報表換算產生的所有外匯差額。該儲備乃根據附註1(u)所載列的會計政策處理。

25 CAPITAL, RESERVES AND DIVIDENDS

(Continued)

(d) Nature and purpose of reserves

(Continued)

(ii) PRC statutory reserves

Statutory reserves is established in accordance with the relevant PRC rules and regulations and the articles of association of the companies comprising the Group which are incorporated in the PRC until the reserve balance reaches 50% of their registered capital. The transfer to this reserve must be made before distribution of a dividend to equity holders.

For the entities concerned, statutory reserves can be used to cover previous years' losses, if any, and may be converted into capital in proportion to the existing equity interests of equity holders, provided that the balance of the reserve after such conversion is not less than 25% of the entity's registered capital.

(iii) Exchange reserve

The exchange reserve comprises all foreign exchange differences arising from the translation of the financial statements of operations outside the Chinese mainland. The reserve is dealt with in accordance with the accounting policies set out in note 1(u).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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25 資本、儲備及股息(續)

(e) 資本管理

本集團資本管理的主要目標為保障本集團持續經營的能力，以透過對服務作出與風險水準相稱的定價及以合理成本取得融資，繼續為股東提供回報及為其他利益相關者提供利益。於截至2025年及2024年12月31日止年度，本集團的整體策略保持不變。

本集團的資本架構包括銀行貸款及租賃負債減現金及現金等價物，而本集團的權益包括已發行股本、留存利潤及其他儲備。

本公司董事定期檢討資本架構。根據經營預算，董事考慮資本成本及與各類別資本有關的風險，透過派付股息、發行新股及發行新債券或贖回現有債券，平衡其整體資本架構。

於整個報告期內，本集團並無面臨外部施加的資本要求。

25 CAPITAL, RESERVES AND DIVIDENDS

(Continued)

(e) Capital management

The Group's primary objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, by pricing services commensurately with the level of risk and by securing access to finance at a reasonable cost. The Group's overall strategy remains unchanged throughout the years ended 31 December 2025 and 2024.

The capital structure of the Group consists of bank loans and lease liabilities less cash and cash equivalents, and equity of the Group, comprising issued share capital, retained profits and other reserves.

The directors of the Company review the capital structure periodically. Based on the operating budgets, the directors consider the cost of capital and the risks associated with each class of capital and balances its overall capital structure through the payment of dividends, new share issues as well as the issue of new debt or the redemption of existing debts.

The Group is not subject to externally imposed capital requirements throughout the reporting period.

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26 財務風險管理

所面臨的信貨、流動資金、利率及外匯風險乃於本集團的日常業務過程中產生。

本集團的金融資產包括現金及現金等價物、受限制現金、定期存款、按公平值計入損益的金融資產以及貿易及其他應收款項。本集團的金融負債包括貿易及其他應付款項以及租賃負債。

本集團所面對的該等風險及本集團為管理該等風險所採用的財務風險管理政策及慣例載述於下文。

(a) 信貨風險

本集團的信貨風險主要可歸因於銀行現金、受限制銀行結餘、定期存款、貿易及其他應收款項及按公平值計入損益的金融資產。管理層已實施信貸政策，並持續監控面臨的該等信貨風險。

本集團的銀行現金、受限制銀行結餘、定期存款及按公平值計入損益的金融資產主要於知名的金融機構持有。管理層預計該等資產不會產生任何重大信貨風險，且預計該等金融機構可能不會違約及為本集團帶來虧損。

就其他應收款項(包括存款及預付款項、代表業主的付款、應收員工款項及其他)而言，本集團已評定，基於歷史結算記錄及前瞻性資料(包括經濟環境)，根據12個月預期虧損法計算的該等應收款項的預期信貨虧損率不大。因此，於報告期內並無就該等應收款項確認虧損撥備。

26 FINANCIAL RISK MANAGEMENT

Exposure to credit, liquidity, interest rate and currency risks arise in the normal course of the Group's business.

Financial assets of the Group include cash and cash equivalents, restricted cash, time deposits, financial assets measured at fair value through profit or loss and trade and other receivables. Financial liabilities of the Group include trade and other payables and lease liabilities.

The Group's exposure to these risks and the financial risk management policies and practices used by the Group to manage these risks are described below.

(a) Credit risk

The Group's credit risk is primarily attributable to cash at bank, restricted bank balances, time deposits, trade and other receivables and financial assets measured at fair value through profit or loss. Management has a credit policy in place and the exposures to these credit risks are monitored on an ongoing basis.

The cash at bank, restricted bank balances, time deposits and financial assets measured at fair value through profit or loss of the Group are mainly held with well-known financial institutions. Management does not foresee any significant credit risks from these assets and does not expect that these financial institutions may default and cause losses to the Group.

In respect of other receivables including deposits and prepayment, payments on behalf of property owners, advances to employees and others, the Group has assessed that the expected credit loss rate for these receivables is immaterial under 12 months expected losses method based on historical settlement records and looking-forward information (including the economic environment). Thus no loss allowance provision for these receivables was recognised during the reporting period.

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26 財務風險管理(續)

(a) 信貸風險(續)

就貿易應收款項而言，本集團於各報告期末估計預期信貸虧損率。由於本集團的過往信貸虧損經驗顯示不同客戶分部的虧損模式有重大差異，故按賬齡資料計算的虧損撥備按收益確認日期進行分析，於本集團不同客戶群間進一步區分。

本集團應收關聯方貿易及其他應收款項披露於附註29(d)。

於2025年12月31日，本集團的客戶數目龐大，並無來自第三方的顯著信貸風險集中。

本集團按等同於存續期預期信貸虧損的金額(使用個別釐定為減值及撥備矩陣計算)計量虧損撥備。

26 FINANCIAL RISK MANAGEMENT

(Continued)

(a) Credit risk (Continued)

In respect of trade receivables, the Group estimates the expected credit loss rate at the end of each reporting period. As the Group's historical credit loss experience indicates significantly different loss patterns for different customer segments, the loss allowance based on ageing information, which is analysed based on the date of revenue recognition, is further distinguished between the Group's different customer bases.

The Group's trade and other receivables due from the related parties are disclosed in note 29(d).

The Group has no significant concentrations of credit risk from third parties in view of its large number of customers as at 31 December 2025.

The Group measures loss allowances at an amount equal to lifetime ECLs, which is calculated using individually determined to be impaired and a provision matrix.

綜合財務報表附註

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26 財務風險管理(續)

(a) 信貸風險(續)

個別釐定為減值

於2025年12月31日，本集團的貿易應收款項人民幣19,682,000元(2024年12月31日：人民幣21,018,000元)個別釐定為減值。與存在收款困難的客戶相關的個別減值應收款項，管理層評估僅部分應收款項預期可收回。因此，於2025年12月31日確認貿易應收款項特定減值撥備為人民幣9,303,000元(2024年12月31日：人民幣13,315,000元)。

撥備矩陣

於2025年12月31日，根據集團整體貿易應收款項賬齡的評估作出呆賬撥備人民幣106,179,000元(2024年：人民幣64,413,000元)。下表以撥備矩陣方式列出有關本集團2025年及2024年12月31日貿易應收款項的信貸風險及預期信貸虧損。

26 FINANCIAL RISK MANAGEMENT

(Continued)

(a) Credit risk (Continued)

Individually determined to be impaired

At 31 December 2025, the Group's trade receivables of RMB19,682,000 (31 December 2024: RMB21,018,000) were individually determined to be impaired. The individually impaired receivables related to customers that were in collection difficulties and management assessed that only a portion of the receivables is expected to be recovered. Consequently, specific allowance for impairment of trade receivables of RMB9,303,000 (31 December 2024: RMB13,315,000) were recognised as at 31 December 2025.

Provision matrix

At 31 December 2025, the allowances for doubtful debts of RMB106,179,000 (2024: RMB64,413,000) were made based on a collective group basis assessment by ageing of trade receivables. The following table provides information about the Group's exposure to credit risk and ECLs for trade receivables by using a provision matrix as at 31 December 2025 and 2024.

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26 財務風險管理(續)

26 FINANCIAL RISK MANAGEMENT

(Continued)

(a) 信貸風險(續)

(a) Credit risk (Continued)

(i) 貿易應收款項

(i) Trade receivables

於2025年12月31日	At 31 December 2025	預期 虧損率	賬面值 總額 Gross carrying amount 人民幣千元 RMB'000	虧損 撥備 Loss allowance 人民幣千元 RMB'000
		Expected loss rate		
非物業管理服務	Non-property management services			
於1年內	Within 1 year	3%	126,109	3,783
1至2年	1 to 2 years	10%	4,993	499
超過2年	Over 2 years	100%	462	462
			131,564	4,744
物業管理服務	Property management services			
於1年內	Within 1 year	12%	274,812	32,984
1至2年	1 to 2 years	60%	66,503	39,773
超過2年	Over 2 years	100%	28,678	28,678
			369,993	101,435
總計	Total		501,557	106,179
於2024年12月31日	At 31 December 2024	預期 虧損率	賬面值 總額 Gross carrying amount 人民幣千元 RMB'000	虧損 撥備 Loss allowance 人民幣千元 RMB'000
		Expected loss rate		
非物業管理服務	Non-property management services			
於1年內	Within 1 year	3%	117,557	3,527
1至2年	1 to 2 years	10%	4,038	404
超過2年	Over 2 years	100%	560	560
			122,155	4,491
物業管理服務	Property management services			
於1年內	Within 1 year	11%	207,982	22,588
1至2年	1 to 2 years	36%	51,750	18,573
超過2年	Over 2 years	100%	18,761	18,761
			278,493	59,922
總計	Total		400,648	64,413

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

26 財務風險管理(續)

(a) 信貸風險(續)

(i) 貿易應收款項(續)

預期虧損率按過往三年的實際虧損經驗計算。該等比率為反映期內(往績數據已於期間收集)經濟狀況、目前狀況及本集團對應收款項預期存續期的經濟狀況之意見之差異，而加以調整。有關本集團因貿易及其他應收款項而產生的信貸風險的進一步量化披露載於附註16。

(b) 流動資金風險

本集團的管理層持續檢討本集團的流動資金狀況，包括檢討預期現金流入及流出，以及貸款及借款(如有)的到期日，以確保其維持充足的現金儲備及自主要金融機構及／或本集團的其他公司獲得足夠的承諾貸款額，以滿足其短期及長期的流動資金需求。

26 FINANCIAL RISK MANAGEMENT

(Continued)

(a) Credit risk (Continued)

(i) Trade receivables (Continued)

Expected loss rates are based on actual loss experience over the past 3 years. These rates are adjusted to reflect differences between economic conditions during the period over which the historic data has been collected, current conditions and the Group's view of economic conditions over the expected lives of the receivables. Further quantitative disclosures in respect of Group's exposure to credit risk arising from trade and other receivables are set out in note 16.

(b) Liquidity risk

The Group's management reviews the liquidity position of the Group on an ongoing basis, including review of the expected cash inflows and outflows and maturity of loans and borrowings if any, in order to ensure that it maintains sufficient reserves of cash and adequate committed lines of funding from major financial institutions and/or from other Group companies to meet its liquidity requirements in the short and longer term.

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26 財務風險管理(續)

(b) 流動資金風險(續)

下表顯示本集團於各報告期末金融負債的餘下合約期限，乃根據以下計算：

- 合約未貼現現金流量(包括使用合約利率計算的利息付款，或如屬浮息，則按各報告期末的現行利率計算)及本集團根據合約須支付的日期，或倘對手方可選擇何時支付款項(不論是否履行契諾)，則本集團可能須支付的最早日期；及
- 向本集團主要管理人員提供的預期末貼現現金流量及本集團預期支付的日期，倘現金流量的時間及／或金額預期有別於合約未貼現現金流量，則列示為合約未貼現現金流量的調整。

26 FINANCIAL RISK MANAGEMENT

(Continued)

(b) Liquidity risk (Continued)

The following tables show the remaining contractual maturities at the end of each reporting period of the Group's financial liabilities, which are based on:

- contractual undiscounted cash flows (including interest payments computed using contractual rates or, if floating, based on rates current at the end of each reporting period) and the date the Group is contractually required to pay, or if the counterparty has the choice of when the amount should be paid (irrespective of the fulfilment of covenants), the earliest date the Group can be required to pay; and
- expected undiscounted cash flows provided to the Group's key management personnel and the date the Group is expected to pay, shown as adjustments to the contractual undiscounted cash flows if the timing and/or amount to the cash flows are expected to be different from the contractual undiscounted cash flows.

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26 財務風險管理(續)

(b) 流動資金風險(續)

26 FINANCIAL RISK MANAGEMENT

(Continued)

(b) Liquidity risk (Continued)

		於2025年12月31日 As at 31 December 2025					
		合約的未貼現現金流出 Contractual undiscounted cash outflow					
		1年內 或按 要求	超過1年 但2年內	超過2年 但5年內	超過5年	總計	於12月31日 的賬面值
		Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Total	Carrying amount at 31 December
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
貿易及其他 應付款項	Trade and other payables	1,285,042	—	—	—	1,285,042	1,285,042
租賃負債	Lease liabilities	1,388	948	208	—	2,544	2,378
合約及預期 未貼現現金 流出	Contractual and expected undiscounted cash outflow	1,286,430	948	208	—	1,287,586	1,287,420
		於2024年12月31日 As at 31 December 2024					
		合約的未貼現現金流出 Contractual undiscounted cash outflow					
		1年內 或按 要求	超過1年 但2年內	超過2年 但5年內	超過5年	總計	於12月31日 的賬面值
		Within 1 year or on demand	More than 1 year but less than 2 years	More than 2 years but less than 5 years	More than 5 years	Total	Carrying amount at 31 December
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
貿易及其他 應付款項	Trade and other payables	1,008,995	—	—	—	1,008,995	1,008,995
租賃負債	Lease liabilities	1,631	654	470	—	2,755	2,646
合約及預期 未貼現現金 流出	Contractual and expected undiscounted cash outflow	1,010,626	654	470	—	1,011,750	1,011,641

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26 財務風險管理(續)

(c) 利率風險

本集團的利率風險主要為現金及現金等價物、受限制現金、定期存款及租賃負債。

下表詳列本集團計息金融工具的利率概況：

26 FINANCIAL RISK MANAGEMENT

(Continued)

(c) Interest rate risk

The Group's interest rate risk arises primarily from cash and cash equivalents, restricted cash, time deposits and lease liabilities.

The following table details the interest rate profile of the Group's interest-bearing financial instruments:

		於2025年12月31日 At 31 December 2025		於2024年12月31日 At 31 December 2024	
		實際利率 Effective interest rate		實際利率 Effective interest rate	
		%	人民幣千元 RMB'000	%	人民幣千元 RMB'000
固定利率金融工具：	Fixed rate financial instruments:				
原到期日超過三個月的銀行定期存款(附註17)	Time deposits held at the bank with original maturity over three months (note 17)	1.30% ~ 4.38%	2,106,273	2.30% ~ 5.17%	2,022,499
原到期日不超過三個月的銀行定期存款(附註20)	Fixed deposits held at the bank with original maturity within three months (note 20)	—	—	1.50%	85,000
租賃負債(附註23)	Lease liabilities (note 23)	3.50% ~ 4.30%	(2,378)	3.95% ~ 4.75%	(2,646)
浮動利率金融工具：	Variable rate financial instruments:				
銀行現金及受限制銀行結餘(附註20)	Cash at bank and restricted bank balance (note 20)	0.01% ~ 1.85%	1,153,853	0.01% ~ 1.65%	873,969

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26 財務風險管理(續)

(c) 利率風險(續)

本集團未計入按公平值計入損益的任何固定利率金融工具(如定期存款及租賃負債)。因此，報告期末利率變動不會影響損益。

於報告期末，就本集團持有的浮動利率非衍生金融工具(如銀行現金及受限制現金)產生的現金流量利率風險敞口而言，本集團不會面臨重大利率風險，原因為銀行現金及受限制銀行結餘利率預期不會大幅變動。

整體而言，本集團的利率風險並不重大。

26 FINANCIAL RISK MANAGEMENT

(Continued)

(c) Interest rate risk (Continued)

The Group does not account for any fixed rate financial instruments, such as time deposits and lease liabilities, at fair value through profit or loss. Therefore, a change in interest rate at the end of the reporting period would not affect profit or loss.

In respect of the exposure to cash flow interest rate risk arising from floating rate non-derivative financial instruments held by the Group, such as cash at bank and restricted cash, at the end of the reporting period, the Group is not exposed to significant interest rate risk as the interest rates of cash at bank and restricted bank balance are not expected to change significantly.

Overall, the Group's exposure to interest rate risk is not significant.

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26 財務風險管理(續)

(d) 外匯風險

本集團主要通過以非本集團所屬實體各自功能貨幣計價的買賣而存有外匯風險。

本公司、英屬維爾京群島附屬公司及香港附屬公司的功能貨幣均為港元。該等公司主要以港元經營。此外，由於港元與美元掛鈎，本集團認為港元與美元的匯率變動風險並不重大。

本集團中國附屬公司的功能貨幣為人民幣，而業務亦主要以人民幣經營。因此本集團認為外匯風險並不重大。

26 FINANCIAL RISK MANAGEMENT

(Continued)

(d) Currency risk

The Group is exposed to currency risk primarily through sales and purchases that are denominated in a currency other than the respective functional currencies of Group entities.

The Company, the BVI subsidiary and the Hong Kong subsidiary's functional currency is Hong Kong Dollar (HKD). Their businesses are principally conducted in HKD. In addition, as the HKD is pegged to the USD, the Group considers the risk of movements in exchange rates between the HKD and the USD to be insignificant.

The Group's PRC subsidiaries' functional currency is RMB and their businesses are principally conducted in RMB. Therefore, the Group considers the currency risk to be insignificant.

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26 財務風險管理(續)

(e) 公平值計量

(i) 按公平值計量的金融資產及負債

公平值層級

下表列示於報告期末按經常性基準計量的本集團金融工具的公平值，並分類為國際財務報告準則第13號公平值計量所界定的三個公平值層級。公平值計量的分類層級乃經參考下列估值技術所用輸入數據的可觀察性及重要性而釐定：

- 第一級 僅使用第一級輸入數據(即估值：相同資產或負債於計量日期在活躍市場的未經調整報價)計量的公平值
- 第二級 使用第二級輸入數據(即未估值：能符合第一級的可觀察輸入數據，且不使用重大不可觀察輸入數據)計量的公平值。不可觀察輸入數據為無法獲得市場數據的輸入數據。
- 第三級 使用重大不可觀察輸入數據估值：據計量的公平值

26 FINANCIAL RISK MANAGEMENT

(Continued)

(e) Fair value measurement

(i) Financial assets and liabilities measured at fair value

Fair value hierarchy

The following table presents the fair value of the Group's financial instruments measured at the end of the reporting period on a recurring basis, categorised into the three-level fair value hierarchy as defined in IFRS 13, Fair value measurement. The level into which a fair value measurement is classified is determined with reference to the observability and significance of the inputs used in the valuation technique as follows:

- Level 1 Fair value measured using only Level 1 valuations: inputs i.e. unadjusted quoted prices in active markets for identical assets or liabilities at the measurement date
- Level 2 Fair value measured using Level 2 valuations: inputs i.e. observable inputs which fail to meet Level 1, and not using significant unobservable inputs. Unobservable inputs are inputs for which market data are not available.
- Level 3 Fair value measured using significant valuations: unobservable inputs

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26 財務風險管理(續)

(e) 公平值計量(續)

- (i) 按公平值計量的金融資產及負債(續)
公平值層級(續)

26 FINANCIAL RISK MANAGEMENT

(Continued)

(e) Fair value measurement (Continued)

- (i) **Financial assets and liabilities measured at fair value** (Continued)
Fair value hierarchy (Continued)

		於2025年 12月31日 的公平值 Fair value at 31 December 2025	於2025年12月31日的公平值計量分類為 Fair value measurements as at 31 December 2025 categorised into		
			第一級 Level 1	第二級 Level 2	第三級 Level 3
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
經常性公平值計量	Recurring fair value measurements				
資產：	Assets:				
按公平值計入損益	FVPL				
— 理財產品	— Treasury products	402,474	—	402,474	—
— 外幣掉期	— Foreign currency swap	30,295	—	30,295	—
		432,769	—	432,769	—

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

26 財務風險管理(續)

(e) 公平值計量(續)

- (i) 按公平值計量的金融資產及
負債(續)
公平值層級(續)

26 FINANCIAL RISK MANAGEMENT

(Continued)

(e) Fair value measurement (Continued)

- (i) **Financial assets and liabilities
measured at fair value** (Continued)
Fair value hierarchy (Continued)

	於2025年 12月31日的 公平值		於2024年12月31日的公平值計量分類為		
	Fair value at 31 December 2024		Fair value measurements as at 31 December 2024 categorised into		
	人民幣千元 RMB'000	人民幣千元 RMB'000	第一級 Level 1 人民幣千元 RMB'000	第二級 Level 2 人民幣千元 RMB'000	第三級 Level 3 人民幣千元 RMB'000
經常性公平值計量	Recurring fair value measurements				
資產：	Assets:				
按公平值計入損益	FVPL				
— 理財產品	301,623	—	301,623	—	—

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

26 財務風險管理(續)

(e) 公平值計量(續)

(i) 按公平值計量的金融資產及負債(續)

公平值層級(續)

截至2025年及2024年12月31日止年度，第一級與第二級之間並無轉移，亦無轉入或轉出第三級。本集團的政策為於發生轉移的報告期末確認公平值層級之間的轉移。

就銀行發行的按公平值計入損益的理財產品而言，其公平值按商業銀行公佈的綜合財務狀況表日期的產品淨值釐定。

由銀行發行且按公平值計入損益的外幣掉期，其公平值乃根據活躍市場報價的遠期外匯率釐定。

(ii) 並非按公平值列賬之金融資產及負債的公平值

本集團按成本或攤銷成本列賬的金融工具的賬面值與2025年及2024年12月31日的公平值並無重大差異。

26 FINANCIAL RISK MANAGEMENT

(Continued)

(e) Fair value measurement (Continued)

(i) Financial assets and liabilities measured at fair value (Continued)

Fair value hierarchy (Continued)

During the years ended 31 December 2025 and 2024, there were no transfers between Level 1 and Level 2, or transfers into or out of Level 3. The Group's policy is to recognise transfers between levels of fair value hierarchy as at the end of the reporting period in which they occur.

For treasury products issued by banks that are measured as FVPL, the fair value is determined by net value of the products on the consolidated statement of financial position date that was published by commercial banks.

For foreign currency swap issued by bank that is measured as FVPL, the fair value is determined by forward foreign exchange rate that is quoted in an active market.

(ii) Fair value of financial assets and liabilities carried at other than fair value

The carrying amounts of the Group's financial instruments carried at cost or amortised cost are not materially different from their fair values as at 31 December 2025 and 2024.

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

27 或然負債

於2025年12月31日，本集團並無任何重大或然負債。

27 CONTINGENT LIABILITIES

The Group did not have any material contingent liabilities as at 31 December 2025.

28 承擔

於2025年12月31日，尚未於財務報表撥備的未償還資本承擔如下：

28 COMMITMENTS

Capital commitments outstanding at 31 December 2025 not provided for in the financial statements were as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
就收購無形資產已訂約	Contracted for acquisition of intangible assets	1,836	2,423
就收購物業、廠房及設備已訂約	Contracted for acquisition of property, plant and equipment	23,503	19,773
		25,339	22,196

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

29 重大關聯方交易

除綜合財務報表其他章節披露的關聯方資料以外，本集團訂立下列重大關聯方交易。

(a) 關聯方名稱及與關聯方的關係

於報告期內，與下列各方的交易被視為關聯方交易：

關聯方的姓名／名稱 Name of related party

與本集團的關係 Relationship with the Group

戚金興先生 Mr. Qi Jinxing 戚金興先生	本公司 控股股東 Controlling shareholder of the Company
杭州濱江投資控股有限公司(「濱江控股」)及其附屬公司， 包括：濱江房產及其附屬公司； Hangzhou Binjiang Investment Holding Limited (“ Binjiang Holding ”) and its subsidiaries 杭州濱江投資控股有限公司 (「濱江控股」)及其附屬公司，including: Binjiang Real Estate and its subsidiaries (濱江房產及其附屬公司)；	戚金興先生為控股 股東 Mr. Qi Jinxing is a controlling shareholder
杭州秦茂置業有限公司 Hangzhou Qinmao Real Estate Co., Ltd. 杭州秦茂置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州興塘置業有限公司 Hangzhou Xingtang Real Estate Co., Ltd. 杭州興塘置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州西江置業有限公司 Hangzhou Xijiang Real Estate Co., Ltd. 杭州西江置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州保泓房地產開發有限公司 Hangzhou Baohong Real Estate Development Co., Ltd. 杭州保泓房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

29 重大關聯方交易(續)

(a) 關聯方名稱及與關聯方的關係(續)

29 MATERIAL RELATED PARTY

TRANSACTIONS (Continued)

(a) Name of and relationship with related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州星昀置業有限公司 Hangzhou Star Yun Property Co., Ltd. 杭州星昀置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱沁房地產開發有限公司 Hangzhou Binqin Real Estate Development Co., Ltd. 杭州濱沁房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱文房地產開發有限公司 Hangzhou Binwen Real Estate Development Co., Ltd. 杭州濱文房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州博航房地產開發有限公司 Hangzhou Bohang Real Estate Development Co., Ltd. 杭州博航房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州京江房地產開發有限公司 Hangzhou Jingjiang Real Estate Development Co., Ltd. 杭州京江房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州西江橫橋置業有限公司 Hangzhou Xijiang Hengqiao Real Estate Co., Ltd. 杭州西江橫橋置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州申睿物流科技有限公司 Hangzhou Shenrui Logistics Technology Co., Ltd. 杭州申睿物流科技有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱豐房地產開發有限公司 Hangzhou Binfeng Real Estate Development Co., Ltd. 杭州濱豐房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱宇房地產開發有限公司 Hangzhou Binyu Real Estate Development Co., Ltd. 杭州濱宇房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱安房地產開發有限公司 Hangzhou Bin'an Real Estate Development Co., Ltd. 杭州濱安房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

29 重大關聯方交易(續)

29 MATERIAL RELATED PARTY
TRANSACTIONS (Continued)

(a) 關聯方名稱及與關聯方的關係(續)

(a) Name of and relationship with
related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州濱博房地產開發有限公司 Hangzhou Binbo Real Estate Development Co., Ltd. 杭州濱博房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
蘇州濱原房地產開發有限公司 Suzhou Binyuan Real Estate Development Co., Ltd. 蘇州濱原房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州新黃浦濱順房地產開發有限公司 Hangzhou New Huangpu Binshun Real Estate Development Co., Ltd. 杭州新黃浦濱順房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州信達奧體置業有限公司 Hangzhou Xinda Olympic Sports Real Estate Co., Ltd. 杭州信達奧體置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
德清京盛房地產開發有限公司 Deqing Jingsheng Real Estate Development Co., Ltd. 德清京盛房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州國泰世紀置業有限公司 Hangzhou Guotai Century Real Estate Co., Ltd. 杭州國泰世紀置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州綠城浙芷置業有限公司 Hangzhou Lvcheng Zhezhi Property Co., Ltd. 杭州綠城浙芷置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州新黃浦濱致房地產開發有限公司 Hangzhou New Huangpu Binzhi Real Estate Development Co., Ltd. 杭州新黃浦濱致房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州西江沈家弄置業有限公司 Hangzhou Xijiang Shenjianong Real Estate Co., Ltd. 杭州西江沈家弄置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州天悅房地產開發有限公司 Hangzhou Tianyue Real Estate Development Co., Ltd. 杭州天悅房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

29 重大關聯方交易(續)

(a) 關聯方名稱及與關聯方的關係(續)

29 MATERIAL RELATED PARTY

TRANSACTIONS (Continued)

(a) Name of and relationship with related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州濱昱房地產開發有限公司 Hangzhou Binyu Real Estate Development Co., Ltd. 杭州濱昱房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱泓房地產開發有限公司 Hangzhou Binhong Real Estate Development Co., Ltd. 杭州濱泓房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
溫州嘉年華房地產開發有限公司 Wenzhou Jianianhua Real Estate Development Co., Ltd. 溫州嘉年華房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州中溪置業有限公司 Hangzhou Zhongxi Real Estate Co., Ltd. 杭州中溪置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州越文房地產開發有限公司 Hangzhou Yuewen Real Estate Development Co., Ltd. 杭州越文房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州春天房地產開發有限公司 Hangzhou Chuntian Real Estate Development Co., Ltd. 杭州春天房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
浙江恆熙房地產開發有限公司 Zhejiang Hengxi Real Estate Development Co., Ltd. 浙江恆熙房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
寧波濱成置業有限公司 Ningbo Bincheng Real Estate Co., Ltd. 寧波濱成置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱秀房地產開發有限公司 Hangzhou Binxiu Real Estate Development Co., Ltd. 杭州濱秀房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱昕房地產開發有限公司 Hangzhou Binxin Real Estate Development Co., Ltd. 杭州濱昕房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding

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(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

29 重大關聯方交易(續)

29 MATERIAL RELATED PARTY
TRANSACTIONS (Continued)

(a) 關聯方名稱及與關聯方的關係(續)

(a) Name of and relationship with
related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州濱銘實業有限公司 Hangzhou Binming Industrial Co., Ltd. 杭州濱銘實業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱僑房地產開發有限公司 Hangzhou Binqiao Real Estate Development Co., Ltd. 杭州濱僑房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
桐鄉市安璟置業有限公司 Tonglang Anjing Industrial Co., Ltd. 桐鄉市安璟置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱楊房地產開發有限公司 Hangzhou Binyang Real Estate Development Co., Ltd. 杭州濱楊房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州禦道置業有限公司 Hangzhou Yudao Industrial Co., Ltd. 杭州禦道置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱贏房地產開發有限公司 Hangzhou Binying Real Estate Development Co., Ltd. 杭州濱贏房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱程房地產開發有限公司 Hangzhou Bincheng Real Estate Development Co., Ltd. 杭州濱程房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱貿房地產開發有限公司 Hangzhou Binmao Real Estate Development Co., Ltd. 杭州濱貿房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州龍塢盛和置業有限公司 Hangzhou Longwu Shenghe Industrial Co., Ltd. 杭州龍塢盛和置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱寶置業有限公司 Hangzhou Binbao Industrial Co., Ltd. 杭州濱寶置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding

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29 重大關聯方交易(續)

(a) 關聯方名稱及與關聯方的關係(續)

29 MATERIAL RELATED PARTY

TRANSACTIONS (Continued)

(a) Name of and relationship with related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州濱躍實業有限公司 Hangzhou Binyue Industrial Co., Ltd. 杭州濱躍實業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱承房地產開發有限公司 Hangzhou Bincheng Real Estate Development Co., Ltd. 杭州濱承房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱良房地產開發有限公司 Hangzhou Binliang Real Estate Development Co., Ltd. 杭州濱良房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州欣匯置業有限公司 Hangzhou Xinhui Industrial Co., Ltd. 杭州欣匯置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
臺州濱帆房地產開發有限公司 Taizhou Binfan Real Estate Development Co., Ltd. 臺州濱帆房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱越房地產開發有限公司 Hangzhou Binyue Real Estate Development Co., Ltd. 杭州濱越房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州星灝置業有限公司 Hangzhou Xinghao Industrial Co., Ltd. 杭州星灝置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱遠房地產開發有限公司 Hangzhou Binyuan Real Estate Development Co., Ltd. 杭州濱遠房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
湖州市南太湖未來社區建設發展有限公司 Huzhou Nantaihu Future Community Construction Development Co., Ltd. 湖州市南太湖未來社區建設發展有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱開房地產開發有限公司 Hangzhou Binkai Real Estate Development Co., Ltd. 杭州濱開房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding

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(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

29 重大關聯方交易(續)

29 MATERIAL RELATED PARTY
TRANSACTIONS (Continued)

(a) 關聯方名稱及與關聯方的關係(續)

(a) Name of and relationship with
related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州濱景房地產開發有限公司 Hangzhou Binjing Real Estate Development Co., Ltd 杭州濱景房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱兆房地產開發有限公司 Hangzhou Binzhao Real Estate Development Co., Ltd 杭州濱兆房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州杭景房地產開發有限公司 Hangzhou Hangjing Real Estate Development Co., Ltd 杭州杭景房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州建浦房地產開發有限公司 Hangzhou Jianpu Real Estate Development Co., Ltd 杭州建浦房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱江盛元房地產開發有限公司 Hangzhou Binjiang Shengyuan Real Estate Development Co., Ltd 杭州濱江盛元房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州潤濱西站置業有限公司 Hangzhou Runbin West Station Real Estate Co., Ltd 杭州潤濱西站置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱保房地產開發有限公司 Hangzhou Binbao Real Estate Development Co., Ltd 杭州濱保房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州西濱雲棲置業有限公司 Hangzhou Xibin Industrial Operation Management Co., Ltd 杭州西濱雲棲置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州濱潮房地產開發有限公司 Hangzhou Binchao Real Estate Development Co., Ltd 杭州濱潮房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州星和家潤置業有限公司 Hangzhou Xinghe Jiarun Real Estate Co., Ltd 杭州星和家潤置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

29 重大關聯方交易(續)

(a) 關聯方名稱及與關聯方的關係(續)

29 MATERIAL RELATED PARTY

TRANSACTIONS (Continued)

(a) Name of and relationship with related parties (Continued)

關聯方的姓名／名稱 Name of related party	與本集團的關係 Relationship with the Group
杭州星澎置業有限公司 Hangzhou Xingpeng Real Estate Co., Ltd 杭州星澎置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
溫州浙同置業有限公司 Wenzhou Zhetong Real Estate Co., Ltd. 溫州浙同置業有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州星悅房地產開發有限公司 Hangzhou Xingyue Real Estate Development Co., Ltd. 杭州星悅房地產開發有限公司	濱江控股的聯營公司 Associate of Binjiang Holding
杭州智合物業管理有限公司* Hangzhou Zhihe Property Management Co., Ltd. 杭州智合物業管理有限公司	本集團的聯營公司 Associate of the Group
杭州智濱科技服務有限公司 Hangzhou Zhibin Technology Service Co., Ltd. 杭州智濱科技服務有限公司	本集團的聯營公司 Associate of the Group
杭州濱望物業管理有限公司 Hangzhou Binwang Technology Service Co., Ltd. 杭州濱望物業管理有限公司	本集團的合營企業 Joint venture of the Group
許春明 Xu Chunming 許春明	附屬公司的非控股股東 Non-controlling shareholder of a subsidiary
杭州知嘛家科技有限公司 Hangzhou Zhimajia Technology Co., Ltd. 杭州知嘛家科技有限公司	附屬公司的非控股股東 Non-controlling shareholder of a subsidiary
浙江啓創置業有限公司 Zhejiang Qichuang Real Estate Co., Ltd. 浙江啓創置業有限公司	附屬公司的非控股股東 Non-controlling shareholder of a subsidiary

公司之英文譯名僅供參考。該等公司的官方名稱乃以中文表示。

The English translation of the Company name is for reference only. The official names of these companies are in Chinese.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

29 重大關聯方交易(續)

(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的款項(誠如附註7所披露)及若干最高薪酬員工(誠如附註8所披露))如下：

29 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

(b) Key management personnel remuneration

Remuneration for key management personnel of the Group, including amounts paid to the Company's directors as disclosed in note 7 and certain of the highest paid employees as disclosed in note 8, is as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
工資、津貼及實物福利	Salaries, allowances and benefits in kind	10,476	9,251
酌情花紅	Discretionary bonuses	6,117	6,871
退休計劃供款	Retirement scheme contributions	416	371
		17,009	16,493

薪酬總額計入「員工成本」(見附註5(b))。

Total remuneration is included in "staff costs" (see note 5(b)).

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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29 重大關聯方交易(續)

(c) 重大關聯方交易

本集團與上述關聯方於報告期內
的重大交易詳情如下：

29 MATERIAL RELATED PARTY

TRANSACTIONS (Continued)

(c) Significant related party transactions

Particulars of significant transactions between
the Group and the above related parties
during the reporting period are as follows:

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
物業管理服務收入來自：	Property management services income from:		
— 濱江房產及其附屬公司	— Binjiang Real Estate and its subsidiaries	70,495	54,807
— 濱江控股的聯營公司	— Associates of Binjiang Holding	22,863	12,926
— 本集團的聯營公司及 — 一間合營企業	— Associates and a joint venture of the Group	26,807	28,233
交付前服務、諮詢服務 收入來自：	Pre-delivery services, consulting services income from:		
— 濱江房產及其附屬公司	— Binjiang real estate and its subsidiaries	220,808	273,084
— 濱江控股的聯營公司	— Associates of Binjiang Holding	115,805	156,661
物業銷售代理服務銷售 收入來自：	Sales agency services for property sales income from:		
— 濱江房產及其附屬公司	— Binjiang real estate and its subsidiaries	15,182	11,821
— 濱江控股的聯營公司	— Associates of Binjiang Holding	7,144	3,139
向以下公司出售商品：	Sales of goods to:		
— 濱江房產及其附屬公司	— Binjiang real estate and its subsidiaries	586	584
— 濱江控股的聯營公司	— Associates of Binjiang Holding	57	189
接受以下公司的餐飲服務：	Receiving catering services from:		
— 濱江房產及其附屬公司	— Binjiang Real Estate and its subsidiaries	843	2,583

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29 重大關聯方交易(續)

(c) 重大關聯方交易(續)

29 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

(c) Significant related party transactions (Continued)

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
接受以下公司的酒店管理服務： — 濱江房產及其附屬公司	Receiving hotel management services from: — Binjiang Real Estate and its subsidiaries	175	961
接受短期租賃服務： — 濱江房產及其附屬公司	Receiving services of short-term leases — Binjiang Real Estate and its subsidiaries	1,909	2,411
自以下公司收購使用權資產： — 濱江房產及其附屬公司	Acquisitions of right-of-use assets from: — Binjiang Real Estate and its subsidiaries	286	838
自以下各方收購非控股權益： — 附屬公司的非控股股東	Acquisition of non-controlling interests from: — Non-controlling shareholder of a subsidiary	3,200	—
租賃負債利息開支： — 濱江房產及其附屬公司	Interest expense on lease liabilities: — Binjiang Real Estate and its subsidiaries	19	37
收購停車位、儲物間及商舖 — 濱江房產及其附屬公司	Acquisitions of car parking spaces, storage room and shops — Binjiang Real Estate and its subsidiaries	79,005	62,731
自以下各方收購定制傢俱產品： — 附屬公司的非控股股東	Acquisitions of customized furnishing goods from: — Non-controlling shareholder of a subsidiary	2,174	—

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NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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29 重大關聯方交易(續)

(d) 與關聯方的結餘

29 MATERIAL RELATED PARTY

TRANSACTIONS (Continued)

(d) Balances with related parties

		2025年 2025 人民幣千元 RMB'000		2024年 2024 人民幣千元 RMB'000	
		賬面值總額 Gross carrying amount	虧損撥備 Loss allowance	賬面值總額 Gross carrying amount	虧損撥備 Loss allowance
應收以下公司貿易應收款項：	Trade receivables due from:				
濱江房產及其附屬公司	Binjiang Real Estate and its subsidiaries				
— 貿易性質	— Trade nature	35,549	1,751	22,943	2,832
濱江控股的聯營公司	Associates of Binjiang Holding				
— 貿易性質	— Trade nature	34,157	2,074	47,589	1,572
本集團的聯營公司及一間合營企業	Associates and a joint venture of the Group				
— 貿易性質	— Trade nature	3,334	110	810	24
		73,040	3,935	71,342	4,428
應收以下公司其他應收款項：	Other receivables due from:				
濱江房產及其附屬公司	Binjiang Real Estate and its subsidiaries				
— 非貿易性質	— Non-trade nature	446	—	384	—
濱江控股的聯營公司	Associates of Binjiang Holding				
— 非貿易性質	— Non-trade nature	1,415	—	1,418	—
		1,861	—	1,802	—
預付款項：	Prepayments:				
附屬公司的非控股股東 — 貿易性質	Non-controlling shareholder of a subsidiary — Trade nature	24,783	—	1,325	—
		24,783	—	1,325	—

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29 重大關聯方交易(續)

(d) 與關聯方的結餘(續)

29 MATERIAL RELATED PARTY
TRANSACTIONS (Continued)(d) Balances with related parties
(Continued)

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
應付以下各方的貿易 應付款項：	Trade payables due to:		
濱江房產及其附屬公司	Binjiang Real Estate and its subsidiaries		
— 貿易性質	— Trade nature	5,969	2,705
		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
應付以下各方的其他 應付款項：	Other payables due to:		
濱江控股的聯營公司	Associates of Binjiang Holding		
— 非貿易性質	— Non-trade nature	160	40
		160	40

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29 重大關聯方交易(續)

(d) 與關聯方的結餘(續)

29 MATERIAL RELATED PARTY

TRANSACTIONS (Continued)

(d) Balances with related parties

(Continued)

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
其他應付款項 — 合約 負債：	Other payables — contract liabilities:		
濱江房產及其附屬公司 — 貿易性質	Binjiang Real Estate and its subsidiaries — Trade nature	25,545	32,235
濱江控股的聯營公司 — 貿易性質	Associates of Binjiang Holding — Trade nature	14,759	8,966
本集團的聯營公司 — 貿易性質	Associates of the Group — Trade nature	585	660
		40,889	41,861
		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
應付租賃負債：	Lease liabilities due to:		
— 濱江房產及其附屬公司	— Binjiang Real Estate and its subsidiaries	299	838

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29 重大關聯方交易(續)

(d) 與關聯方的結餘(續)

- (i) 截至2025年及2024年12月31日止年度，本集團免費在中國使用濱江房產的商標。
- (ii) 應收／應付關聯方款項(除應付關聯方負債外)為無抵押及免息。
- (iii) 對於濱江房產出售給個人物業買家的部分商業公寓及物業，本集團與個人物業買家簽訂了家居裝飾服務協議，提供相關家裝服務。

此外，本集團還與第三方簽訂了裝飾工程承包協議，為濱江房產的一家聯營公司開發的商業公寓提供家居裝飾服務。

截至2025年12月31日止年度，本集團就濱江房產及其聯營公司開發的商業公寓，確認來自個人物業買家及一名第三方的家居裝飾服務收入人民幣989,786,000元(2024年：人民幣918,984,000元)。

於2025年12月31日，本集團就上述交易確認合約負債人民幣1,355,287,000元(2024年：人民幣1,203,762,000元)及貿易應收款項總額人民幣38,860,000元(2024年：人民幣26,585,000元)。

29 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

(d) Balances with related parties (Continued)

- (i) For the year ended 31 December 2025 and 2024, the Group used the trademarks of Binjiang Real Estate in the PRC on a royalty-free basis.
- (ii) Amounts due from/to related parties, other than lease liabilities due to related parties, are unsecured and interest-free.
- (iii) For certain commercial apartments and properties sold by Binjiang Real Estate to individual property purchaser, the Group entered into a home decoration service agreement with the individual property purchaser to provide related home decoration services.

In addition, the Group entered into a decoration project contracting agreement with a third party to provide home decoration services for commercial apartments developed by one of the Binjiang Real Estate's associates.

During the year ended 31 December 2025, the Group recognised home decoration service revenue of RMB989,786,000 (2024: RMB918,984,000) from individual property purchasers and a third party in respect of those commercial apartments developed by Binjiang Real Estate and its associate.

As at 31 December 2025, the Group recognised contract liabilities of RMB1,355,287,000 (2024: RMB1,203,762,000) and gross trade receivables of RMB38,860,000 (2024: RMB26,585,000) in respect of the above transactions.

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29 重大關聯方交易(續)

(e) 上市規則就關連交易的適用性

上文所述有關向濱江房產及其附屬公司提供物業管理服務、諮詢服務、交付前服務、銷售代理服務及銷售貨品以及自濱江房產及其附屬公司租賃若干物業、餐飲服務、酒店管理服務及購買停車位、儲物間及商舖的關聯方交易，構成上市規則第14A章所界定的關連交易或持續關連交易。上市規則第14A章所規定的披露事項載於董事會報告「持續關連交易」一節。

上文所述有關使用濱江房產的商標、向濱江房產及其附屬公司銷售貨品及接受濱江房產及其附屬公司提供酒店管理服務的關聯方交易構成上市規則第14A章所界定的關連交易或持續關連交易，但由於該等交易低於上市規則第14A.76(1)條規定的最低閾值，故獲豁免遵守上市規則第14A章的披露規定。

29 MATERIAL RELATED PARTY TRANSACTIONS (Continued)

(e) Applicability of the Listing Rules relating to connected transactions

The related party transactions in respect of provision of property management services, consulting services, pre-delivery services, sales agency services and sales of goods to Binjiang Real Estate and its subsidiaries and certain properties leased, catering services, hotel management services and car parking space, storage rooms and shop purchase from Binjiang Real Estate and its subsidiaries above constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. The disclosures required by Chapter 14A of the Listing Rules are provided in section "CONTINUING CONNECTED TRANSACTIONS" of the Report of Directors.

The related party transactions in respect of using trademarks of Binjiang Real Estate, sales of goods to Binjiang Real Estate and its subsidiaries and receiving hotel management services from Binjiang Real Estate and its subsidiaries above constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. However, those transactions are exempt from the disclosure requirements in Chapter 14A of the Listing Rules as they are below the de minimis threshold under Rule 14A.76(1).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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30 公司層面之財務狀況表

30 COMPANY-LEVEL STATEMENT OF FINANCIAL POSITION

		2025年 2025 人民幣千元 RMB'000	2024年 2024 人民幣千元 RMB'000
非流動資產	Non-current assets		
於一家附屬公司的投資	Investment in a subsidiary	96,857	99,304
物業、廠房及設備	Property, plant and equipment	38	39
		96,895	99,343
流動資產	Current assets		
貿易及其他應收款項	Trade and other receivables	9,382	9,581
定期存款	Time deposits	943,853	804,669
按公平值計入損益(「按公平值計入損益」)的金融資產	Financial assets measured at fair value through profit or loss ("FVPL")	30,295	—
現金及現金等價物	Cash and cash equivalents	4,176	9,621
		987,706	823,871
流動負債	Current liabilities		
貿易及其他應付款項	Trade and other payables	12,099	12,405
		12,099	12,405
流動資產淨額	Net current assets	975,607	811,466
總資產減流動負債	Total assets less current liabilities	1,072,502	910,809
資產淨額	NET ASSETS	1,072,502	910,809
資本及儲備	CAPITAL AND RESERVES		
股本	Share capital	181	181
儲備	Reserves	1,072,321	910,628
總權益	TOTAL EQUITY	1,072,502	910,809

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31 報告期後的非調整事項

於報告期末後，董事建議派付末期股息。進一步詳情於附註25(c)(i)披露。

32 直接及最終控股方

於2025年12月31日，董事認為本集團的最終控股方為個人戚金興先生。

於2025年12月31日，董事認為本集團的直接母公司為巨龍創投有限公司。該實體並無編製可供公眾取用之財務報表。

33 於截至2025年12月31日止年度已頒佈但尚未生效之修訂、新準則及詮釋的潛在影響

直至本財務報表刊發日期，國際會計準則理事會已頒佈多項於截至2025年12月31日止年度尚未生效亦無於財務報表內獲採納的新訂或經修訂準則。當中包括以下可能與本集團相關的變動。

31 NON-ADJUSTING EVENTS AFTER THE REPORTING PERIOD

Subsequent to the end of the reporting period, the directors proposed a final dividend. Further details are disclosed in note 25(c)(i).

32 IMMEDIATE AND ULTIMATE CONTROLLING PARTY

At 31 December 2025, the directors consider the ultimate controlling party of the Group to be Mr. Qi Jinxing, an individual person.

At 31 December 2025, the directors consider the immediate parent of the Group to be Great Dragon Ventures Limited. This entity does not produce financial statements available for public use.

33 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2025

Up to the date of issue of these financial statements, the IASB has issued a number of new and or amended standards, which are not yet effective for the year ended 31 December 2025 and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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33 於截至2025年12月31日止年度已頒佈
但尚未生效之修訂、新準則及詮釋的
潛在影響(續)

33 POSSIBLE IMPACT OF AMENDMENTS,
NEW STANDARDS AND
INTERPRETATIONS ISSUED BUT NOT
YET EFFECTIVE FOR THE YEAR ENDED
31 DECEMBER 2025 (Continued)

於以下日期或之後
開始的會計期間
生效

Effective for accounting periods
beginning on or after

國際財務報告準則第9號金融工具及國際財務報告準則第7號金融工具的修訂本： 披露 — 涉及依賴自然電力之合約	2026年1月1日
Amendments to IFRS 9, <i>Financial instruments</i> and IFRS 7, <i>Financial instruments: disclosures</i> — <i>Contracts referencing nature-dependent electricity</i>	1 January 2026
國際財務報告準則第9號金融工具及國際財務報告準則第7號金融工具的修訂本： 披露 — 金融工具分類及計量的修訂	2026年1月1日
Amendments to IFRS 9, <i>Financial instruments</i> and IFRS 7, <i>Financial instruments: disclosures</i> — <i>Amendments to the classification and measurement of financial instruments</i>	1 January 2026
國際財務報告準則會計準則的年度改進 — 第11冊	2026年1月1日
Annual improvements to IFRS Accounting Standards — Volume 11	1 January 2026
國際財務報告準則第18號，財務報表的呈列及披露	2027年1月1日
IFRS 18, <i>Presentation and disclosure in financial statements</i>	1 January 2027
國際財務報告準則第19號，無公共問責性的附屬公司：披露	2027年1月1日
IFRS 19, <i>Subsidiaries without public accountability: disclosures</i>	1 January 2027

綜合財務報表附註

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

(除另有指明者外，以人民幣元列示) (Expressed in RMB unless otherwise indicated)

33 於截至2025年12月31日止年度已頒佈但尚未生效之修訂、新準則及詮釋的潛在影響(續)

本集團正在評估該等發展變化於初始應用期間的預期影響。得出的結論為，迄今為止，除以下準則外，採用該等準則不太可能對綜合財務報表產生重大影響。

國際財務報告準則第18號，財務報表的呈列及披露

國際財務報告準則第18號將取代國際會計準則第1號「財務報表的呈列」，旨在提高實體財務報表資料的透明度及可比性。國際財務報告準則第18號於2027年1月1日或之後開始的年度報告期間生效，並將追溯適用。

除其他變動外，根據國際財務報告準則第18號，實體必須將損益表中的所有收益和開支分為五類：即經營、投資、籌資、終止經營及所得稅。實體亦必須在財務報表單一附註中提供有關管理層定義的績效指標的具體披露。

本集團並無計劃提早採用國際財務報告準則第18號，仍在評估採用該準則的影響。

33 POSSIBLE IMPACT OF AMENDMENTS, NEW STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE FOR THE YEAR ENDED 31 DECEMBER 2025 (Continued)

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements except for the following:

IFRS 18, Presentation and disclosure in financial statements

IFRS 18 will replace IAS 1 Presentation of financial statements and aims to improve the transparency and comparability of information about an entity's financial statements. IFRS 18 is effective for annual reporting periods beginning on or after 1 January 2027 and is to be applied retrospectively.

Among other changes, under IFRS 18, entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to provide specific disclosures about management-defined performance measures in a single note in the financial statements.

The Group does not plan to early adopt IFRS 18 and is still in the process of assessing the impact of the adoption.



濱江服務

BINJIANG SERVICE

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