



众安集团
ZHONG AN GROUP

众安智慧生活服务有限公司 Zhong An Intelligent Living Service Limited

(Incorporated in the Cayman Islands with limited liability)
(於開曼群島註冊成立的有限公司)

Stock Code 股份代號：2271



年報
Annual Report **2025**



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Corporate Information

公司資料

BOARD OF DIRECTORS

Executive Directors

Mr. Shi Zhongan (*Chairman*)
Ms. Ding Shuchun (*Chief Executive Officer*)
(*appointed with effect on 18 January 2025*)
Mr. Sun Zhihua (*Vice Chairman, Co-chief Executive Officer*)
Mr. Yang Guang (*resigned with effect on 18 January 2025*)
Mr. Ding Lei
Ms. Xu Jianying (*resigned with effect on 17 June 2025*)

Non-executive Director

Mr. Wu Zhihua (*appointed with effect on 17 June 2025*)

Independent Non-executive Directors

Mr. Liang Xinjun
Mr. Chung Chong Sun
Mr. Chiu Ngam

COMPANY SECRETARY

Mr. Lin Caihe

AUTHORISED REPRESENTATIVES

Mr. Sun Zhihua
Mr. Lin Caihe

AUDIT COMMITTEE

Mr. Chung Chong Sun (*Chairman*)
Mr. Liang Xinjun
Mr. Chiu Ngam

REMUNERATION COMMITTEE

Mr. Liang Xinjun (*Chairman*)
Mr. Sun Zhihua
Ms. Ding Shuchun
Mr. Chung Chong Sun
Mr. Chiu Ngam

NOMINATION COMMITTEE

Mr. Shi Zhongan (*Chairman*)
Ms. Ding Shuchun
Mr. Liang Xinjun
Mr. Chung Chong Sun
Mr. Chiu Ngam

REGISTERED OFFICE

PO Box 309, Ugland House
Grand Cayman, KY1-1104
Cayman Islands

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN THE PRC

Room 527, 5th Floor
Building 6, Xinhang Business Center
Xihu, Hangzhou
Zhejiang Province
the PRC

董事會

執行董事

施中安先生 (*主席*)
丁曙春女士 (*行政總裁*)
(*於2025年1月18日獲委任*)
孫志華先生 (*副主席、聯席行政總裁*)
楊光先生 (*於2025年1月18日辭任*)
丁磊先生
徐建穎女士 (*於2025年6月17日辭任*)

非執行董事

吳志華先生 (*於2025年6月17日獲委任*)

獨立非執行董事

梁信軍先生
鍾創新先生
趙岩先生

公司秘書

林才賀先生

授權代表

孫志華先生
林才賀先生

審核委員會

鍾創新先生 (*主席*)
梁信軍先生
趙岩先生

薪酬委員會

梁信軍先生 (*主席*)
孫志華先生
丁曙春女士
鍾創新先生
趙岩先生

提名委員會

施中安先生 (*主席*)
丁曙春女士
梁信軍先生
鍾創新先生
趙岩先生

註冊辦事處

PO Box 309, Ugland House
Grand Cayman, KY1-1104
Cayman Islands

總部及中國主要營業地點

中國
浙江省
杭州市西湖區
新杭商務中心6號樓
5樓527室

Corporate Information (Continued) 公司資料(續)

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Room 4009, 40/F
China Resources Building
26 Harbour Road
Wanchai
Hong Kong

STOCK CODE

2271

COMPANY'S WEBSITE

www.zazhsh.com

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE IN THE CAYMAN ISLANDS

Maples Fund Services (Cayman) Limited
P.O. Box 1093, Boundary Hall
Cricket Square
Grand Cayman, KY1-1102
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR AND TRANSFER OFFICE

Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

PRINCIPAL BANKERS

Bank of China (Hong Kong) Limited
Xiaoshan Rural Commercial Bank
Agricultural Bank of China

AUDITOR

Ernst & Young
Certified Public Accountants
Registered Public Interest Entity Auditor
27/F, One Taikoo Place
979 King's Road
Quarry Bay
Hong Kong

香港主要營業地點

香港
灣仔
港灣道26號
華潤大廈
40樓4009室

股份代號

2271

公司網址

www.zazhsh.com

開曼群島股份過戶登記總處

Maples Fund Services (Cayman) Limited
P.O. Box 1093, Boundary Hall
Cricket Square
Grand Cayman, KY1-1102
Cayman Islands

香港股份過戶登記分處

卓佳證券登記有限公司
香港
夏慤道16號
遠東金融中心17樓

主要往來銀行

中國銀行(香港)有限公司
蕭山農商銀行
中國農業銀行

核數師

安永會計師事務所
執業會計師
註冊公眾利益實體核數師
香港
鰂魚涌
英皇道979號
太古坊一座27樓

Definitions

釋義

| | | |
|---------------------------------------|---|---|
| “2024 Same Period” 「2024年同期」 | 指 | the year ended 31 December 2024 截至2024年12月31日止年度 |
| “Annual General Meeting” 「股東週年大會」 | 指 | the forthcoming annual general meeting of the Company to be held on Thursday, 4 June 2026 將於2026年6月4日(星期四)舉行的本公司應屆股東週年大會 |
| “Articles of Association” 「組織章程細則」 | 指 | the articles of association of the Company 本公司組織章程細則 |
| “associate” 「聯繫人」 | 指 | has the meaning ascribed to it under the Listing Rules 具有《上市規則》賦予該詞的涵義 |
| “Auditor” 「核數師」 | 指 | Ernst & Young, the auditor of the Company 本公司核數師安永會計師事務所 |
| “Audit Committee” 「審核委員會」 | 指 | the audit committee of the Company 本公司審核委員會 |
| “Board” 「董事會」 | 指 | the board of Directors of the Company 本公司董事會 |
| “Board Committees” 「董事會委員會」 | 指 | collectively, the Audit Committee, the Remuneration Committee and the Nomination Committee 審核委員會、薪酬委員會及提名委員會的統稱 |
| “CG Code” 「企業管治守則」 | 指 | the Corporate Governance Code in Appendix C1 to the Listing Rules 《上市規則》附錄C1所載企業管治守則 |
| “Chief Executive Officer” 「行政總裁」 | 指 | the chief executive officer of the Company 本公司行政總裁 |
| “CIA” 「中指院」 | 指 | the China Index Academy 中國指數研究院 |
| “CNC” 「中國新城市」 | 指 | China New City Group Limited 中國新城市集團有限公司 |
| “Company” or “our Company” 「本公司」 | 指 | Zhong An Intelligent Living Service Limited (众安智慧生活服务有限公司), an exempted company with limited liability incorporated in the Cayman Islands on 16 November 2020, whose shares are listed on the Main Board of the Stock Exchange (stock code: 2271) 众安智慧生活服务有限公司, 一家於2020年11月16日在開曼群島註冊成立的獲豁免有限責任公司, 其股份於聯交所主板上市(股份代號: 2271) |
| “Director(s)” 「董事」 | 指 | the director(s) of the Company 本公司董事 |
| “Global Offering” 「全球發售」 | 指 | the initial public offering of the Company 本公司首次公開發售 |
| “Group” 「本集團」 | 指 | the Company and all of its subsidiaries 本公司及其全部附屬公司 |

Definitions (Continued) 釋義(續)

| | | |
|-------------------------------------|---|---|
| “HK\$” 「港元」 | 指 | Hong Kong dollars, the lawful currency of Hong Kong 香港法定貨幣港元 |
| “HKICPA” 「香港會計師公會」 | 指 | the Hong Kong Institute of Certified Public Accountants 香港會計師公會 |
| “Hong Kong” 「香港」 | 指 | the Hong Kong Special Administrative Region of the PRC 中國香港特別行政區 |
| “Ideal World” 「Ideal World」 | 指 | Ideal World Investments Limited Ideal World Investments Limited |
| “IFRSs” 「國際財務報告準則」 | 指 | the International Financial Reporting Standards 國際財務報告準則 |
| “Listing Date” 「上市日期」 | 指 | 18 July 2023 2023年7月18日 |
| “Listing Rules” 「上市規則」 | 指 | Rules Governing the Listing of Securities on the Stock Exchange 聯交所證券上市規則 |
| “Model Code” 「《標準守則》」 | 指 | the Model Code for Securities Transactions by Directors of Listed Issuers in Appendix C3 to the Listing Rules 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》 |
| “Mr. Shi” 「施先生」 | 指 | Mr. Shi Zhongan (alias Shi Kancheng) 施中安先生(又名施侃成) |
| “New Whole Good” 「新全好」 | 指 | New Whole Good Limited 新全好有限公司 |
| “Nomination Committee” 「提名委員會」 | 指 | the nomination committee of the Company 本公司提名委員會 |
| “Over-allotment Option” 「超額配股權」 | 指 | the over-allotment option as described in the Prospectus 招股說明書所述的超額配股權 |
| “PRC” 「中國」 | 指 | the People’s Republic of China excluding, for the purpose of this report, Hong Kong, the Macau Special Administrative Region of the PRC and Taiwan 中華人民共和國，就本報告而言，不包括香港、中國澳門特別行政區及台灣 |
| “Prospectus” 「招股說明書」 | 指 | the prospectus of the Company dated 30 June 2023 本公司於2023年6月30日的招股說明書 |
| “Remaining Group” 「餘下集團」 | 指 | CNC, together with Zhong An Group 中國新城市連同眾安集團 |
| “Remuneration Committee” 「薪酬委員會」 | 指 | the remuneration committee of the Company 本公司薪酬委員會 |
| “Reporting Period” 「報告期間」 | 指 | the year ended 31 December 2025 截至2025年12月31日止年度 |
| “RMB” 「人民幣」 | 指 | Renminbi, the lawful currency of the PRC 中國法定貨幣人民幣 |

Definitions (Continued)

釋義 (續)

| | | |
|--|---|--|
| “SFO” 「證券及期貨條例」 | 指 | the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time 香港法例第571章《證券及期貨條例》，經不時修訂、補充或以其他方式修改 |
| “Share(s)” 「股份」 | 指 | ordinary share(s) with nominal value of HK\$0.01 each in the share capital of the Company 本公司股本中每股面值0.01港元之普通股 |
| “Shareholder(s)” 「股東」 | 指 | shareholders of the Company 本公司股東 |
| “Stock Exchange” 「聯交所」 | 指 | the Stock Exchange of Hong Kong Limited 香港聯合交易所有限公司 |
| “subsidiary(ies)” 「附屬公司」 | 指 | has the meaning ascribed to it under the Listing Rules 具有《上市規則》賦予該詞的涵義 |
| “substantial shareholder(s)” 「主要股東」 | 指 | has the meaning ascribed to it under the Listing Rules 具有《上市規則》賦予該詞的涵義 |
| “Zhong An” 「眾安」 | 指 | Zhong An Group Limited 眾安集團有限公司 |
| “Zhong An BVI” 「眾安BVI」 | 指 | Zhong An Service Holding Limited 眾安服務控股有限公司 |
| “Zhong An Group” 「眾安集團」 | 指 | Zhong An and its subsidiaries 眾安及其附屬公司 |



Financial Highlights 財務摘要

| | | For the year ended 31 December 截至12月31日止年度 | | Change 變動 |
|--|----------------------------------|--|-----------------------------------|--------------|
| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 | |
| Revenue | 收入 | 472,382 | 412,238 | 14.6% |
| Gross profit | 毛利 | 122,594 | 120,282 | 1.9% |
| Profit for the year | 本年度溢利 | 30,342 | 37,341 | -18.7% |
| Profit attributable to owners of the parent | 母公司擁有人應佔溢利 | 31,497 | 38,067 | -17.3% |
| Earnings per share attributable to ordinary equity holders of the parent – Basic and diluted | 母公司普通股股權持有人應佔 每股盈利 – 基本及攤薄 | RMB6.1 cents 人民幣6.1分 | RMB7.4 cents 人民幣7.4分 | |

| | | As at 31 December 於12月31日 | | Change 變動 |
|----------------------------|--------|-----------------------------------|-----------------------------------|--------------|
| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 | |
| Total assets | 總資產 | 546,880 | 469,846 | 16.4% |
| Net assets | 淨資產 | 319,647 | 299,343 | 6.8% |
| Net assets value per share | 每股資產淨值 | RMB0.62 人民幣0.62元 | RMB0.58 人民幣0.58元 | 6.9% |

Chairman's Statement

主席報告

Dear Shareholders,

On behalf of Zhong An Intelligent Living Service Limited and its subsidiaries, I am pleased to present the annual results of the Group for the year ended 31 December 2025.

Since the listing of Zhong An in November 2007 on the Stock Exchange, the Company is the second subsidiary of Zhong An to be successfully listed on the Stock Exchange through the spin-off. The first subsidiary of Zhong An successfully listed on the Stock Exchange by way of spin-off was CNC. The Company has been listed on the Main Board of the Stock Exchange since 18 July 2023. Zhong An and its subsidiaries have thus become a largescale enterprise group with listed companies in real estate, commercial and property sectors in Zhejiang Province, China.

In 2025, the Group's revenue was approximately RMB472.4 million, representing an increase of approximately 14.6% as compared with approximately RMB412.2 million in the same period in 2024. As of 31 December 2025, the Group had 16 new projects under management, representing an increase of approximately 12.3%, and an additional area under management of approximately 2.1 million sq. m., representing an increase of approximately 10.4%.

As a comprehensive property service provider with deep roots in the Yangtze River Delta, the Group has been focusing on customer satisfaction for many years. It is committed to understanding customer needs, striving for excellence in services, and building a comprehensive service system under the "Zhong An Intelligent" brand. In the past year, while strengthening basic services, the Group has continued to expand its chain and business to provide many value-added services such as housekeeping, retail, home decoration, asset operations, and car washing and beautification. It has continuously won the trust of customers with its high-quality services, and its area under management, expansion volume, revenue, and cash flow have all increased to a certain extent.

According to CIA, the Group has been included in the list of the Top 100 Property Management Companies in China (中國物業服務百強企業) since 2016 and our ranking rose from 82nd in 2016 to 36th in 2025, reflecting the Group's growing property management capabilities and comprehensive strength.

致各位股東：

本人謹代表眾安智慧生活服務有限公司連同其附屬公司，欣然提呈本集團截至2025年12月31日止年度之全年業績。

本公司是眾安自2007年11月在聯交所上市後，眾安第二家通過分拆上市模式，成功在聯交所上市的附屬公司。眾安第一次通過分拆上市模式，成功分拆上市的附屬公司是中國新城市。本公司自2023年7月18日於聯交所主板上市。眾安及其附屬公司也因此成為中國浙江省內一家同時擁有房產、商業和物業上市公司的大型企業集團。

2025年本集團收入約人民幣472.4百萬元對比2024年同期約人民幣412.2百萬元增幅約14.6%。截至2025年12月31日，本集團新增在管項目16個，增幅約12.3%，新增在管面積約2.1百萬平方米，增幅約10.4%。

作為一家深耕長三角的綜合物業服務提供商，本集團多年以來一直以客戶滿意為中心，致力了解客戶需求，對服務精益求精，打造「眾安智慧」品牌的全方面服務體系。在過去的一年裡，本集團在夯實基礎服務的同時，不斷做長鏈條做寬業務，提供家政、零售、美居、資產運營、洗美等多項增值服務。憑藉高品質服務不斷贏得客戶信賴，在管面積、拓展數量、收入和現金流均得到一定著提升。

根據中指院之資料，本集團自2016年起連續被納入中國物業服務百強企業中，排名由2016年的第82位上升至2025年的第36位，反映出本集團的物業管理能力不斷提升以及綜合實力不斷增強。



Chairman's Statement (Continued) 主席報告(續)

In 2025, thanks to the precise control of the corporate development by the Company's senior management and the efforts of all employees of the Company, the Group was once again ranked among the Top 100 Property Management Companies in China, the 2025 China's Top 100 Property Service Companies with Comprehensive Strengths, and the 2025 Annual Property Service Enterprise with Sense of Social Responsibility in China. It also received several honours, including the 2025 Leading Enterprise in China's Listed Property Management Companies – Top 10 in Development Potential and the 2025 Excellent Property Service Enterprise in Zhejiang Province.

Over the course of the Group's development, in addition to the efforts in managing residential property projects, we also focused on non-residential property projects comprising primarily commercial and office buildings, serviced apartments, industrial parks, public and other properties (such as office buildings of PRC governmental bodies, hospitals, schools and parks). In 2025, we successfully won the bid for the property service project of Deqing Moganshan General Airport, marking the extension of our non-residential service scope to the area of air transportation hubs. The management of the Group believes that the development of our non-residential property projects portfolio would enable the Group to provide more personalized and professional service offerings and enhance its service standards, which would in turn allow the Group to provide our customers with better quality services and elevate the Group's brand reputation and image. Meanwhile, we are actively developing new models for business expansion. Through strategic cooperation with enterprises under the State-owned Assets Supervision and Administration Commission, we lay the foundation for business growth.

During the review period, the Group focused on service upgrades, intelligent upgrades, business innovation and cost optimization. All strategic initiatives were implemented precisely, and operational efficiency was steadily improved. In terms of service quality, we deepened our "professionalism + differentiation" dual-drive approach. We have completed the establishment of professional teams for specialized services such as security, cleaning, and landscaping, and implemented a "professional tasks done by professional people" centralized management model to ensure the standardization and process-oriented implementation of services. At the same time, we continued to optimize our service product line system, and through the supply of standardized and personalized services, we achieved a dual improvement in service accuracy and customer experience. During the period, the three-tier quality control system and online and offline supervision mechanisms worked together to promote a closed-loop working mechanism covering the entire process of "problem discovery – problem rectification – problem avoidance".

2025年，通過公司高層對企業發展的精準把控及公司全體員工的努力，本集團蟬聯2025中國物業服務百強企業、2025中國物業服務綜合實力百強企業、2025中國物業服務年度社會責任感企業，並獲得2025中國物業管理上市公司領先企業—發展潛力TOP10、2025年浙江省物業服務優秀企業等多項榮譽。

自本集團發展以來，除了在管理住宅物業專案方面作出努力外，亦專注於提供非住宅物業項目，其中主要包括商業及辦公樓、服務式公寓、產業園、公共場所及其他物業（例如中國政府機關之辦公樓、醫院、學校及公園）。2025年，我們成功中標德清莫干山通用機場物業服務項目，標志著非住業態的服務範圍延伸至航空交通樞紐領域。本集團管理層相信，發展非住宅物業組合專案將使本集團能夠提供更具個性及專業的服務產品，並提高本集團的服務水準，從而讓本集團向客戶提供更好的優質服務，並提升本集團的品牌聲譽及形象。於此同時，我們積極開發業務拓展新模式，通過與國資委背景企業的戰略合作，奠定業務增長基礎。

本集團於回顧期內聚焦服務升級、智慧化升級、業務創新與成本優化，各項戰略舉措精準落地，經營質效穩步提升。服務品質方面，深化「專業化+差異化」雙輪驅動。我們完成安保、保潔、綠化等專項服務的專業團隊搭建，推行「專業事專業人做」的歸口管理模式，確保服務標準化與流程化落地。同時，持續優化服務產品線體系，通過標準化服務及個性化服務的供給，實現服務精度與客戶體驗的雙重提升。期內，三級品質管控體系與線上線下督導機制協同發力，推動「問題發現—問題整改—問題規避」的全流程閉環工作機制。

Chairman's Statement (Continued) 主席報告 (續)

In terms of smart construction, the Group has accelerated the adoption rate of intelligent platforms and robotic applications scenario implementation. The overall coverage of the information platform was approximately 85%, with the utilization rate of core modules remaining at a high level. We have introduced cleaning, delivery, and patrol robots in certain projects to promote the intelligent upgrade of service scenarios. The deepened application of the remote fire monitoring platform enables real-time visualization management of key data, further strengthening safety assurance capabilities. In terms of diversified business development, diversified value-added tracks have expanded in an orderly manner. Businesses such as asset operation, home improvement services, decoration and renovation, and household appliance cleaning have progressed steadily. The retail business leverages the advantage of direct supply from self-owned farms to strengthen the “farm-community” food supply chain. Notably, the Group organized community cultural activities on a regular basis. By using these activities as a vehicle to activate community interaction, the Group achieves value-added revenue generation while significantly enhancing customer satisfaction and sense of belonging, successfully realizing precise traffic generation for value-added businesses such as retail and housekeeping, and achieving a benign interaction between customer stickiness and operational efficiency.

In terms of cost control, the Group continued to deepen centralized operations, achieving significant results in cost reduction and efficiency enhancement. On one hand, we have pushed forward energy-saving technical renovations in an orderly manner. Upon completing the replacement of light tubes in project basements, the overall energy-saving rate reached 80.44%, effectively reducing long-term energy consumption costs. On the other hand, the centralized procurement system continued to improve. By integrating daily expenditure items such as elevator maintenance, fire protection maintenance, cleaning equipment procurement, and public liability insurance, we have significantly enhanced our bargaining power and procurement efficiency. Expenses have been effectively controlled, further unlocking the potential for cost reduction through economies of scale.

智慧化建設方面，加速智慧平台的應用率以及機器人應用與場景落地。資訊化平台全覆蓋率約85%，核心模組使用率維持高位。我們在部分專案引入清潔、配送、及巡邏機器人，推動服務場景智能化升級；遠程消防監控平台的深化應用，實現關鍵數據即時可視化管理，進一步夯實安全保障能力。業務多元化發展方面，多元增值賽道有序拓展。資產運營、美居服務、裝飾工程改造及家電清洗等業務穩步推進；零售業務依託自有農場直供優勢，強化「農場-社區」食品供應鏈。值得注意的是，本集團常態化組織社區文化活動，以活動為載體啟動社群互動，實現增值創收的同時，顯著提升客戶滿意度與歸屬感，更成功實現零售、家政等增值業務的精準引流，達成客戶黏性與經營效益的良性互動。

在成本管控方面，本集團持續深化集約化運營，降本增效成果顯著。一方面，我們有序推進節能技術改造，專案地下室完成燈管更換後，整體節能率達80.44%，有效降低長期能耗成本；另一方面，集中採購體系持續完善，通過整合電梯維保、消防維保、清潔設備採購及公眾責任險等日常支出專案，顯著提升議價能力與採購效率，費用得到有效控制，進一步釋放規模化降本空間。



Chairman's Statement (Continued) 主席報告(續)

Looking forward, the Group will continue to adhere to the core operational philosophy of “creating value through services”. Guided by the annual theme of “enhancing quality and strengthening foundations,” the Group will focus on the key tasks of “one steady progress, two improvements, three reinforcements, and four constructions”. We will proactively respond to industry transformations, concentrate on enhancing operational capabilities, and solidify the core enterprise competitiveness to achieve steady growth in results.

On behalf of the Board, I would like to take this opportunity to express my heartfelt gratitude to all Shareholders, investors, customers and suppliers, and to all employees for their contribution and hard work, and we will wholeheartedly create the greatest value and achieve the best returns for Shareholders and investors.

Shi Zhongan
Chairman

The People's Republic of China, 26 March 2026

展望未來，本集團將繼續堅持「服務創造價值」的核心運營理念，以「提質強基」為年度總綱，緊扣「一個穩步、兩個提升、三個強化、四個建設」的工作重點，積極應對行業變革，聚力增強運營能力，夯實企業核心競爭力，實現業績的穩步增長。

本人藉此機會代表董事會向全體股東、投資者、客戶及供應商，向全體員工的貢獻和辛勤努力，致以衷心的謝意，並竭誠為股東及投資者創造最大的價值，實現最佳回報。

施中安
主席

中華人民共和國，2026年3月26日

Management Discussion and Analysis

管理層討論與分析

BUSINESS REVIEW

Since the listing of Zhong An in November 2007 on the Stock Exchange, the Company is the second subsidiary of Zhong An to be successfully listed on the Stock Exchange through the spin-off. The first subsidiary of Zhong An successfully listed on the Stock Exchange by way of spin-off was China New City Group Limited (Stock Code: 1321) (“CNC”). The Company has been listed on the Main Board of the Stock Exchange since 18 July 2023.

The Group is a reputable integrated property management service provider headquartered in Hangzhou with deep roots in Zhejiang province and the Yangtze River Delta Region. Through over 26 years of operations since our establishment in 1998, the Group has grown from a local property management service provider in Hangzhou to an integrated regional property management service provider with a major presence in Zhejiang province.

According to China Index Academy, the Group has been listed on the list of the Top 100 Property Management Companies in China (中國物業服務百強企業) since 2016 and our ranking among the Top 100 Property Management Companies in China rose from 82nd in 2016 to 36th in 2025, reflecting the Group's growing property management capabilities and overall strength.

In 2025, thanks to the precise control of the corporate development by the Company's senior management and the efforts of all employees of the Company, the Group was once again ranked among the Top 100 Property Management Companies in China, the 2025 China's Top 100 Property Service Companies with Comprehensive Strengths, and the 2025 Annual Property Service Enterprise with Sense of Social Responsibility in China. It also received several honours, including the 2025 Leading Enterprise in China's Listed Property Management Companies – Top 10 in Development Potential and the 2025 Excellent Property Service Enterprise in Zhejiang Province.

業務回顧

本公司是眾安自2007年11月在聯交所上市後，眾安第二家通過分拆上市模式，成功在聯交所上市的附屬公司。眾安第一次通過分拆上市模式，成功分拆上市的附屬公司是中國新城市集團有限公司(股份代號：1321)（「中國新城市」）。本公司自2023年7月18日於聯交所主板上市。

本集團是一家深耕於浙江省及長江三角洲地區，總部位於杭州的知名綜合物業管理服務提供商。自1998年成立以來，通過逾26年的經營，本集團已從杭州的一家地方物業管理服務供應商，晉升成長為一家業務版圖主要覆蓋浙江省的綜合區域性物業管理服務供應商。

根據中國指數研究院之資料，本集團自2016年起被列入中國物業服務百強企業中，排名由2016年的第82位上升至2025年的第36位，反映出本集團的物業管理能力不斷提升以及綜合實力不斷增強。

2025年，通過公司高層對企業發展的精準把控及公司全體員工的努力，本集團蟬聯2025中國物業服務百強企業、2025中國物業服務綜合實力百強企業、2025中國物業服務年度社會責任感企業，並獲得2025中國物業管理上市公司領先企業—發展潛力TOP10、2025年浙江省物業服務優秀企業等多項榮譽。

Management Discussion and Analysis (Continued) 管理層討論與分析(續)

As of 31 December 2025, the Group had a total of 149 contracted projects with a contracted area of approximately 22.69 million sq.m., covering 20 cities and seven provinces in China. As of 31 December 2025, the Group had 146 projects under management, with area under management of approximately 22.09 million sq.m., covering 20 cities and seven provinces in China.

The following table sets forth the revenue from property management services and GFA under management by types of property for the years indicated:

截至2025年12月31日，本集團共有149個合約項目，合約面積約為2,269萬平方米，涵蓋中國20個城市及七個省份。截至2025年12月31日，本集團有146個在管項目，在管面積約為2,209萬平方米，涵蓋中國20個城市及七個省份。

下表載列截至所示年度按物業類型劃分的物業管理服務收入及在管建築面積：

| | | For the Year ended 31 December 截至12月31日止年度 | | | | | | | |
|----------------------------|-------|---|--|---------------------------------------|------------------|--------------------------|--|---------------------------------------|------------------|
| | | 2025 2025年 | | | | 2024 2024年 | | | |
| | | Number of projects 數目 | GFA under management 在管 建築面積 (sq.m'000) (千平方米) | Revenue 收入 (RMB'000) (人民幣千元) | Percentage 佔比 | Number of projects 數目 | GFA under management 在管 建築面積 (sq.m'000) (千平方米) | Revenue 收入 (RMB'000) (人民幣千元) | Percentage 佔比 |
| Residential properties | 住宅物業 | 130 | 19,854 | 286,505 | 75.4% | 117 | 18,262 | 269,444 | 77.6% |
| Non-residential properties | 非住宅物業 | 16 | 2,232 | 93,278 | 24.6% | 13 | 1,736 | 77,774 | 22.4% |
| Total | 總計 | 146 | 22,086 | 379,783 | 100.0% | 130 | 19,998 | 347,218 | 100.0% |

Benefitting from the long-term support of the Remaining Group whilst expanding our business to independent third-party customers

Zhong An is one of the leading real estate developers in the Yangtze River Delta Region, whilst the Remaining Group is a major commercial property developer in the Yangtze River Delta Region. Their development projects include residential properties, commercial complexes, hotels and other properties. As of 31 December 2025, to the best knowledge of the Group after consulting the Remaining Group, it had about 14 property projects under development or held for development in the PRC, with a total GFA of approximately 4.0 million sq.m. Among the projects mentioned above, we have obtained service agreements in respect of one property project with a total GFA of approximately 0.3 million sq.m. as of 31 December 2025.

受惠於餘下集團的長期支援，同時將我們的業務範圍擴大至獨立協力廠商客戶

眾安為長江三角洲地區的領先房地產開發商之一，而餘下集團為長江三角洲地區主要的商業房地產開發商，其開發專案包括住宅物業、商業綜合體、酒店及其他物業。截至2025年12月31日，本集團諮詢餘下集團後所深知，其於中國擁有約14個開發中或持作開發的物業專案，總建築面積約為4.0百萬平方米。就上述項目而言，截至2025年12月31日，本集團已就總建築面積約為0.3百萬平方米的1個物業專案取得服務協定。


Management Discussion and Analysis (Continued) 管理層討論與分析 (續)

Coordinated effort across multi-dimensional strategic initiatives lays a solid foundation for sustainable and healthy business development.

Over the course of the Group's development, in addition to the efforts in managing residential property projects, we also focused on non-residential property projects comprising primarily commercial and office buildings, serviced apartments, industrial parks, public and other properties (such as office buildings of PRC governmental bodies, hospitals, schools and parks). In 2025, we successfully won the bid for the property service project of Deqing Moganshan General Airport, marking the extension of our non-residential service scope to the area of air transportation hubs. The management of the Group believes that the development of our non-residential property projects portfolio would enable the Group to provide more personalized and professional service offerings and enhance its service standards, which would in turn allow the Group to provide our customers with better quality services and elevate the Group's brand reputation and image. Meanwhile, we are actively developing new models for business expansion. Through strategic cooperation with enterprises under the State-owned Assets Supervision and Administration Commission, we lay the foundation for business growth.

多維度戰略舉措協同發力，為業務持續健康發展築牢根基。

自本集團發展以來，除了在管理住宅物業專案方面作出努力外，亦專注於提供非住宅物業項目，其中主要包括商業及辦公樓、服務式公寓、產業園、公共場所及其他物業（例如中國政府機關之辦公樓、醫院、學校及公園）。2025年，我們成功中標德清莫干山通用機場物業服務項目，標志著非住業態的服務範圍延伸至航空交通樞紐領域。本集團管理層相信，發展非住宅物業組合專案將使本集團能夠提供更具個性及專業的服務產品，並提高本集團的服務水準，從而讓本集團向客戶提供更好的優質服務，並提升本集團的品牌聲譽及形象。於此同時，我們積極開發業務拓展新模式，通過與國資委背景企業的戰略合作，奠定業務增長基礎。



Management Discussion and Analysis (Continued) 管理層討論與分析(續)

During the Reporting Period, the Group focused on service upgrades, intelligent upgrades, business innovation and cost optimization. All strategic initiatives were precisely implemented, resulting in a steady improvement in operational efficiency and performance. In terms of service quality, we deepened our “professionalism + differentiation” dual-drive approach. We have completed the establishment of dedicated teams to provide specialist services such as security, cleaning, and landscaping, and implemented a “specialist tasks done by specialists” centralized management model to ensure standardization and process-oriented implementation of services. At the same time, we continued to optimize our service product line system, and through the supply of standardized and personalized services, we achieved a dual improvement in service accuracy and customer experience. During the Reporting Period, the three-tier quality control system and online and offline supervision mechanisms worked in tandem to promote a closed-loop working mechanism covering the entire process of “problem identification – problem rectification – problem prevention”. In terms of smart construction, the Group has accelerated the adoption rate of intelligent service platforms and the deployment of robotics in practical application. The overall coverage of the information platform was approximately 85%, with the utilization rate of core modules remaining at a high level. We have put into service cleaning, delivery and patrol robots in certain projects to promote the intelligent upgrade of service scenarios. The deepened application of the remote fire monitoring platform enables real-time visualization management of key data, further strengthening safety assurance capabilities. In terms of diversified business development, we have expanded various value-added service offerings in an orderly manner. Businesses such as asset operation, home improvement services, decoration and renovation, and household appliance cleaning have progressed steadily. The retail business leverages the advantage of direct supply from self-owned farms to strengthen the “farm-community” food supply chain. Notably, the Group regularly organized community cultural activities, using these activities as a platform to foster community engagement. While generating added value and revenue, these activities significantly enhance customer satisfaction and sense of belonging, and effectively drive targeted traffic to our value-added services, such as retail and domestic services, thereby creating a virtuous cycle of customer loyalty and operational efficiency. In terms of cost control, the Group continued to deepen centralized operations, achieving significant results in cost reduction and efficiency enhancement. On one hand, we have pushed forward energy-saving technical renovations in an orderly manner. Upon completing the replacement of light tubes in project basements, the overall energy-saving rate reached approximately 80.44%, effectively reducing long-term energy consumption costs. On the other hand, the centralized procurement system continued to improve. By integrating daily expenditure items such as elevator maintenance, fire protection maintenance, cleaning equipment procurement and public liability insurance, we have significantly enhanced our bargaining power and procurement efficiency. Expenses have been effectively controlled, further unlocking the potential for cost reduction through economies of scale.

本集團於回顧期內聚焦服務升級、智慧化升級、業務創新與成本優化，各項戰略舉措精準落地，經營質效穩步提升。服務品質方面，深化「專業化+差異化」雙輪驅動。我們完成安保、保潔、綠化等專項服務的專業團隊搭建，推行「專業事專業人做」的歸口管理模式，確保服務標準化與流程化落地。同時，持續優化服務產品線體系，通過標準化服務及個性化服務的供給，實現服務精度與客戶體驗的雙重提升。期內，三級品質管控體系與線上線下督導機制協同發力，推動「問題發現—問題整改—問題規避」的全流程閉環工作機制。智慧化建設方面，加速智慧平台的應用率以及機器人應用與場景落地。資訊化平台全覆蓋率約85%，核心模組使用率維持高位。我們在部分專案引入清潔、配送、及巡邏機器人，推動服務場景智能化升級；遠程消防監控平台的深化應用，實現關鍵數據即時可視化管理，進一步夯實安全保障能力。多元化業務發展方面，多元增值賽道有序拓展。資產運營、美居服務、裝飾工程改造及家電清洗等業務穩步推進；零售業務依託自有農場直供優勢，強化「農場—社區」食品供應鏈。值得注意的是，本集團常態化組織社區文化活動，以活動為載體啟動社群互動，實現增值創收的同時，顯著提升客戶滿意度與歸屬感，更成功實現零售、家政等增值業務的精準引流，達成客戶黏性與經營效益的良性互動。在成本管控方面，本集團持續深化集約化運營，降本增效成果顯著。一方面，我們有序推進節能技術改造，專案地下室完成燈管更換後，整體節能率達約80.44%，有效降低長期能耗成本；另一方面，集中採購體系持續完善，通過整合電梯維保、消防維保、清潔設備採購及公眾責任險等日常支出專案，顯著提升議價能力與採購效率，費用得到有效控制，進一步釋放規模化降本空間。

Management Discussion and Analysis (Continued)

管理層討論與分析(續)

FINANCIAL REVIEW

Revenue

For the Reporting Period, revenue of the Group amounted to approximately RMB472.4 million (2024: RMB412.2 million), representing an increase of 14.6% as compared with the 2024 Same Period. The Group's revenue was derived from three major business lines: (i) property management services; (ii) value-added services mainly to property developers; and (iii) community value-added services.

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

| | | For the Year ended 31 December 截至12月31日止年度 | | | |
|--|-----------------|--|---------------|---------------|--------|
| | | 2025 2025年 | | 2024 2024年 | |
| | | (RMB in thousands, except for percentages) (人民幣千元，百分比率除外) | | | |
| Property management services | 物業管理服務 | 379,783 | 80.4% | 347,218 | 84.2% |
| Value-added services mainly to property developers | 主要面向房地產開發商的增值服務 | 38,865 | 8.2% | 36,815 | 8.9% |
| Community value-added services | 社區增值服務 | 53,734 | 11.4% | 28,205 | 6.9% |
| | | 472,382 | 100.0% | 412,238 | 100.0% |

Property Management Services

During the Reporting Period, revenue from property management services amounted to approximately RMB379.8 million, representing an increase of 9.4% as compared with approximately RMB347.2 million in the 2024 Same Period. As at 31 December 2025, the Group had a total GFA under management of approximately 22.09 million sq.m., representing an increase of approximately 2.09 million sq.m. or 10.0% as compared with approximately 20.0 million sq.m. in the 2024 Same Period. The increase was primarily attributable to the increase in projects delivered by the Remaining Group and the Remaining Group's joint ventures and associates, as well as our further expansion into independent third-party property developers. As of 31 December 2025, GFA managed by independent third-party property developers was approximately 9.7 million sq.m., representing an increase of 6.6% from approximately 9.1 million sq.m. as of 31 December 2024.

財務回顧

收入

於報告期間，本集團實現收入約人民幣472.4百萬元（2024年：人民幣412.2百萬元），較2024年同期增加14.6%。本集團的收入來自三個主要業務範圍：(i)物業管理服務；(ii)主要面向房地產開發商的增值服務；及(iii)社區增值服務。

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

物業管理服務

於報告期間，物業管理服務收入約達人民幣379.8百萬元，較2024年同期約人民幣347.2百萬元增加9.4%。於2025年12月31日，本集團在管總建築面積約22.09百萬平方米，較2024年同期約20.0百萬平方米增加約2.09百萬平方米，增長率為10.0%。該增長主要可歸因於餘下集團和餘下集團的合營企業及聯營公司的交付項目之增加，以及我們進一步加大對獨立第三方房地產開發商的拓展力度，截至2025年12月31日管理由獨立第三方房地產開發商的建築面積約為9.7百萬平方米，較2024年12月31日的約9.1百萬平方米增加了6.6%。

Management Discussion and Analysis (Continued) 管理層討論與分析(續)

A majority of our revenue from property management services is generated from services provided to properties developed by the Remaining Group. As of 31 December 2025, we had 67 properties (2024: 57 properties) developed by the Remaining Group under our management, with a total GFA under the management of approximately 10.7 million sq.m. (2024: approximately 9.9 million sq.m.).

The following table sets forth a breakdown of revenue from property management services and GFA under our management by type of property developers for the years indicated:

我們物業管理服務的大部分收入乃產生自向餘下集團所開發的物業提供的服務。截至2025年12月31日，我們有67個（2024年：57個）在管物業項目由餘下集團所開發，在管總建築面積約為10.7百萬平方米（2024年：約為9.9百萬平方米）。

下表載列所示年度按房地產開發商類型劃分來自物業管理服務的收入及在管建築面積明細：

| | | For the Year ended 31 December 截至12月31日止年度 | | | | | | | |
|---|-------------------------------|---|------------------------------|----------------------------|------------|--------------------|------------------------------|----------------------------|------------|
| | | 2025 2025年 | | | | 2024 2024年 | | | |
| | | Number of projects | GFA under management | Revenue | Percentage | Number of projects | GFA under management | Revenue | Percentage |
| | | 數目 | 建築面積 (sq.m'000) (千平方米) | 收入 (RMB'000) (人民幣千元) | 佔比 | 數目 | 建築面積 (sq.m'000) (千平方米) | 收入 (RMB'000) (人民幣千元) | 佔比 |
| Remaining Group ⁽¹⁾ | 餘下集團 ⁽¹⁾ | 67 | 10,718 | 251,853 | 66.3% | 57 | 9,865 | 235,294 | 67.8% |
| Joint ventures and associates of the Remaining Group ⁽²⁾ | 餘下集團的合營企業及聯營公司 ⁽²⁾ | 9 | 1,702 | 27,834 | 7.3% | 7 | 1,060 | 20,546 | 5.9% |
| Independent third-party property developers ⁽³⁾ | 獨立第三方房地產開發商 ⁽³⁾ | 70 | 9,666 | 100,096 | 26.4% | 66 | 9,073 | 91,378 | 26.3% |
| Total | 總計 | 146 | 22,086 | 379,783 | 100.0% | 130 | 19,998 | 347,218 | 100.0% |

Notes:

- Refer to properties solely developed by the Remaining Group or jointly developed by the Remaining Group and independent third-party property developers where the Remaining Group held a controlling interest in such properties.
- Refer to properties jointly developed by the Remaining Group and independent third-party property developers where the Remaining Group did not hold a controlling interest in such properties.
- Refer to properties solely developed by independent third-party property developers.

附註：

- 指餘下集團單獨開發或餘下集團與獨立第三方房地產開發商共同開發的物業，而餘下集團持有該等物業的控股權益。
- 指餘下集團與獨立第三方房地產開發商共同開發的物業，而餘下集團並無持有該等物業的控股權益。
- 指獨立第三方房地產開發商單獨開發的物業。

Management Discussion and Analysis (Continued) 管理層討論與分析 (續)

Our Geographical Presence

The Yangtze River Delta Region is one of the more economically developed regions in China. Its urbanization rate and per capita annual disposable income are higher than the national averages and it has a national-leading level of urban digitalization infrastructure. Therefore, the Yangtze River Delta Region has always been and will continue to be our focus of development.

The following table sets forth a breakdown of our total GFA under management by region for the periods indicated:

我們的地理分佈

長江三角洲地區為中國經濟較發達地區之一，城市化率及人均年可支配收入高於中國國家水平且該地區於城市數字化基礎設施方面處於國家級領先水平，因此，長江三角洲地區一直並將繼續作為我們發展的重點。

下表載列所示期間我們按區域劃分的在管總建築面積明細：

| For the Year ended 31 December 截至12月31日止年度 | | | | | | | |
|---|---------------------|-----------------------------|---|------------------|-----------------------------|---|------------------|
| | | 2025 2025年 | | | 2024 2024年 | | |
| | | Number of projects 數目 | GFA under management 在管 建築面積 (sq.m'000) (千平方米) | Percentage 佔比 | Number of projects 數目 | GFA under management 在管 建築面積 (sq.m'000) (千平方米) | Percentage 佔比 |
| Second-tier cities ⁽¹⁾ | 二線城市 ⁽¹⁾ | 82 | 11,556 | 52.3% | 78 | 11,420 | 57.1% |
| Third-tier cities ⁽¹⁾ | 三線城市 ⁽¹⁾ | 54 | 1,565 | 7.1% | 7 | 1,179 | 5.9% |
| Other cities ⁽¹⁾ | 其他城市 ⁽¹⁾ | 10 | 8,965 | 40.6% | 45 | 7,399 | 37.0% |
| Total | 總計 | 146 | 22,086 | 100.0% | 130 | 19,998 | 100.0% |

Note:

- (1) For the purpose of this table, "second-tier cities" include Hangzhou, Ningbo, Hefei and Qingdao; "third-tier cities" include Jinhua and Wenzhou; and "other cities" include Lishui, Huzhou, Chuzhou, Huaibei, Taizhou and Zhoushan.

附註：

- (1) 就此列表而言，「二線城市」包括杭州、寧波、合肥及青島；「三線城市」包括金華及溫州；及「其他城市」包括麗水、湖州、滁州、淮北、台州及舟山。

Management Discussion and Analysis (Continued) 管理層討論與分析(續)

Portfolio of Properties under Management

While the majority of properties under our management are primarily attributable to residential properties, we continuously sought to provide property management services to non-residential properties in the Reporting Period. The non-residential properties under our management are diverse, including commercial and office buildings, serviced apartments, and public and other properties (such as office buildings of PRC governmental bodies, industrial parks, hospitals, schools, and museums). We believe that by accumulating our experience and recognition for the quality of our property management services to both residential and non-residential properties, we will be able to continue to diversify our portfolio of properties under management and further enlarge our customer base.

The following table sets forth a breakdown of the revenue from property management services and GFA under management by types of property for the years indicated:

在管物業組合

儘管我們在管的物業大部分源自住宅物業，我們在報告期間仍不斷尋求為非住宅物業提供物業管理服務。我們在管的非住宅物業非常豐富，包括商業樓宇及寫字樓、服務式公寓、公共及其他物業（如中國政府機關辦公樓、工業園區、醫院、學校及博物館）。我們相信，憑藉我們在為住宅及非住宅物業提供優質物業管理服務時積累的經驗及聲譽，我們將能繼續多元化在管物業組合及進一步擴大我們的客戶群。

下表載列截至所示年度按物業類型劃分的物業管理服務收入及在管建築面積明細：

| | | For the Year ended 31 December 截至12月31日止年度 | | | | | | | |
|----------------------------|-------|---|------------------------------|----------------------------|------------|--------------------|------------------------------|----------------------------|------------|
| | | 2025 2025年 | | | | 2024 2024年 | | | |
| | | Number of projects | GFA under management | Revenue | Percentage | Number of projects | GFA under management | Revenue | Percentage |
| | | 數目 | 建築面積 (sq.m'000) (千平方米) | 收入 (RMB'000) (人民幣千元) | 佔比 | 數目 | 建築面積 (sq.m'000) (千平方米) | 收入 (RMB'000) (人民幣千元) | 佔比 |
| Residential properties | 住宅物業 | 130 | 19,854 | 286,505 | 75.4% | 117 | 18,262 | 269,444 | 77.6% |
| Non-residential properties | 非住宅物業 | 16 | 2,232 | 93,278 | 24.6% | 13 | 1,736 | 77,774 | 22.4% |
| Total | 總計 | 146 | 22,086 | 379,783 | 100.0% | 130 | 19,998 | 347,218 | 100.0% |

Management Discussion and Analysis (Continued) 管理層討論與分析(續)

Value-added Services Mainly to Property Developers

The following table sets forth a breakdown of the revenue of the value-added services mainly to property developers for the periods indicated, both in absolute amount and as a percentage of total revenue:

主要面向房地產開發商的增值服務

下表載列所示期間主要面向房地產開發商的增值服務的收入明細(以絕對金額及佔總收入的百分比列示):

| | | For the Year ended 31 December 截至12月31日止年度 | | | |
|--|-------------|--|---------------|---------------|--------|
| | | 2025 2025年 | | 2024 2024年 | |
| | | <i>(RMB in thousands, except for percentages)</i> (人民幣千元, 百分比率除外) | | | |
| Sales office management services | 銷售辦事處管理服務 | 22,566 | 58.1% | 23,252 | 63.1% |
| Preliminary planning and design consultancy services | 前期規劃及設計諮詢服務 | 6,497 | 16.7% | 9,119 | 24.8% |
| Pre-delivery inspection services | 交付前檢查服務 | 9,802 | 25.2% | 4,444 | 12.1% |
| | | 38,865 | 100.0% | 36,815 | 100.0% |

We provide a range of value-added services mainly to property developers covering different stages of property development projects, which primarily comprise (i) sales office management services mainly including the provision of management services and house repair services, etc. at property sales venues and display units of property developers, (ii) preliminary planning and design consultancy services to property developers and (iii) pre-delivery inspection services.

During the Reporting Period, revenue from value-added services mainly to property developers amounted to approximately RMB38.9 million, representing an increase of approximately RMB2.1 million as compared with approximately RMB36.8 million in the 2024 Same Period.

The increase was primarily attributable to an increase in revenue from the pre-delivery inspection services of approximately RMB5.4 million.

我們主要向房地產開發商提供一系列涵蓋物業開發項目不同階段的增值服務, 主要包括(i)銷售辦事處管理服務, 主要包括向物業銷售場地及房地產開發商展示單位提供管理服務及房修服務等; (ii)向房地產開發商提供前期規劃及設計諮詢服務; 及(iii)交付前檢查服務。

於報告期間主要面向房地產開發商的增值服務收入約人民幣38.9百萬元, 較2024年同期約人民幣36.8百萬元增加約人民幣2.1百萬元。

有關增加乃主要由於交付前檢查服務收入增加約人民幣5.4百萬元所致;

Management Discussion and Analysis (Continued)

管理層討論與分析(續)

Community Value-added Services

社區增值服務

The following table sets forth a breakdown of the revenue of community value-added services for the periods indicated, both in absolute amount and as a percentage of total revenue:

下表載列所示期間社區增值服務收入的明細(以絕對金額及佔總收入的百分比列示)：

| | | For the Year ended 31 December | | | |
|---|-------------|--|---------------|--------|--------|
| | | 截至12月31日止年度 | | | |
| | | 2025 | | 2024 | |
| | | 2025年 | | 2024年 | |
| | | (RMB in thousands, except for percentages) | | | |
| | | (人民幣千元，百分比率除外) | | | |
| Common area management services | 公共區域管理服務 | 42,294 | 78.7% | 16,273 | 57.7% |
| Renovation waste disposal services | 裝修廢物處理服務 | 2,510 | 4.7% | 4,165 | 14.8% |
| Car parking space sales agency services | 車輛停車位銷售代理服務 | 7,454 | 13.9% | 5,833 | 20.7% |
| Community retail services | 社區零售服務 | 876 | 1.6% | 1,532 | 5.4% |
| Community car washing and beautification services | 社區汽車洗美服務 | 600 | 1.1% | 402 | 1.4% |
| | | 53,734 | 100.0% | 28,205 | 100.0% |

We mainly provide community value-added services principally to property owners and residents of our managed properties, which primarily comprise (i) common area management services where we assist property owners to lease out common areas for advertisement placements and operation or promotion of businesses which help facilitate the living convenience of the community, (ii) renovation waste disposal services where we assist the property owners in disposing of the waste generated as a result of the renovation work carried out in their units and (iii) car parking space sales agency services where we assist the Remaining Group to sell and purchasers to purchase car parking spaces in certain property projects we managed or under our management.

我們主要向在管物業的物業業主及住戶提供社區增值服務，其主要包括(i)公共區域管理服務，協助物業業主出租公共區域以放置廣告，以及營運或推廣業務，有助於促進社區生活便利；(ii)裝修廢物處理服務，協助物業業主處理因彼等單位內進行翻新工作而產生的廢物；及(iii)車輛停車位銷售代理服務，於我們曾經管理或在管若干物業項目中協助餘下集團銷售停車位及買家購買停車位。

Revenue from community value-added services was approximately RMB53.7 million during the Reporting Period, representing an increase of approximately RMB25.5 million compared with approximately RMB28.2 million in the 2024 Same Period. The increase was mainly due to the newly expanded community promotion business in the second half of 2025, resulting in a year-on-year increase of approximately RMB26.0 million in revenue from public area management services.

於報告期間，社區增值服務收入約人民幣53.7百萬元，較2024年同期約人民幣28.2百萬元增加約人民幣25.5百萬元。該增加主要由於2025年下半年新拓展了社區推廣業務，導致公共區域管理服務收入同比增加了約人民幣26.0百萬元。

Management Discussion and Analysis (Continued)

管理層討論與分析(續)

Cost of Sales

Our cost of sales primarily consists of (i) staff costs which refer to the costs of our on-site staff directly providing property management services, value-added services mainly to property developers and community value-added services; (ii) expenses for cleaning and gardening services including cleaning, waste and sewerage charges; (iii) expenses for maintenance services and consumables including equipment repair expenses; and (iv) utilities expenses including water and electricity charges, office supplies for property management offices and communication charges.

For the Reporting Period, the Group's cost of sales was approximately RMB349.8 million (2024: approximately RMB292.0 million), representing an increase of 19.8% compared with the 2024 Same Period. The growth rate of cost of sales was higher than that of revenue by 5.2 percentage points. The increase was primarily attributable to the cost increase, resulting from the enhancement of property management service quality, and the costs incurred from the newly expanded community promotion business.

During the Reporting Period, staff costs included in the cost of sales were approximately RMB240.0 million, representing an increase of approximately RMB1.6 million as compared with approximately RMB238.4 million in the 2024 Same Period.

Gross Profit and Gross Profit Margin

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

| | | For the Year ended 31 December 截至12月31日止年度 | |
|--|---------------------|--|---------------|
| | | 2025 2025年 | 2024 2024年 |
| Property management services | 物業管理服務 | 26.2% | 27.4% |
| Value-added services mainly to property developers | 主要面向房地產開發商的 增值服務 | 36.0% | 38.9% |
| Community value-added services | 社區增值服務 | 16.9% | 38.8% |
| | | 26.0% | 29.2% |

The gross profit of the Group was approximately RMB122.6 million for the Reporting Period, representing a slight increase of approximately RMB2.3 million as compared with approximately RMB120.3 million in the 2024 Same Period.

銷售成本

我們的銷售成本主要包括(i)員工成本，指直接提供物業管理服務、主要面向房地產開發商的增值服務及社區增值服務的現場員工的成本；(ii)清潔和園藝服務開支，包括清潔費、廢物及污水收費；(iii)維護服務及消耗品開支，包括設備維修開支；及(iv)公共事業開支，包括水電費、物業管理辦公室的辦公用品及通訊費用。

報告期間，本集團的銷售成本為約人民幣349.8百萬元（2024年：約人民幣292.0百萬元），較2024年同期增加19.8%。銷售成本增長率高於收入增長率5.2個百分點，該增長主要是由於物業管理服務品質提升成本增加，以及新拓社區推廣業務成本增加。

於報告期間，計入銷售成本內的員工成本約為人民幣240.0百萬元，較2024年同期約人民幣238.4百萬元增加約人民幣1.6百萬元。

毛利及毛利率

下表載列我們於所示年度按業務分部劃分的毛利率：

本集團於報告期間的毛利為約人民幣122.6百萬元，較2024年同期約人民幣120.3百萬元輕微增加約人民幣2.3百萬元。

Management Discussion and Analysis (Continued) 管理層討論與分析(續)

The Group's gross profit margin was affected by the combined gross profit margin of the three segments of property management services, community value-added services and value-added services mainly to property developers. The gross profit margin decreased from 29.2% for the 2024 Same Period to 26.0% in the Reporting Period, mainly due to the year-on-year decrease in the gross profit margin of the community value-added services segment, which was affected by the relatively low initial gross profit margin of the newly expanded community promotion business within this segment.

Administrative expenses

Our administrative expenses reached approximately RMB52.3 million, representing a decrease of 13.0% from approximately RMB60.1 million for the 2024 Same Period. The administrative expense ratio (administrative expense divided by revenue) was 11.1%, representing a decrease of 3.5 percentage points compared to 14.6% in the 2024 Same Period. The decrease was mainly attributable to the Group's effective implementation of cost reduction and efficiency enhancement measures.

Trade receivables, prepayments, other receivables and other assets and impairment losses on financial assets

As of 31 December 2025, our trade receivables and prepayments, other receivables and other assets amounted to approximately RMB296.0 million, representing an increase of approximately 37.8% from approximately RMB214.9 million as of 31 December 2024, which was primarily attributable to the expansion of GFA under management, which led to an increase in trade receivables from property management services, and the extension of the credit period resulting from the decrease in the collection rate.

During the Reporting Period, the Group recognised impairment losses on financial assets of approximately RMB26.5 million, representing an increase of approximately 147.7% compared to approximately RMB10.7 million for the 2024 Same Period, which was primarily due to the impact of the macro-environment, the decrease in the collection rate of property management fees and the increased expected credit losses of the Group's trade receivables using a provision matrix.

Income Tax Expenses

The income tax expenses of the Group decreased by approximately 21.8% from approximately RMB15.4 million for the 2024 Same Period to approximately RMB12.0 million for the Reporting Period. The effective income tax rate was 28.4% (2024: 29.2%), representing a decrease of 0.8 percentage points compared to the 2024 Same Period.

本集團的毛利率受物業管理服務、社區增值服務和主要面向房地產開發商的增值服務三大板塊組合的毛利率共同影響。毛利率由2024年同期的29.2%下降至報告期間的26.0%，主要由於社區增值服務分部的毛利率同比下降，乃受該分部內新擴展的社區推廣業務初期毛利率相對較低所影響。

行政開支

行政開支約為人民幣52.3百萬元，較2024年同期約人民幣60.1百萬元下降13.0%。行政開支率(行政開支除以收入)為11.1%，較2024年同期的14.6%下降了3.5個百分點，有關下降主要得益於集團有效地執行降本增效措施。

應收貿易賬款、預付款項、其他應收款項以及其他資產及金融資產減值虧損

截至2025年12月31日，應收貿易賬款及預付款項、其他應收款項以及其他資產約為人民幣296.0百萬元，較截至2024年12月31日約人民幣214.9百萬元增長約37.8%，主要由於總在管建築面積擴張導致來自物業管理服務的應收貿易賬款增加，以及收繳率下降所致賬期延長。

於報告期間，本集團確認金融資產減值虧損約為人民幣26.5百萬元，較2024年同期約人民幣10.7百萬元上升約147.7%，主要是因為受到大環境的影響，物業費收繳率的下降，以及本集團使用撥備矩陣的應收貿易賬款預期信貸虧損增加所致。

所得稅開支

本集團的所得稅開支由2024年同期的約人民幣15.4百萬元減少約21.8%至報告期間的約人民幣12.0百萬元。實際所得稅率為28.4% (2024年：29.2%)，對比2024年同期下降了0.8個百分點。

Management Discussion and Analysis (Continued)

管理層討論與分析 (續)

Profit for the Year

As a result of the foregoing, the Group's net profit was approximately RMB30.3 million for the Reporting Period, representing a decrease of approximately 18.7% as compared with approximately RMB37.3 million for the 2024 Same Period. The net profit margin was 6.4%, representing a decrease of 2.7 percentage points as compared to 9.1% for the 2024 Same Period.

The profit attributable to the owners of the parent decreased by approximately 17.3% from approximately RMB38.1 million for the 2024 Same Period to approximately RMB31.5 million for the Reporting Period. The basic and diluted earnings per share attributable to ordinary equity holders of the parent were RMB6.1 cents per share (2024: RMB7.4 cents per share).

LIQUIDITY AND CAPITAL RESOURCES

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

The Group's principal sources of liquidity come from the proceeds from our business operations. Most of the Group's cash and cash equivalents are denominated in RMB, which amounted to approximately RMB171.9 million as of 31 December 2025, representing an increase of approximately RMB34.7 million from RMB137.2 million as of 31 December 2024.

As of 31 December 2025, the Group's current ratio (current assets divided by current liabilities) was 2.7 times (31 December 2024: 2.8 times).

As at 31 December 2025, the Group's interest-bearing bank borrowings amounted to approximately RMB29.0 million (31 December 2024: nil) which bear interests at fixed rate and are repayable within a period of more than two years but not exceeding five years (31 December 2024: nil).

As at 31 December 2025, the Group's gearing ratio (total borrowings divided by total equity) was approximately 9.1% (31 December 2024: nil).

年內利潤

基於上述原因，本集團於報告期間的純利約為人民幣30.3百萬元，較2024年同期的約人民幣37.3百萬元減少約18.7%。淨利率為6.4%，較2024年同期的9.1%減少2.7個百分點。

母公司擁有人應佔利潤由2024年同期的約人民幣38.1百萬元減少約17.3%至報告期間約人民幣31.5百萬元。母公司普通股股權持有人應佔每股基本及攤薄盈利為每股人民幣6.1分（2024年：每股人民幣7.4分）。

流動資金及資本資源

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

本集團流動資金的主要來源為業務經營所得款項。本集團的現金及現金等價物大部分以人民幣計值，截至2025年12月31日約為人民幣171.9百萬元，較截至2024年12月31日人民幣137.2百萬元增加約人民幣34.7百萬元。

截至2025年12月31日，本集團的流動比率（流動資產除以流動負債）約為2.7倍（2024年12月31日：2.8倍）。

於2025年12月31日，本集團的計息銀行借款約為人民幣29.0百萬元（2024年12月31日：無），該等借款按固定利率計息，並須於兩年以上但不超過五年內償還（2024年12月31日：無）。

於2025年12月31日，本集團的資本負債比率（借款總額除以權益總額）約為9.1%（2024年12月31日：無）。

Management Discussion and Analysis (Continued) 管理層討論與分析(續)

EMPLOYEES AND REMUNERATION POLICY

The Group had a total of 3,491 (31 December 2024: 3,391) employees as at 31 December 2025. Total staff costs of the Group (excluding the Directors' and chief executive officer's remuneration) for the year ended 31 December 2025 were approximately RMB272.4 million (2024: approximately RMB272.4 million). The Group has adopted a system of determining employees' remuneration based on the performance of employees. The Group generally provides competitive remuneration packages to employees, including basic salaries, performance-based awards and year-end bonus. The Group also pays for social security insurance for its employees, including medical insurance, work-related injury insurance, endowment insurance, maternity insurance, unemployment insurance and housing funds. In terms of employee training, the Group provides continuous and systematic training to employees based on their positions and expertise to enhance their expert knowledge in property management and related fields.

Foreign exchange risk

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

CAPITAL COMMITMENTS

As of 31 December 2025, the Group had no capital commitments.

僱員及薪酬政策

於2025年12月31日，本集團共有3,491名僱員（2024年12月31日：3,391名）。截至2025年12月31日止年度，本集團員工成本總額（不包括董事及主要行政人員酬金）約為人民幣272.4百萬元（2024年：約為人民幣272.4百萬元）。本集團已採納一套制度根據僱員的表現釐定僱員薪酬。一般而言，本集團向僱員提供具有競爭力的薪酬待遇，包括基本薪金、按表現發放的獎勵及年終分紅。本集團亦為僱員繳納社會保險，包括醫療保險、工傷保險、養老保險、生育保險、失業保險和住房公積金。僱員培訓方面，本集團根據僱員的職位及專長為其提供持續及有系統的培訓，以提升其對物業管理及相關領域的專業知識。

外匯風險

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

資本承擔

截至2025年12月31日，本集團並無資本承擔。

Management Discussion and Analysis (Continued)

管理層討論與分析(續)

CONTINGENT LIABILITIES AND PLEDGE OF ASSETS

As of 31 December 2025, the Company, its subsidiaries, and its associates did not have any financial guarantees, mortgage guarantees for loans, or other significant contingent liabilities.

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

During the Reporting Period, the Group did not make any significant investments and made no other material acquisitions or disposals of subsidiaries, associates, or joint ventures.

FUTURE PLANS FOR MATERIAL INVESTMENTS

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

EVENTS AFTER REPORTING PERIOD

Placing of new shares under general mandate

On 9 February 2026, the Company entered into a placing agreement (the “**Placing Agreement**”) with GEO Securities Limited (the “**Placing Agent**”) pursuant to which the Placing Agent agreed to place, on a best effort basis, up to 51,741,400 new ordinary shares in the share capital of the Company (the “**Placing Shares**”) at the placing price of HK\$1.52 per Placing Shares to not less than six placees. The closing price of the Company’s shares on 9 February 2026, being the date on which the terms of the Placing Agreement were fixed, was HK\$1.81 per share. On 27 February 2026, a total of 25,450,000 Placing Shares were successfully placed by the Placing Agent to not less than six placees. The net proceeds (after deducting the Placing Agent’s commission and other relevant fees, costs and expenses) amounted to approximately HK\$38.09 million. For further details, please refer to the joint announcements of the Company dated 9 February 2026 and 27 February 2026.

Save as disclosed above, there were no other important events affecting the Group which occurred since 31 December 2025 and up to the date of this report.

或然負債及抵押資產

截至2025年12月31日，本公司、其附屬公司及聯營公司並無任何財務擔保、為貸款提供按揭擔保，或其他重大或然負債。

重大投資、重大收購及出售附屬公司、聯營公司及合營企業

報告期間本集團並無作出任何重大投資，亦無其他重大收購及出售附屬公司、聯營公司或合營企業。

重大投資的未來計劃

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

報告期後事宜

根據一般授權配售新股份

於2026年2月9日，本公司與智易東方證券有限公司（「**配售代理**」）訂立配售協議（「**配售協議**」），據此，配售代理同意按盡力基準向不少於六名承配人配售本公司股本中最多51,741,400股新普通股（「**配售股份**」），配售價為每股配售股份1.52港元。於2026年2月9日（即配售協議條款釐定當日），本公司股份收市價為每股1.81港元。於2026年2月27日，合共25,450,000股配售股份已由配售代理成功配售予不少於六名承配人。所得款項淨額（扣除配售代理佣金及其他相關費用、成本及開支後）約為38.09百萬港元。有關進一步詳情，請參閱本公司日期為2026年2月9日及2026年2月27日的聯合公告。

除上文披露者外，自2025年12月31日起至本報告日期，並無影響本集團的其他重大事件。

Management Discussion and Analysis (Continued) 管理層討論與分析(續)

FUTURE OUTLOOK

Looking forward, the Group will continue to adhere to the core operational philosophy of “creating value through services”. Guided by the annual theme of “enhancing quality and strengthening foundations,” the Group will focus on the key tasks of “one steady progress, two improvements, three reinforcements, and four constructions”. We will proactively respond to industry transformations, concentrate on enhancing operational capabilities, and solidify the core enterprise competitiveness to achieve steady growth in results.

I. Market penetration and business upgrading

The Group will continue to deepen its strategic layout in the Yangtze River Delta Region. Focusing on the Yangtze River Delta Region, the Group will take resettlement housing, industrial parks, and government public buildings as the core of its expansion, profoundly establishing cooperative relationships with government platforms and actively tapping into regional partner resources. At the same time, we will adhere to “quality-based expansion” and continue to optimize our project portfolio. In terms of value-added services, we will deeply cultivate the integrated scenario of “property services + lifestyle services”, revitalize space resources and second-hand leasing businesses, broaden external B-end channels, and launch innovative models such as the points-based membership system. Our goal is to create multiple million-level product lines and build a community lifestyle service ecosystem covering all age groups, thereby opening up diversified profit channels.

II. Quality upgrade and customer experience

The Group will consistently adhere to providing property owners with high-quality services that represent value for money and equivalent worth. With a core spirit of craftsmanship, we will strictly enforce the implementation of service standards. Focusing on high-end projects to create service benchmarks, we will innovatively construct a triple-service system comprising “VIP Exclusive Butler + Home Secretary + Customized Clubhouse”. By using these key points to drive overall improvement and providing exemplary leadership, we will comprehensively promote the upgrading of regional service quality. At the same time, we will organize regular seasonal IP community activities such as “Warm Sun Action” and “Summer Cooling Festival”. We will optimize the “Property Owner Communication and Feedback Channels” and establish a 24-hour rapid response mechanism. By extending our services into life companionship, we aim to significantly enhance customer stickiness and satisfaction.

未來展望

展望未來，本集團將繼續堅持「服務創造價值」的核心運營理念，以「提質強基」為年度總綱，緊扣「一個穩步、兩個提升、三個強化、四個建設」的工作重點，積極應對行業變革，聚力增強運營能力，夯實企業核心競爭力，實現業績的穩步增長。

一、市場深耕與業態升級

本集團將持續深化長三角區域戰略佈局，聚焦長三角區域，以安置房、產業園、政府公建等業態為拓展核心，深度搭建政府平台合作關係，並積極挖掘區域合夥人資源。同時，我們將堅持「有品質的拓展」，持續優化專案組合。在增值服務領域，我們將深耕「物業服務+生活服務」融合場景，盤活空間資源與二手租賃業務，拓寬外部B端管道，推出積分會員制等創新模式，打造多個百萬級產品線，構建覆蓋全齡段的社區生活服務生態，開闢多元盈利管道。

二、品質升級與客戶體驗

本集團將始終堅持為業主提供質價相符、價值對等的品質服務，以匠心精神為內核，狠抓服務標準落地執行。聚焦高端專案打造服務標杆，創新構建「VIP專屬管家+居家秘書+會所定制」三重服務體系，以點帶面、示範引領，全面推動區域服務品質提檔升級。同時，常態化組織「暖陽行動」「夏日清涼節」等四季IP社群活動，優化「業主溝通回饋管道」，建立24小時快速回應機制，將服務延伸至生活陪伴，顯著提升客戶黏性與滿意度。

Management Discussion and Analysis (Continued) 管理層討論與分析(續)

III. Technological empowerment and smart operations

The Group will further increase its investment in digitalization. Following the strategy of “pilot verification, selective introduction, and echelon layout”, we will take the lead in deploying cleaning, patrolling, and delivery robots, as well as AI customer service, in high-end projects to promote the intelligent upgrade of service scenarios. In terms of back-office management, we will deepen the application of three major systems, smart fire safety, intelligent operations and maintenance, and smart inspection, to achieve digital coverage of core scenarios. Simultaneously, we will push forward energy-saving renovations to achieve cost reduction, efficiency enhancement, and cash flow optimization.

IV. Organizational efficiency and brand building

The Group will continue to improve the “Internal Cultivation + External Recruitment” talent development system. We will strictly focus on the professional capability training of three key groups, Project Managers, Butlers, and Order Maintenance Staff, driving the transformation from manpower growth to manpower efficiency enhancement. At the brand level, we will strengthen differentiated perception. Through the standardized implementation of visual, auditory, and environmental scenarios, combined with the dual-wheel drive of content and activities, we will create a brand experience that is perceptible, engaging, and trustworthy. Meanwhile, we will continue to practice green, low-carbon initiatives and social responsibility, deepening multi-party co-governance with property owners, the government, and society. With clear strategic determination and a solid operational foundation, we aim to create long-term, stable, and sustainable value for Shareholders, customers, and society.

三、科技賦能與智慧運營

本集團將進一步加大數位化投入，遵循「試點驗證、擇優引入、梯次佈局」策略，在高端專案率先部署清潔、巡更、配送機器人及AI客服，推動服務場景智能化升級。後臺管理方面，我們將深化智慧消防、智能運維、智慧巡檢三大系統應用，實現核心場景數位化覆蓋；同時推進節能改造，實現降本增效與現金流優化。

四、組織效能與品牌建設

本集團將持續完善「內培+外引」的人才發展體系，嚴抓專案經理、管家、秩序三大群體的專業能力培養，推動人力增量向人力增效轉變。品牌層面，我們將強化差異化感知，通過視覺、聽覺、場景的標準化落地，以及內容與活動的雙輪驅動，打造可感知、可參與、可信賴的品牌體驗。同時，我們將繼續踐行綠色低碳與社會責任，深化與業主、政府、社會的多方共治，以清晰的戰略定力與紮實的運營基礎，為股東、客戶及社會創造長期穩健的可持續價值。

Management Discussion and Analysis (Continued) 管理層討論與分析(續)

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Group is committed to implementing high standards of corporate governance to safeguard the interests of the Shareholders and enhance corporate value and commitment to responsibility. The Company has adopted the CG Code as set out in Appendix C1 to the Listing Rules as its corporate governance standards and, to the best knowledge of the Directors, the Company has complied with all applicable code provisions set out in the CG Code during the Reporting Period.

The Directors will use their best endeavours to ensure that the Company continues to comply with the CG Code.

FINAL DIVIDEND

The Board recommended the payment of a final dividend of RMB1.49 cents per Share (2024: RMB1.89 cents) for the year ended 31 December 2025 (the **“Proposed Final Dividend”**). The Proposed Final Dividend is subject to the approval of the Shareholders at the Annual General Meeting of the Company to be held on 4 June 2026 and will be paid on or before 9 July 2026 to the Shareholders whose names appear on the register of members of the Company on 18 June 2026.

CLOSURE OF REGISTER OF MEMBERS

For determining the entitlement to attend and vote at the Annual General Meeting, the register of members of the Company will be closed from 1 June 2026 to 4 June 2026, both days inclusive, during which period no transfer of shares will be registered. In order to be eligible to attend and vote at the Annual General Meeting, unregistered holders of shares of the Company shall ensure that all transfer documents accompanied by the relevant share certificates must be lodged with the Company's share registrar in Hong Kong, Tricor Investor Services Limited at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong for registration not later than 4:30 p.m. on 29 May 2026.

遵守企業管治守則

本集團致力於實現高標準企業管治，以保障本公司股東權益及提高企業價值與責任承擔。本公司已採納上市規則附錄C1所載之企業管治守則作為其本身的企業管治準則，且根據董事所知，於報告期間，本公司已遵守企業管治守則所有適用守則條文。

董事並將盡全力促使本公司繼續遵守企業管治守則。

末期股息

董事會建議就截至2025年12月31日止年度派發末期股息每股人民幣1.49分（2024年：人民幣1.89分）（**「建議末期股息」**）。建議末期股息須經股東將於2026年6月4日舉行之股東週年大會上批准方可作實，並將於2026年7月9日或之前派付予於2026年6月18日名列本公司股東名冊的股東。

暫停辦理股份過戶登記

為釐定出席股東週年大會並於會上投票的資格，本公司將於2026年6月1日至2026年6月4日（包括首尾兩日）暫停辦理股份過戶登記手續，期間將不會辦理任何股份過戶登記。為符合資格出席股東週年大會並於會上投票，本公司的未登記股份持有人須確保在不遲於2026年5月29日下午四時三十分將所有過戶文件連同有關股票送達本公司的香港股份過戶登記處卓佳證券登記有限公司（地址為香港夏愨道16號遠東金融中心17樓）辦理過戶登記手續。

Management Discussion and Analysis (Continued) 管理層討論與分析 (續)

For determining the entitlement to the Proposed Final Dividend (subject to approval by the Shareholders at the AGM), the register of members of the Company will be closed from 15 June 2026 to 18 June 2026, both days inclusive, during which period no transfer of shares will be registered. In order to qualify for the Proposed Final Dividend, unregistered holders of shares of the Company shall ensure that all transfer documents accompanied by the relevant share certificates must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong for registration not later than 4:30 p.m. on 12 June 2026.

THE MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code as its code for dealing in securities of the Company by the Directors and the Company's senior management who, because of his/her office or employment, is likely to possess inside information in relation to the Company's securities. The Directors have confirmed compliance with the required standard set out in the Model Code during the Reporting Period.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's shares during the year ended 31 December 2025.

為釐定建議末期股息的權利 (須經股東於股東週年大會上批准)，本公司將於2026年6月15日至2026年6月18日 (包括首尾兩日) 暫停辦理股份過戶登記手續，期間將不會辦理任何股份過戶登記。為符合資格獲得建議末期股息，本公司的未登記股份持有人須確保在不遲於2026年6月12日下午四時三十分將所有過戶文件連同有關股票送達本公司的香港股份過戶登記分處卓佳證券登記有限公司 (地址為香港夏慤道16號遠東金融中心17樓) 辦理過戶登記手續。

董事進行證券交易的標準守則

本公司已採納《標準守則》作為董事及本公司高級管理層 (因其職位或僱傭關係，有可能持有有關本公司證券的內幕消息) 買賣本公司證券的守則。董事確認，彼等於報告期間一直遵守標準守則所載規定準則。

購買、出售或贖回上市證券

截至2025年12月31日止年度，本公司及其任何附屬公司概無購買、出售或贖回任何本公司股份。

Corporate Governance Report

企業管治報告

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

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. The Company has adopted the CG Code as set out in Appendix C1 to the Listing Rules as its own code of corporate governance. During the year ended 31 December 2025, the Company has complied with all applicable code provisions under the CG Code. The Company will continue to review and monitor its corporate governance practices to ensure compliance with the CG Code.

THE BOARD

Responsibilities

The Board is responsible for the overall leadership of the Group, oversees the Group's strategic decisions and monitors its business and performance. The Board has delegated the authority and responsibility for the 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 three Board Committees including the Audit Committee, the Remuneration Committee and the Nomination Committee. The Board has delegated to the Board Committees responsibilities as set out in their respective terms of reference.

All Directors carry out their duties in good faith and in compliance with the applicable laws and regulations and act in the interests of the Company and the Shareholders as a whole at all times.

The Company has arranged appropriate liability insurance in respect of legal actions against the Directors. The insurance coverage will be reviewed on an annual basis.

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。

企業管治常規

本集團致力維持高水準的企業管治，以保障股東權益並提升企業價值及問責性。本公司已採納上市規則附錄C1所載之企業管治守則作為其本身之企業管治守則。於截至2025年12月31日止年度內，本公司一直遵守企業管治守則項下之所有適用守則條文。本公司將繼續檢討並監察其企業管治常規，以確保遵守企業管治守則。

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其業務及表現。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，董事會已成立三個董事會委員會，包括審核委員會、薪酬委員會及提名委員會。董事會已向該等董事會委員會授予其職權範圍所載的責任。

全體董事本著真誠，並遵守適用法律及法規，無論何時均以符合本公司及股東整體利益的方式履行職責。

本公司已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。

Corporate Governance Report (Continued)

企業管治報告(續)

Board Composition

As at the date of this annual report, the Board comprises four executive Directors, one non-executive Director and three independent non-executive Directors as follows:

Executive Directors

Mr. Shi Zhongan (*Chairman*)
Ms. Ding Shuchun (*Chief Executive Officer*)
(*appointed with effect on 18 January 2025*)
Mr. Sun Zihua (*Vice Chairman, Co-chief Executive Officer*)
Mr. Yang Guang (*resigned with effect on 18 January 2025*)
Mr. Ding Lei
Ms. Xu Jianying (*resigned with effect on 17 June 2025*)

Non-executive Director

Mr. Wu Zihua (*appointed with effect on 17 June 2025*)

Independent Non-executive Directors

Mr. Liang Xinjun
Mr. Chung Chong Sun
Mr. Chiu Ngam

Ms. Ding Shuchun, who has been appointed as an executive Director with effect on 18 January 2025, has obtained the legal advice referred to in Rule 3.09D of the Listing Rules on 17 January 2025. Ms. Ding Shuchun has confirmed she understood her obligations as a director of a listed issuer.

Mr. Wu Zihua, who has been appointed as a non-executive Director with effect on 17 June 2025, has obtained the legal advice referred to in Rule 3.09D of the Listing Rules on 11 June 2025. Mr. Wu Zihua has confirmed he understood his obligations as a director of a listed issuer.

The biographies of the Directors are set out under the section headed "Biographical Details of Directors and Senior Management" of this annual report.

During the year ended 31 December 2025, the Board has, at all times, met the requirements under 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 independent non-executive Director possessing appropriate professional qualifications or accounting or related financial management expertise.

The Company has also complied with Rule 3.10A of the Listing Rules relating to appointing independent non-executive Directors representing at least one-third of the Board.

董事會組成

於本年報日期，董事會由四名執行董事、一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

施中安先生 (主席)
丁曙春女士 (行政總裁)
(於2025年1月18日獲委任)
孫志華先生 (副主席、聯席行政總裁)
楊光先生 (於2025年1月18日辭任)
丁磊先生
徐建穎女士 (於2025年6月17日辭任)

非執行董事

吳志華先生 (於2025年6月17日獲委任)

獨立非執行董事

梁信軍先生
鍾創新先生
趙岩先生

丁曙春女士已自2025年1月18日起獲委任為執行董事，並已於2025年1月17日取得上市規則第3.09D條所述的法律意見。丁曙春女士已確認彼明白其作為上市發行人董事的責任。

吳志華先生已自2025年6月17日起獲委任為非執行董事，並已於2025年6月11日取得上市規則第3.09D條所述的法律意見。吳志華先生已確認彼明白其作為上市發行人董事的責任。

董事履歷載於本年報之「董事及高級管理層履歷」一節。

於截至2025年12月31日止年度，董事會已一直遵守上市規則第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至少三分之一的獨立非執行董事的規定。

Corporate Governance Report (Continued) 企業管治報告(續)

The Company believes that the diversity of the Board members will be immensely beneficial for the enhancement of the Company's performance. Therefore, the Company has adopted a Board diversity policy to ensure that the Company will, when determining the composition of the Board, consider Board diversity in terms of, amongst other things, age, cultural and educational background, professional experience, skills and knowledge. All Board appointments will be based on merits and candidates will be considered against objective criteria, having due regard to the benefits of the diversity of the Board.

The Nomination Committee is responsible for reviewing the structure, size and composition of the Board at least annually, taking into account the benefits of all relevant diversity aspects and making recommendations on any proposed changes to the Board to complement the Company's corporate strategy.

For the purpose of implementation of the board diversity policy, the Company targets to appoint a minimum of one Director of a different gender. Up to the date of this Annual Report, the Board had one female Director. The Board targets to maintain the current level of female representation, with the minimum of one female member. The Company has implemented comprehensive programmes aimed at identifying and training female employees who display leadership and potential, with the goal of promoting them to the senior management of the Group and developing a pipeline of potential successors to the Board. As of 31 December 2025, 53.9% and 46.1% of the Group's employees (including senior management) were male and female, respectively.

As each of the independent non-executive Directors has confirmed his independence pursuant to Rule 3.13 of the Listing Rules, the Company considers all of them to be independent parties.

Save as disclosed in the Directors' biographies set out in the section headed "Biographical Details of Directors and Senior Management" in this annual report, none of the Directors have any personal relationship (including financial, business, family or other material or relevant relationships) with any other Director and chief executive of the Company.

As regards code provision C.1.4 of the CG Code, which requires each director to disclose the number and nature of offices held in public companies or organizations and other significant commitments, the identity of the public companies or organizations and an indication of the time involved to the issuer, the Directors have agreed to disclose their commitments and any subsequent changes to the Company in a timely manner.

本公司相信董事會成員多元化將對提升本公司的表現益處良多。因此，本公司已採納董事會成員多元化政策，以確保本公司在設定董事會成員組合時會從多個方面考慮董事會成員多元化，包括但不限於年齡、文化及教育背景、專業經驗、技能及知識。董事會所有委任均以用人唯才為原則，並在考慮人選時以客觀條件顧及董事會成員多元化的益處。

提名委員會負責最少每年一次檢討董事會的架構、規模及組合，同時考慮所有相關多元化方面的益處，並就董事會的任何擬議變動提出推薦建議，以配合本公司企業戰略。

為實施董事會成員多元化政策，本公司計劃委任最少一名其他性別董事。截至本年度報告日期，董事會共有一名女性董事。董事會的目標為保持目前的女性代表比例，至少有一名女性成員。本公司已實施全面的計劃，旨在識別及培訓展現領導才能及潛力的女性員工，目標為使彼等晉升至本集團高級管理層，並為董事會培養潛在繼任人。截至2025年12月31日，本集團男女員工（包括高級管理層）比例分別為53.9%及46.1%。

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「董事及高級管理層履歷」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及本公司的最高行政人員有任何個人關係（包括財務、業務、家族或其他重大或相關關係）。

鑑於企業管治守則之守則條文第C.1.4條要求各董事向發行人披露其於公眾公司或組織所擔任職務的數量及性質及其他重大承擔、所涉及的公眾公司或組織的名稱及顯示其擔任有關職務所涉及的時間，故董事已同意適時向本公司披露彼等的承擔及任何後續變動。

Corporate Governance Report (Continued)

企業管治報告 (續)

Directors' Continuous Professional Development

Directors keep abreast of the responsibilities as a Director of the Company and of the conduct, business activities and development of the Company.

Every newly appointed Director will receive formal, comprehensive and tailored induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company and full awareness of Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements.

In accordance with the applicable requirements of the Listing Rules, all Directors participate in continuous professional development to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant. All Directors are encouraged to attend relevant training courses at the Company's expenses.

A summary of the trainings received by the Directors during the year ended 31 December 2025 is set out below:

董事持續專業發展

董事須時刻了解其作為本公司董事的職責以及本公司的經營、業務活動及發展。

每名新委任的董事均會於其獲委任之初接受正式、全面及專門的入職培訓，以確保彼等適當了解本公司業務及營運以及充份認識到上市規則及相關法定規定下董事的職責及責任。

根據上市規則的適用規定，全體董事均參與持續專業發展以提高及更新其知識及技能，確保繼續在具備全面資訊及切合所需的情況下向董事會作出貢獻。本公司鼓勵所有董事參與相關培訓課程，費用由本公司承擔。

截至2025年12月31日止年度，董事接受之培訓概述如下：

| Directors | 董事 | Types of Trainings (See Remarks) 培訓類別 (見註解) |
|--|-------------------------|---|
| Executive Directors | 執行董事 | |
| Mr. Shi Zhongan | 施中安先生 | A, B |
| Ms. Ding Shuchun (<i>appointed with effect on 18 January 2025</i>) | 丁曙春女士 (於2025年1月18日獲委任) | A, B |
| Mr. Sun Zhihua | 孫志華先生 | A, B |
| Mr. Yang Guang (<i>resigned with effect on 18 January 2025</i>) | 楊光先生 (於2025年1月18日辭任) | A, B |
| Mr. Ding Lei | 丁磊先生 | A, B |
| Ms. Xu Jianying (<i>resigned with effect on 17 June 2025</i>) | 徐建穎女士 (於2025年6月17日辭任) | A, B |
| Non-executive Director | 非執行董事 | |
| Mr. Wu Zhihua (<i>appointed with effect on 17 June 2025</i>) | 吳志華先生 (於2025年6月17日獲委任) | A, B |
| Independent Non-executive Directors | 獨立非執行董事 | |
| Mr. Liang Xinjun | 梁信軍先生 | A, B |
| Mr. Chung Chong Sun | 鍾創新先生 | A, B |
| Mr. Chiu Ngam | 趙岩先生 | A, B |

Remarks:

- A: attending seminars, conferences and/or forums
B: reading journals, updates, articles and/or materials etc.

註解：

- A: 出席研討會、會議及／或論壇
B: 研讀期刊、更新、文章及／或材料等

Corporate Governance Report (Continued) 企業管治報告(續)

Chairman and Chief Executive Officers

The roles of the chairman and the chief executive officer of the Company have been separated as required by Code Provision C.2.1 of the CG Code. For the year ended 31 December 2025, Mr. Shi Zhongan served as the Chairman of the Company and Mr. Yang Guang (until his resignation on 18 January 2025) and Ms. Ding Shuchun (from her appointment on 25 February 2025) served as the Chief Executive Officer of the Company and Mr. Sun Zhihua (from his appointment on 25 February 2025) served as the Co-chief Executive Officer of the Company.

Mr. Yang Guang had resigned as the Chief Executive Officer of the Company with effect from 18 January 2025 in order to devote more time on his personal commitments. Following the resignation of Mr. Yang, Ms. Ding Shuchun has been appointed as the Chief Executive Officer and Mr. Sun Zhihua has been appointed as the Co-chief Executive Officer with effect from 25 February 2025.

Board meetings

Code Provision C.5.1 of the CG Code prescribes that at least four regular Board meetings should be held in each year at approximately quarterly intervals with active participation of majority of directors, either in person or through electronic means of communication.

The Company has adopted the practice of holding Board meetings regularly. Notice of not less than 14 days is given of all regular Board meetings to allow all Directors to attend and include matters in the agenda. For other committee meetings, 7 days' notice is given. The agenda and accompanying board papers are despatched to the Directors or committee members at least three days before meetings to ensure they have sufficient time to review these documents and be adequately prepared. When the Directors or committee members are unable to attend a meeting, they are advised of the matters to be discussed and given an opportunity to make their views known to the chairman before the meeting.

Apart from regular Board meetings, the Chairman of the Board also held meetings with the independent non-executive Directors without the presence of other Directors during the Reporting Period in compliance with code provision C.2.7 of the CG Code.

Minutes of the Board meetings and committee meetings are recorded in detail and include the matters considered by the Board and the committees and the decisions reached, including any concerns raised by the Directors. Draft minutes of each Board meeting and committee meeting are sent to the Directors within a reasonable time after the date on which the meeting is held so that they have an opportunity to request amendments.

主席與行政總裁

本公司主席與行政總裁的角色已根據企業管治守則的守則條文第C.2.1條規定予以區分。截至2025年12月31日止年度，施中安先生為本公司的主席，而楊光先生（直至其於2025年1月18日辭任止）及丁曙春女士（自其於2025年2月25日獲委任起）為本公司的行政總裁及孫志華先生（自其於2025年2月25日獲委任起）為本公司聯席行政總裁。

楊光先生已辭任本公司行政總裁，自2025年1月18日起生效，以將更多時間投放於其個人事務上。繼楊先生辭任後，丁曙春女士已獲委任為行政總裁，而孫志華先生已獲委任為聯席行政總裁，自2025年2月25日起生效。

董事會會議

企業管治守則的守則條文第C.5.1條規定，每年至少召開四次定期董事會會議，大約每季一次，且大多數董事須積極參與會議（無論親身或通過電子通訊方式）。

本公司已採納定期召開董事會會議的慣例。本公司就所有定期舉行的董事會會議發出不少於14天的通知，以給予全體董事出席定期會議及將相關事項納入議程的機會。就其他委員會會議而言，將會發出7天通知。議程及隨附的董事會文件會於舉行會議前最少3天寄發予董事或委員會成員，以確保彼等有充足時間審閱該等文件並作充分準備。當董事或委員會成員未能出席會議，彼等將獲知會有關將予討論的事宜，並有機會在舉行會議前向主席發表意見。

於報告期內，除定期董事會會議外，董事會主席亦在並無其他董事出席的情況下與獨立非執行董事舉行會議，以遵守企業管治守則之守則條文第C.2.7條的規定。

董事會會議及委員會會議的會議記錄會詳盡記錄及包括董事會及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。各董事會會議及委員會會議的會議記錄草擬本會於會議舉行日期後的合理時間內發送至董事，使彼等有機會要求作出修訂。

Corporate Governance Report (Continued) 企業管治報告(續)

The Company convened an annual general meeting on 5 June 2025, and the Board convened four Board meetings during the year ended 31 December 2025 and up to the date of this annual report. The table below sets forth the details of the attendance at these Board meetings:

於截至2025年12月31日止年度及直至本年報日期止，本公司曾於2025年6月5日召開股東週年大會，而董事會已舉行四次董事會會議。下表載列該等董事會會議的出席詳情：

| Name of Director 董事姓名 | Number of meetings attended/ held during the Director's term of office 董事於任期內出席／舉行會議次數 | Annual general meeting or extraordinary general meeting 股東週年大會或股東特別大會 | |
|--|--|--|--|
| | | Board meetings 董事會會議 | |
| Executive Directors 執行董事 | | | |
| Mr. Shi Zhongan (Chairman) 施中安先生 (主席) | 4/4 | 1/2 | |
| Ms. Ding Shuchun (appointed with effect on 18 January 2025) 丁曙春女士 (於2025年1月18日獲委任) | 4/4 | 1/2 | |
| Mr. Sun Zhihua 孫志華先生 | 4/4 | 2/2 | |
| Mr. Yang Guang 楊光先生 (resigned with effect on 18 January 2025) (於2025年1月18日辭任) | 0/4 | 1/2 | |
| Ms. Xu Jianying (resigned with effect on 17 June 2025) 徐建穎女士 (於2025年6月17日辭任) | 2/4 | 1/2 | |
| Mr. Ding Lei 丁磊先生 | 4/4 | 2/2 | |
| Non-executive Director 非執行董事 | | | |
| Mr. Wu Zhihua (appointed with effect on 17 June 2025) 吳志華先生 (於2025年6月17日獲委任) | 2/4 | 0/2 | |
| Independent Non-executive Directors 獨立非執行董事 | | | |
| Mr. Liang Xinjun 梁信軍先生 | 4/4 | 2/2 | |
| Mr. Chung Chong Sun 鍾創新先生 | 4/4 | 2/2 | |
| Mr. Chiu Ngam 趙岩先生 | 4/4 | 2/2 | |

BOARD COMMITTEES

The Company has established an Audit Committee, a Remuneration Committee and a Nomination Committee. Each of these committees has specific written terms of reference which deal clearly with their authority and duties. The chairmen of these committees will report their findings and recommendations to the Board after each meeting.

Audit Committee

Our Board has established an audit committee in compliance with Rule 3.21 of the Listing Rules and Code D.3 of the CG Code, and has adopted written terms of reference. The primary duties of our Audit Committee are to review and monitor the Group's financial reporting process, risk management and internal control system, to oversee the audit process, to provide advice and comments to our Board, and to perform other duties and responsibilities as may be assigned by the Board.

董事會委員會

本公司已成立審核委員會、薪酬委員會及提名委員會。各委員會設有特定書面職權範圍，清晰列明其職權及職責。該等委員會的主席於會議後將向董事會報告其發現及推薦建議。

審核委員會

董事會已根據上市規則第3.21條及企業管治守則守則第D.3條設立審核委員會，並已採納書面職權範圍。審核委員會的主要職責為檢討及監察本集團的財務匯報程序、風險管理及內部監控系統、監督審核過程、向董事會提供建議及意見，並履行董事會可能委派的其他職責及責任。

Corporate Governance Report (Continued) 企業管治報告(續)

The chairperson of the Audit Committee is Mr. Chung Chong Sun. The other members are Mr. Liang Xinjun and Mr. Chiu Ngam. The Audit Committee comprised all of the three independent non-executive Directors.

The principal duties of the Audit Committee include the following:

1. to review the relationship with the Auditor by reference to the work performed by the Auditor, their fees, and terms of engagement and make recommendations to the Board on the appointment, re-appointment and removal of the Auditor;
2. to review the financial statements and reports and consider any significant or unusual items raised by the Company's staff responsible for the accounting and financial reporting function, compliance officer of the Company or the Auditor before submission to the Board; and
3. to review the adequacy and effectiveness of the Company's financial reporting system, internal control system, and risk management system, and the associated procedures, including the adequacy of the resources, staff qualifications and experience, training programs, and budget of the Company's accounting and financial reporting function.

The written terms of reference of the Audit Committee are available on the Stock Exchange and Company websites.

Our Audit Committee has reviewed the Company's audited consolidated financial statements for the year ended 31 December 2025 and confirmed that it has complied all applicable accounting principles, standards and requirements, and made sufficient disclosures. The Audit Committee has also discussed the matters of audit and financial reporting. Our Audit Committee has also reviewed the significant issues on the financial reporting and compliance procedures, internal control and risk management systems and connected transactions, and have discussed with the Auditor about the tasks they performed.

Our Audit Committee has reviewed the Auditor's remuneration for the year ended 31 December 2025 and recommended that the Board re-appointing Ernst & Young as the company's auditor for the year ending 31 December 2026, subject to approval by the Shareholders at the Annual General Meeting. The Board did not deviate from the recommendations of the Audit Committee on the selection, appointment, resignation or dismissal of an external auditor.

審核委員會主席為鍾創新先生，其他成員為梁信軍先生及趙岩先生。審核委員會由所有三名獨立非執行董事組成。

審核委員會的主要職責如下：

1. 參考核數師所進行工作、彼等之薪酬及聘用條款，以審視與核數師之關係，並就核數師委任、重新委任及罷免向董事會提供建議；
2. 審閱財務報表及報告，並於該等報表及報告呈交至董事會前考慮當中任何由本公司屬下會計及財務匯報職員、本公司監察主任或核數師提出任何重大或不尋常事項；及
3. 檢討本公司的財務申報制度、內部監控及風險管理制度，以及相關程序的充分性和有效性，包括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、培訓課程以及預算是否充分。

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。

審核委員會已審閱本公司截至2025年12月31日止年度的經審核合併財務報表，並確認其已遵守所有適用會計原則、準則及規定，並已作出充分披露。審核委員會亦已就審核及財務匯報事宜進行討論。審核委員會亦已審閱有關財務匯報、合規程序、內部監控、風險管理系統及關連交易的重大議題，並與核數師討論其進行的工作。

審核委員會已審閱截至2025年12月31日止年度核數師的薪酬，並建議董事會重新委任安永會計師事務所為本公司截至2026年12月31日止年度的核數師，惟須待股東於股東週年大會上批准後，方可作實。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。

Corporate Governance Report (Continued) 企業管治報告(續)

During the year ended 31 December 2025, three meetings of the Audit Committee were held to discuss and consider the following matters:

- reviewed the audited consolidated financial statements of the Company for the financial year ended 31 December 2024;
- reviewed the interim results of the Company and its subsidiaries for the six months ended 30 June 2025;
- reviewed the Auditor's report in relation to the audit plan and strategy of the Group;
- reviewed the appropriateness and effectiveness of the risk management and internal control systems of the Company and made recommendations to the Board on the improvement of the risk management and internal control systems of the Company; and
- reviewed the appropriateness and effectiveness of the internal audit function of the Company and made recommendations to the Board on the improvement of the internal audit function of the Company.

The attendance of each Audit Committee member is set out in the table below:

截至2025年12月31日止年度內，審核委員會曾舉行三次會議，以討論及考慮以下內容：

- 審閱本公司截至2024年12月31日止財政年度的經審核合併財務報表；
- 審閱本公司及其附屬公司截至2025年6月30日止六個月之中期業績；
- 審閱核數師有關本集團審計計劃及策略的報告；
- 審閱本公司風險管理及內部監控系統的適當性及有效性，並就改進本公司風險管理及內部監控系統向董事會提供推薦建議；及
- 審閱本公司內部審核職能的適當性及有效性，並就改善本公司的內部審核職能向董事會提供推薦建議。

審核委員會各成員出席該等會議的情況載於下表：

| Name of committee member | 委員會成員姓名 | Number of meetings attended/ held during the Director's term of office 於董事任期內出席 ／舉行會議次數 |
|---|------------|--|
| Mr. Chung Chong Sun (<i>Chairman</i>) | 鍾創新先生 (主席) | 3/3 |
| Mr. Liang Xinjun | 梁信軍先生 | 3/3 |
| Mr. Chiu Ngam | 趙岩先生 | 3/3 |

Corporate Governance Report (Continued) 企業管治報告(續)

Remuneration Committee

Our Board has established a Remuneration Committee in compliance with Rules 3.25 and 3.26 of the Listing Rules and Code E.1 of the CG Code and has adopted written terms of reference. The primary duties of our Remuneration Committee are to establish, review and make recommendations to the Directors on our policy and structure concerning remuneration of the Directors and senior management and on the establishment of a formal and transparent procedure for developing policies concerning such remuneration, determine the terms of the specific remuneration package of each executive Director and senior management and review and approve performance-based remuneration by reference to corporate goals and objectives. Our Remuneration Committee currently consists of two executive Directors, Mr. Sun Zhihua and Ms. Ding Shuchun (appointed with effect on 17 June 2025), and three independent non-executive Directors, Mr. Chung Chong Sun, Mr. Liang Xinjun, and Mr. Chiu Ngam. Our Remuneration Committee is currently chaired by Mr. Liang Xinjun.

The Remuneration Committee has adopted the recommendation model described in E.1.2(c)(ii) of the CG Code.

Remuneration of Senior Management

Details of the remuneration by band of the members of the senior management of the Company, whose biographies are set out on pages 49 to 59 of this annual report, for the Reporting Period, are set out below:

| Remuneration band (RMB) | 薪酬範圍 (人民幣) | Number of Senior Management 高級管理層人數 |
|-------------------------|-------------|--|
| 0 to 1,000,000 | 0至1,000,000 | 3 |

No emoluments were paid by the Group to the directors or past directors of the Company and the senior management (including five highest paid individuals) as an inducement to join or upon joining the Group or as compensation for loss of office during the Reporting Period.

薪酬委員會

董事會已根據上市規則第3.25條及第3.26條以及企業管治守則守則第E.1條設立薪酬委員會，並已採納書面職權範圍。薪酬委員會的主要職責為訂立、審閱有關董事及高級管理層的薪酬政策及架構以及就設立有關制定薪酬政策的正式及透明程序，並就此向董事會提供推薦建議、釐定各執行董事及高級管理層具體薪酬待遇的條款，以及在參照公司目標及宗旨後審閱及批准與表現掛鈎的薪酬。薪酬委員會現時由兩名執行董事（即孫志華先生和丁曙春女士（於2025年6月17日獲委任））及三名獨立非執行董事（即鍾創新先生、梁信軍先生及趙岩先生）組成。薪酬委員會現時由梁信軍先生出任主席。

薪酬委員會已採納企業管治守則第E.1.2(c)(ii)條所描述建議模式。

高級管理層之薪酬

報告期間，本公司高級管理層成員（其履歷載於本年報第49至59頁）按範圍劃分的薪酬詳情載列如下：

於報告期間，本集團並無向本公司董事或前任董事及高級管理層（當中包括五名最高薪酬人士）支付酬金，作為加入本集團或加入本集團時的獎金或作為離職補償。

Corporate Governance Report (Continued) 企業管治報告 (續)

Our Remuneration Committee convened 1 meeting during the Reporting Period. The table below sets forth the details of the attendance at the meeting:

於報告期間，薪酬委員會召開1次會議。下表載列該等會議的出席詳情：

| Name of committee member | 委員會成員姓名 | Number of meetings attended/held during the Director's term of office 於董事任期內出席／舉行會議次數 |
|---|---------------------------|--|
| Mr. Liang Xinjun (<i>Chairman</i>) | 梁信軍先生 (主席) | 1/1 |
| Mr. Sun Zhihua | 孫志華先生 | 1/1 |
| Ms. Xu Jianying (<i>resigned with effect on 17 June 2025</i>) | 徐建穎女士 (於2025年6月17日辭任) | 1/1 |
| Ms. Ding Shuchun (<i>appointed with effect on 17 June 2025</i>) | 丁曙春女士 (於2025年6月17日獲委任) | 0/1 |
| Mr. Chung Chong Sun | 鍾創新先生 | 1/1 |
| Mr. Chiu Ngam | 趙岩先生 | 1/1 |

The major work performed by our remuneration committee during the Reporting Period included, among others, the following:

薪酬委員會於報告期間進行的主要工作包括(其中包括)以下各項：

- reviewed and made recommendations to the Board of the remuneration packages and overall benefits for the Directors and the senior management of the Company;
 - made recommendations to the Board in relation to all consultancy agreements and service contracts or any variations, renewals or modifications thereof, entered into between the Company and the Directors and senior management of the Company or any associate company of any of them;
 - considered what details of the remuneration/benefits of the Directors should be reported in the Company's corporate governance report in the annual report and how those details should be presented, including determining the policy for the remuneration of Directors, assessing the performance of executive Directors and approving the terms of executive Directors' service contracts; and
 - made recommendations to the Board on the Company's policy and structure for all Directors and senior management remuneration and on the establishment of a formal and transparent procedure for formulating remuneration policy.
- 檢討董事及本公司高級管理層的薪酬待遇及整體福利並就此向董事會提供推薦建議；
 - 就本公司與董事及本公司高級管理層或其任何聯屬公司訂立的所有顧問協議及服務合約或其任何更改、重續或修訂向董事會提供推薦建議；
 - 考慮需於本公司年報的企業管治報告中呈報的薪酬／待遇詳情，及該等詳情的呈報方式，包括釐定董事薪酬的政策、評估執行董事的表現及批准執行董事服務合約的條款；及
 - 就有關本公司對全體董事及高級管理層實行的薪酬政策及架構及有關設立用以制定薪酬政策的正式及透明程序向董事會提供推薦建議。

Corporate Governance Report (Continued) 企業管治報告(續)

Nomination Committee

Our Board has established a nomination committee in compliance with Code B.3 of the CG Code, and has adopted written terms of reference. The primary duties of our Nomination Committee are to review the structure, size and composition of our Board on a regular basis and make recommendations to the Board regarding any proposed changes to the composition of our Board, identify, select or make recommendations to our Board on the selection of individuals nominated for directorship, and ensure the diversity of our Board members, assess the independence of our independent non-executive Directors and make recommendations to our Board on relevant matters relating to the appointment, re-appointment and removal of the Directors and succession planning for the Directors, and support the Company's regular evaluation of the Board's performance. Our Nomination Committee currently consists of two executive Directors, Mr. Shi Zhongan and Ms. Ding Shuchun (appointed with effect on 30 December 2025), and three independent non-executive Directors, Mr. Chung Chong Sun, Mr. Liang Xinjun and Mr. Chiu Ngam (appointed with effect on 30 December 2025) and includes at least one Director of a different gender. Our Nomination Committee is currently chaired by Mr. Shi Zhongan.

Our nomination committee convened 1 meeting during the Reporting Period. The table below sets forth the details of the attendance at the meeting:

提名委員會

董事會已根據企業管治守則守則第B.3條成立提名委員會，並採納書面職權範圍。提名委員會的主要職責為定期檢討董事會的架構、規模及組成，並就董事會組成的任何建議變動向董事會提供推薦建議，物色、挑選或就提名董事人選向董事會提供推薦建議，確保董事會成員的多元性、評估獨立非執行董事的獨立性並就有關委任、重新委任或辭任董事及董事繼任計劃的相關事宜向董事會提供推薦建議，並支持本公司定期評估董事會表現。提名委員會目前由兩名執行董事（即施中安先生及丁曙春女士（自2025年12月30日起獲委任））及三名獨立非執行董事（即鍾創新先生、梁信軍先生及趙岩先生（自2025年12月30日起獲委任））組成，至少包括一名不同性別的董事。提名委員會目前由施中安先生出任主席。

於報告期間，提名委員會召開1次會議。下表載列該會議的出席詳情：

| Name of committee member | 委員會成員姓名 | Number of meetings attended/ held during the Director's term of office 於董事任期內出席／舉行會議次數 |
|---|----------------------------|---|
| Mr. Shi Zhongan (<i>Chairman</i>) | 施中安先生 (主席) | 1/1 |
| Ms. Ding Shuchun (<i>appointed with effect on 30 December 2025</i>) | 丁曙春女士 (於2025年12月30日獲委任) | 0/1 |
| Mr. Chung Chong Sun | 鍾創新先生 | 1/1 |
| Mr. Liang Xinjun | 梁信軍先生 | 1/1 |
| Mr. Chiu Ngam (<i>appointed with effect on 30 December 2025</i>) | 趙岩先生 (於2025年12月30日獲委任) | 0/1 |

The work performed by our nomination committee included, among others, the following:

- reviewed the structure, size, composition and diversity of the Board;
- assessed the independence of the independent non-executive Directors;
- made recommendations to the Board on the appointment and re-appointment of Directors; and
- reviewed and made recommendations to the Board on the nomination policy.

提名委員會進行的工作包括（其中包括）以下各項：

- 審閱董事會的架構、規模、組成及多元性；
- 評估獨立非執行董事的獨立性；
- 就委任及重新委任董事向董事會提供推薦建議；及
- 檢討提名政策並就此向董事會提供推薦建議。

Corporate Governance Report (Continued)

企業管治報告(續)

Nomination Policy

(i) Objective

The Nomination Committee shall nominate suitable candidates and make recommendations to the Shareholders for election as the Directors at general meetings or appoint as Directors to fill casual vacancies.

The Nomination Committee may, as it considers appropriate, nominate a number of candidates more than the number of Directors to be appointed or re-appointed at a general meeting, or the number of casual vacancies to be filled.

(ii) Selection Criteria

In assessing a proposed candidate for the recommendation of appointment or re-appointment of the members of the Board, the factors would be used as reference by the nomination committee include but not limited to the following:

- (a) integrity;
- (b) accomplishment and experience in the industry of which the Company is a part;
- (c) commitment in respect of available time and relevant interest;
- (d) diversity in all its aspects, including but not limited to gender, age (18 years or above), cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service;
- (e) fulfillment of independence guidelines for the appointment of independent non-executive Directors as set out in Rule 3.13 of the Listing Rules; and
- (f) any factors as the nomination committee or the Board may, from time to time, consider appropriate.

The Nomination Committee will ask the proposed candidates to submit the necessary personal information in a prescribed form.

The Nomination Committee may request candidates to provide additional information and documents, if considered necessary.

The appointment of any proposed candidate to the Board or re-appointment of any existing members of the Board shall be made in accordance with the Articles of Association and other applicable rules and regulations.

提名政策

(i) 目的

提名委員會須提名合適人選，於股東大會上向股東推薦選舉為董事或委任為董事以填補臨時空缺。

提名委員會可酌情提名多名候選人，可多於將於股東大會上獲委任或重新委任的董事人數或待填補的臨時空缺董事人數。

(ii) 甄選標準

提名委員會在評估候選人時考慮的因素包括(但不限於)以下各項，並就委任董事會候選人或重新委任董事會現有成員作出推薦建議：

- (a) 誠信；
- (b) 在本公司業務行業的成就及經驗；
- (c) 將投入的時間及相關利益承諾；
- (d) 在各方面的多元性，包括但不限於性別、年齡(18歲或以上)、文化及教育背景、種族、專業經驗、技能、知識及服務年限；
- (e) 符合載列於上市規則第3.13條對委任獨立非執行董事所規定的獨立性準則；及
- (f) 提名委員會或董事會不時認為合適的任何其他因素。

提名委員會將要求候選人按指定的形式提交必要的個人資料。

倘提名委員會認為屬必要，其可要求候選人提供補充資料及文件。

無論是委任任何董事會候選人或重新委任董事會任何現有成員，均須根據組織章程細則及其他適用規則和規例進行。

Corporate Governance Report (Continued) 企業管治報告(續)

(iii) Nomination Procedures

The secretary of the Nomination Committee shall call a meeting of the Nomination Committee, and invite nominations of candidates from the members of the Board, if any, for consideration by the Nomination Committee prior to its meeting. The Nomination Committee may also put forward candidates for consideration.

In the context of the appointment of any proposed candidate to the Board, the Nomination Committee shall undertake adequate due diligence in respect of such individual candidate and make recommendations for the Board's consideration and approval.

In the context of re-appointment of any existing members of the Board, the Nomination Committee shall make recommendations to the Board for its consideration and recommendation, for the proposed candidates to stand for re-election at a general meeting.

Please refer to the "Procedures for Shareholders to Propose a Person for selection as a Director", which is available on the Company's website, for procedures for Shareholders' nomination of any proposed candidate for election as a Director.

The Board shall have the final decision on all matters relating to its recommendation of candidates to stand for election at a general meeting.

(iii) 提名程序

提名委員會秘書應召集委員會會議，並邀請董事會成員於會議前提名候選人(如有)供提名委員會考慮。提名委員會亦可提名候選人供其考慮。

就委任任何董事會候選人而言，提名委員會須就個別候選人進行充分的盡職審查並提供推薦建議，以供董事會考慮及審批。

就重新委任董事會任何現有成員而言，提名委員會須提交建議供董事會考慮及作出推薦，讓候選人可於股東大會上膺選連任。

有關股東提名任何候選人參選董事的程序，請參閱登載於本公司網站的「股東提名董事人選的程序」。

對推薦候選人於股東大會上參選的所有事宜，董事會擁有最終決定權。

AUDITOR'S REMUNERATION

For the year ended 31 December 2025, the fee paid/payable to the external auditor of the Company in respect of audit services and non-audit services is set out as follows:

核數師酬金

截至2025年12月31日止年度，就審核服務及非審核服務向本公司外聘核數師支付／應付的費用載列如下：

| | | Year ended 31 December 2025 截至2025年 12月31日止年度 RMB million 人民幣百萬元 |
|---------------------------|---------|--|
| Audit and related service | 審核及相關服務 | 1.01 |
| Non-audit service | 非審核服務 | 0.42 |

Corporate Governance Report (Continued)

企業管治報告 (續)

DIRECTORS' RESPONSIBILITY FOR FINANCIAL REPORTING IN RESPECT OF FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements for the year ended 31 December 2025 which give a true and fair view of the affairs of the Company and the Group and of the Group's results and cash flows.

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 Company'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 that may cast significant doubt upon the Group's ability to continue as a going concern.

The statement by the Auditor regarding their reporting responsibilities on the consolidated financial statements of the Company is set out in the Independent Auditor's Report on pages 76 to 81 of this annual report.

RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management

The Board is responsible for the risk management and internal control systems of the Company and for reviewing their effectiveness.

The Company recognizes that risk management is critical to the success of any property management companies in the PRC. Key operational risks that the Company face include changes in general market conditions and the regulatory environment of the PRC property management market, local economic environment, expansion risks relating to entering into new cities or geographic regions, ability to timely complete our projects with sound quality, available financing to support our growth, competition from other property management companies and our ability to promote and serve the property owners in a timely fashion.

In order to meet these challenges, the Company have adopted, a series of internal control policies, procedures and plans that are designed to reasonably assure effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations.

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公司截至2025年12月31日止年度的財務報表的責任，以真實公平地反映本公司及本集團的狀況以及本集團的業績及現金流量。

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公司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。

核數師就其有關本公司合併財務報表的申報責任作出的聲明載於本年報第76頁至81頁的獨立核數師報告。

風險管理及內部監控

風險管理

董事會負責本公司的風險管理及內部監控系統，並檢討其有效性。

本公司深明風險管理對中國的任何物業管理公司的成功至關重要。本公司面臨的主要風險包括整體市場條件的變化、中國物業管理市場的監管環境變動、當地經濟環境、進入新城市或地區的擴張風險、及時優質完成我們項目的能力、支持我們發展的可用融資、來自其他物業管理公司的競爭，以及我們推廣和及時服務業主的能力。

為迎接這些挑戰，本公司已經採用一系列內部監控政策、程序及計劃，旨在合理保證有效和高效的經營、可靠的財務報告，並遵守適用的法律法規。

Corporate Governance Report (Continued) 企業管治報告(續)

In order to ensure the effective implementation of such internal control policies, the Company has adopted various on-going measures, including the following:

- The Board is responsible and has general powers over the management and conduct of the business of the Group. Any significant business decision involving material risks are reviewed, analyzed and approved at the Board level to ensure a thorough examination of the associated risks at our highest corporate governance body.
- The Chief Executive Officer is responsible for the Board regarding the effectiveness of comprehensive risk management, which in turn is accountable to the general meetings of the Company. The Chief Executive Officer is able to authorize relevant department leaders who take charge of the establishment and daily operation of the risk management systems.
- The risk management department of the Company is responsible for proposing risk management strategies, formulating rules and regulations on risk management, preparing annual risk management assessments and reports, guiding all departments and subsidiaries on relevant tasks, and conducting risk management trainings. It is also in charge of designing a comprehensive risk management evaluation system, and supervising the implementation of risk management measures.
- Each of functional departments and subsidiaries of the Company is in charge of the daily business operations and risk monitoring, and is responsible for the supervision of the respective fields of operations on a daily basis as well as the supervision and approval of any material business decisions of the city and project companies of the Group.

The Company has conducted annual review on the effectiveness and efficiency of the Company's risk management system for the year ended 31 December 2025 and the management confirmed that there is no significant deficiency and weakness on the risk management system which has been identified. During the Reporting Period, the Company satisfied and confirmed that the Company's risk management system was effective and adequate.

為確保有效落實該等內部監控政策，本公司已持續採納多項措施，其中包括下列各項：

- 董事會對本集團業務的管理和經營負責並擁有一般權力。任何涉及重大風險的重大業務決策，都會在董事會層面進行審議、分析及批准，以確保在最高治理機構對相關風險進行徹底審查。
- 行政總裁就全面風險管理的有效性對董事會負責，而董事會對本公司股東大會負責。行政總裁能夠授權相關部門領導負責風險管理系統的建立和日常運作。
- 本公司的風控部負責起草風險管理戰略，制定有關風險管理的規則和條例，編製年度風險管理評估和報告，指導各部門和附屬公司完成相關任務，並進行風險管理培訓。其亦負責設計全面的風險管理評估體系，監督風險管理措施的實施。
- 本公司各個職能部門和附屬公司負責日常業務操作和風險監控，並負責對各自業務領域的日常監督以及對本市和本集團項目公司的任何重大業務決策的監督和批准。

本公司已就截至2025年12月31日止年度的本公司風險管理系統有效性及效率進行年度審查，管理層確認風險管理系統方面並無發現重大缺陷及弱點。於報告期間，本公司信納並確認本公司風險管理系統為有效及充分。

Corporate Governance Report (Continued)

企業管治報告(續)

Internal Control

The internal control system of the Company is designed to provide reasonable and adequate assurance for effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations.

Our internal control system covers all major aspects of our operations. To effectively implement such processes, the Company has a set of comprehensive policies and guidelines that set out details regarding the internal control standards, segregation of responsibilities, approval procedures, and personnel accountability in each aspect. The Company also carries out regular internal assessments and training to ensure our employees are equipped with sufficient knowledge of such policies and guidelines.

The Company has conducted annual review on the effectiveness and efficiency of the Company's internal control system for the year ended 31 December 2025 and the management confirmed that there is no significant deficiency and weakness on the internal control system which has been identified. During the Reporting Period, the Company satisfied and confirmed that the Company's internal control system was effective and adequate.

Information Disclosure

The Company discloses information in compliance with the Listing Rules and other applicable laws and publishes periodic reports and announcements to the public in accordance with relevant laws and regulations. In particular, the Company has put in place a robust framework for the disclosure of inside information in compliance with the SFO. The framework sets out the procedures and internal controls for the handling and dissemination of inside information in a timely manner so as to allow all the stakeholders to apprehend the latest position of the Company. The framework and its effectiveness are subject to review by the Board on a regular basis.

Internal Audit

The Company has an internal audit function. The primary role of the internal audit function is to help the Board and the senior management of the Company to protect the assets, reputation and sustainability of the Company. The internal audit function provides independent and objective assurance as to whether the design and operational effectiveness of the Company's framework of risk management, control and governance processes, as designed and represented by the Company's management, is adequate. The internal audit function of the Company is independent of the risk management and internal control systems of the Company.

Results of audit work, together with an assessment of the overall risk management and control framework, are reported to the Audit Committee as appropriate. The internal audit function also reviews the action plans of the Company's management in relation to audit findings and verifies the adequacy and effectiveness of the mitigating controls before formally closing the issue.

內部監控

本公司的內部監控系統旨在於實現有效及高效經營、可靠財務匯報及遵守適用法律法規方面提供合理適當保證。

內部監控系統涵蓋經營的各個重大方面，為有效落實該等程序，本公司已建立一套全面政策及指引，其中載列有關內部監控準則、職責劃分、審批程序及人員問責的各方面詳情。本公司亦定期進行內部評估及提供培訓，確保僱員充分了解相關政策及指引。

本公司已就截至2025年12月31日止年度的本公司內部監控系統有效性及效率進行年度審查，管理層確認內部監控系統方面並無發現重大缺陷及弱點。於報告期間，本公司信納並確認本公司內部監控系統為有效及充分。

資料披露

本公司按照上市規則及其他適用法律向公眾披露資料及根據相關法律法規定期刊發報告及公告。尤其是，本公司已根據證券及期貨條例就披露內幕消息建立健全框架。該框架載列及時處理及發佈內幕消息的程序及內部監控，以使各持份者了解本公司的最新情況。董事會定期檢討該框架及其效用。

內部審核

本公司設有內部審核職能。內部審核職能的主要職責為協助董事會及本公司高級管理層保障本公司財產、聲譽及可持續發展。內部審核職能就本公司管理層所制訂及陳述的本公司風險管理、監控及管治程序框架的設計及運行成效是否足夠提供獨立客觀的核證。本公司的內部審核職能獨立於本公司的風險管理及內部監控制度。

審核工作結果及對整體風險管理及監控框架的評估結果在適當情況下向審核委員會呈報。在正式確認審核所發現問題整改完畢之前，內部審核職能亦負責檢討本公司管理層就審核所發現問題提出的整改計劃並核實緩減措施的充足性及有效性。

Corporate Governance Report (Continued) 企業管治報告(續)

Company Secretary

Mr. Lin Caihe (“**Mr. Lin**”) has been appointed as the company secretary of the Company with effect from 19 July 2024. Mr. Lin is a fellow of Hong Kong Institute of Certified Public Accountants. The Company Secretary is responsible for advising the Board through the chairperson and/or the chief executive officer on governance matters and assisting the Board in discharging its obligations to Shareholders pursuant to the Listing Rules. He is also responsible for ensuring that the activities of the Board conducted efficiently and effectively, and procedures and all applicable laws and regulations complied with, and facilitating induction and professional developments of the Directors. During the year ended 31 December 2025, Mr. Lin has taken not less than 15 hours of relevant professional training in accordance with Rule 3.29 of the Listing Rules.

Shareholders

Communication with Shareholders and Investors

The Company is committed to pursuing active dialogue with Shareholders as well as to provide timely disclosure of information concerning the Company’s material developments to its Shareholders, investors and other stakeholders.

Annual general meeting of the Company serves as an effective forum for communication between the Shareholders and the Board. Notice of annual general meeting together with the meeting materials will be despatched to all Shareholders not less than 21 clear days before the annual general meeting. As one of the measures to safeguard the Shareholders’ interests and rights, separate resolutions will be proposed at general meetings on each substantial issue, including the election of individual Directors, for Shareholders’ consideration and voting. In addition, the Company regards annual general meeting as an important event, and all Directors, the chairmen of all Board Committees, senior management and external auditor will attend the annual general meeting of the Company to address Shareholders’ inquiries. If the chairman of the Board or each Board Committee fail to attend the meeting, then other members of each Board Committee will be invited to attend the annual general meeting and answer Shareholders’ inquiries thereat. All resolutions proposed at general meetings will be voted by poll. The voting results will be posted on the websites of the Stock Exchange (www.hkexnews.hk) and the Company (www.zazhsh.com) on the same day of the relevant general meetings.

To promote effective communication, the Company maintains a website (www.zazhsh.com), where the latest information and updates on its business operation and development, corporate governance practice, contact information of investor relations and other information are published for the public’s access.

公司秘書

林才賀先生(「**林先生**」)已獲委任為本公司公司秘書，自2024年7月19日起生效。林先生為香港會計師公會資深會員。公司秘書負責透過主席及／或行政總裁，就管治事宜向董事會提供建議，並協助董事會根據上市規則履行其對股東的義務。彼亦負責確保董事會活動高效且有效地進行，並遵守各項程序及所有適用法律法規，以及促進董事的入職培訓及專業發展。截至2025年12月31日止年度，林先生已根據上市規則第3.29條接受不少於15小時的相關專業培訓。

股東

與股東及投資者的溝通

本公司致力與股東保持良好溝通，並及時向股東、投資者及其他持份者披露本公司的重大發展情況。

本公司的股東週年大會為股東與董事會的有效溝通平台。股東週年大會通告連同會議材料均於召開股東週年大會前不少於21個完整日前向全體股東寄發。作為保障股東利益及權利措施之一，本公司將於股東大會上就各重大事宜提呈決議案，包括選舉個別董事，以讓股東考慮及投票。此外，本公司認為股東週年大會為重大事件，故全體董事、所有董事會委員會主席、高級管理層及外聘核數師將出席本公司的股東週年大會，以解答股東的疑問。倘董事會主席或各董事會委員會主席無法出席會議，則各董事會委員會的其他成員將受邀參加股東週年大會，並解答股東的疑問。於股東大會提呈的所有決議案將以投票形式進行投票。投票結果將於相關股東大會當日刊登於聯交所網站(www.hkexnews.hk)及本公司網站(www.zazhsh.com)。

為促進有效溝通，本公司設有網站(www.zazhsh.com)，刊發有關業務營運及發展、企業管治常規的最新消息及更新情況、投資者關係聯絡資料及其他資料。

Corporate Governance Report (Continued)

企業管治報告 (續)

Procedures for Shareholders to Convene an Extraordinary General Meeting

In accordance with article 17 of the Articles of Association, any one or more Shareholders holding at the date of deposit of the requisition not less than one-tenth of the voting rights, on a one vote per share basis, of the issued Shares which as at that date carry the right to vote at general meetings of the Company. The Shareholders' requisition must state the objects and the resolutions to be added to the agenda of the meeting and must be signed by the requisitionists and deposited at the principal office of the Company in Hong Kong or, in the event the Company ceases to have such a principal office, the Registered Office, and may consist of several documents in like form each signed by one or more requisitionists. If there are no Directors as at the date of the deposit of the Shareholders' requisition or if the Directors do not within 21 days from the date of the deposit of the Members' requisition duly proceed to convene a general meeting to be held within a further 21 days, the requisitionists, or any of them representing more than one-half of the total voting rights of all of the requisitionists, may themselves convene a general meeting, but any meeting so convened shall be held no later than the day which falls three months after the expiration of the said 21 day period.

Procedures for Putting Forward Proposals at General Meetings

There are no provisions allowing Shareholders to propose new resolutions at the general meetings under the Articles of Association and the Cayman Islands Companies Law. However, Shareholders who wish to propose resolutions may follow article 17 of the Articles of Association for requisitioning an extraordinary general meeting and including a resolution at such meeting. The requirements and procedures of article 17 are set out above. Shareholders may at any time lodge the aforesaid requisition to the Board in writing at the Company's principal place of business in Room 4009, 40/F, China Resources Building, 26 Harbour Road Wanchai, Hong Kong.

Communication Policy

The Board is responsible for regularly reviewing the effectiveness of the shareholders' communication policy, and it was satisfied with the implementation and effectiveness of the shareholders' communication policy in the year ended 31 December 2025, as the policy has provided effective channels for Shareholders, potential investors and other stakeholders of the Group to communicate their views with the Company.

Procedures for Directing Shareholders' Enquiries to the Board

Shareholders may at any time send their inquiries and concerns to the Board in writing through investor relations whose contact details are as follows:

Address:
Room 4009, 40/F, China Resources Building, 26 Harbour Road Wanchai, Hong Kong.

Email: zazhsh@zazhsh.com

Amendment to the Memorandum and Articles of Associations

The Company's memorandum and articles of association did not change during the Reporting Period.

股東召開股東特別大會的程序

根據組織章程細則第17條，任何一名或多名於提請要求當日持有本公司股東大會上附帶投票權利的已發行股份不少於十分之一投票權（按每股一票基準）的股東可提請要求。股東請求須列明大會的目的及將加入議程的決議案，並須由提請人簽署並送呈本公司於香港的主要辦事處，或（如本公司不再擁有該主要辦事處，則為註冊辦事處），並可能由若干類似形式的文件組成，每份文件均由一名或多名提請人簽署。如倘於提交股東請求日期並無董事，或倘董事於提交股東請求日期起21天內並無正式召開股東大會，則提請人或代表所有提請人總投票權二分之一以上的任何提請人可自行召開股東大會，惟如此召開的任何大會不得遲於上述21天期限屆滿後三個月的當日召開。

於股東大會提呈決議案的程序

組織章程細則及開曼群島公司法並無條文批准股東於股東大會上提呈新決議案。然而，有意提呈決議案的股東可按組織章程細則第17條要求召開股東特別大會並於該會議上提呈決議案。細則第17條的要求及程序載於上文。股東可隨時以書面形式將上述要求發送至本公司主要營業地點（地址為香港灣仔港灣道26號華潤大廈40樓4009室），以提交董事會。

通訊政策

董事會負責定期審閱股東通訊政策之有效性，且由於該政策已提供有效渠道供股東、潛在投資者及本集團其他持份者向本公司表達意見，故董事會對截至2025年12月31日止年度股東通訊政策之實施情況及有效性感到滿意。

股東向董事會作出查詢的程序

股東可隨時透過投資者關係以書面形式向董事會寄發其查詢及關注事宜，其聯絡詳情載列如下：

地址：
香港灣仔港灣道26號華潤大廈40樓4009室

電子郵件：zazhsh@zazhsh.com

組織章程大綱及細則的修訂

於報告期間，本公司的組織章程大綱及細則概無任何變動。

Biographical Details of Directors and Senior Management 董事及高級管理人員履歷

EXECUTIVE DIRECTORS

Mr. Shi Zhongan (**“Mr. Shi”**), aged 63, was appointed as our Director on November 16, 2020 and re-designated as our executive Director and chairman of the Board on June 4, 2021. Mr. Shi is responsible for overseeing business development, formulation and implementation of business strategies of our Group. He is also the chairman of the nomination committee of our Board. He currently holds directorships in certain subsidiaries of the Remaining Group and our Group.

Mr. Shi has over 33 years’ experience in overall strategic planning and corporate operations, investment and financial decisions and financial management relating to property management and property development industry. Mr. Shi served as a tax officer in the finance and revenue bureau of Xiaoshan District of Hangzhou. Mr. Shi joined Zhong An Group since the establishment of the first member of the Zhong An Group, Zhejiang Zhong An, in December 1997. Since then, he has been overseeing business development, formulation and implementation of business strategies of both the property development of the Remaining Zhong An Group and property management of our Group since their commencement of business in 1997 and 1998, respectively. Mr. Shi is currently the executive director and chairman of the board of directors of Zhong An, and the non-executive director and chairperson of the board of directors of China New City.

Mr. Shi completed a program for presidents of real estate companies organized by Zhejiang University (浙江大學) in August 2006 and a program for executive officers, focusing on globalization and real estate developers, organized by the Foreign Academic Cultural Exchange Centre of Tsinghua University (清華大學) in October 2006. Mr. Shi also obtained a doctoral degree in business administration from Arizona State University in May 2017.

執行董事

施中安先生(「**施先生**」), 63歲, 於2020年11月16日獲委任為董事, 並於2021年6月4日調任為執行董事兼董事會主席。施先生負責監督本集團業務發展、制定及實施業務戰略。施先生亦為董事會提名委員會主席。彼現時於餘下集團及本集團若干附屬公司擔任董事職務。

施先生在有關物業管理及物業開發行業的整體策略規劃及企業營運、投資及財務決策及財務管理擁有逾33年經驗。施先生歷任杭州市蕭山區財政稅務局稅務專員。施先生自1997年12月成立浙江眾安(眾安集團首名成員)以來加入眾安集團。自此, 彼分別於1997年及1998年開展業務起監督餘下眾安集團的物業開發及本集團的物業管理的業務發展, 制定及實施業務戰略。施先生現時擔任眾安執行董事兼董事會主席及中國新城市非執行董事兼董事會主席。

施先生於2006年8月完成浙江大學房地產公司總裁研修班, 並於2006年10月完成由清華大學對外學術文化交流中心舉辦, 專注於全球化及房地產開發商的行政人員課程。施先生於2017年5月獲得亞利桑那州立大學工商管理博士學位。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

Ms. Ding Shuchun (“**Ms. Ding**”), aged 46, was appointed as the executive Director with effect from 18 January 2025, and was appointed as the Chief Executive Officer of the Company with effect from 25 February 2025. She is also a member of the remuneration committee and nomination committee of the Board. Ms. Ding has been the vice president of the Company being responsible for its financial management and internal control of the Company since May 2024. Prior to joining the Company, Ms. Ding served as the deputy director and was promoted to director of the audit department of China New City in September 2015 and April 2017, respectively. In March 2019, Ms. Ding was appointed as the general manager of the internal audit department of Zhong An.

Ms. Ding obtained a bachelor’s degree in economics from the Zhejiang University of Technology in January 2009, a bachelor’s degree in civil engineering from Zhejiang University via distance learning in June 2017 and a bachelor’s degree in management from Zhejiang University via distance learning in July 2019. Ms. Ding also obtained the intermediate level certificate in real estate economics from the Ministry of Personnel of the PRC (currently known as Ministry of Human Resources and Social Security of the PRC) in November 2005, and the intermediate level certificate in human resources economics from the Hangzhou Human Resources and Social Security Bureau in November 2009. Ms. Ding is a Certified Internal Auditor of The Institute of Internal Auditors and obtained the Certification in Risk Management Assurance from The Institute of Internal Auditors.

丁曙春女士(「**丁女士**」)，46歲，自2025年1月18日起獲委任為執行董事，並自2025年2月25日起獲委任為本公司行政總裁。彼亦為董事會薪酬委員會及提名委員會成員。丁女士自2024年5月以來一直擔任本公司副總裁，負責本公司財務管理及內部控制。加入本公司前，丁女士先於2015年9月擔任中國新城市的審計部副總監，後來於2017年4月晉升為審計部總監。於2019年3月，丁女士獲委任為眾安的內部審計部總經理。

丁女士於2009年1月獲得浙江工業大學經濟學學士學位，於2017年6月透過遙距學習獲得浙江大學土木工程學士學位，並於2019年7月透過遠程學習獲得浙江大學管理學學士學位。丁女士亦於2005年11月獲得中華人民共和國人事部(現稱中華人民共和國人力資源和社會保障部)的房地產經濟專業中級資格證書，並於2009年11月獲得杭州市人力資源和社會保障局的人力資源經濟專業中級資格證書。丁女士為國際內部審計師協會的註冊內部審計師，亦獲得國際內部審計師協會的風險管理確認資格認證。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

Mr. Sun Zhihua (“**Mr. Sun**”), aged 47, was appointed as our executive Director on June 4, 2021 and Co-chief Executive Officer of our Company on February 25, 2025. Mr. Sun is responsible for the formulation and implementation of business strategy, daily management and operation of our Group. He is also a member of the remuneration committee of our Board. On 25 August 2023, Mr. Sun had been redesignated from the chief executive officer to the vice chairman of the Board.

Mr. Sun has over 24 years of experience in property administration and management. Mr. Sun joined Zhong An Group in July 2001 and has served in various positions of Zhong An Group. From July 2001 to March 2003, he worked as an officer, where he was primarily responsible for office administration. From March 2003 to February 2012, he worked as manager of a subsidiary of Zhong An principally engaged in property development, where he was primarily responsible for its overall operations and expansion of Zhong An Group’s property management business including the set-up of Hefei Green Harbor. From February 2012 to April 2014, he worked as secretary to chief executive officer of Zhong An, where he was primarily responsible for assisting the chief executive officer in formulation and implementation of business strategies of both the property development and property management business of Zhong An Group. From April 2014 to April 2018, he worked as manager of chief executive officer’s office and head of the operation center of Zhong An, where he was primarily responsible for Zhong An Group’s overall operations and assisting the chief executive officer in formulation and implementation of strategies of both the property development and property management business of Zhong An Group. From April 2018 to March 2021, he worked as general manager of the engineering operation center of Zhong An and was responsible for strategic planning, project engineering administration and management of Zhong An Group. In February 2020, Mr. Sun also undertook the responsibility as assistant to chief executive officer of Zhong An where he was primarily responsible for assisting the chief executive officer of Zhong An with its overall strategic development and major business decisions.

Mr. Sun obtained a bachelor’s degree in engineering majoring in technological economics of Zhejiang University of Technology in June 2001, and was awarded the title of Senior Economist in 2023.

孫志華先生(「**孫先生**」), 47歲, 於2021年6月4日獲委任為執行董事, 並於2025年2月25日獲委任為本公司聯席行政總裁。孫先生負責制定及實施本集團的經營戰略、日常管理及營運。彼亦為董事會薪酬委員會成員。自2023年8月25日起, 孫先生由行政總裁調任為董事會副主席。

孫先生在物業行政及管理擁有逾24年經驗。孫先生於2001年7月加入眾安集團及於眾安集團擔任多個職位。於2001年7月至2003年3月, 彼擔任辦公室職員, 彼主要負責辦公室行政事宜。於2003年3月至2012年2月, 彼擔任眾安一家主要從物業開發的附屬公司經理, 彼主要負責其整體營運, 亦負責擴充眾安集團的物業管理業務, 包括設立合肥綠色港灣。於2012年2月至2014年4月, 彼擔任眾安首席執行官秘書, 彼主要負責協助首席執行官制定及實施眾安集團的物業開發及物業管理業務的業務戰略。於2014年4月至2018年4月, 彼擔任眾安首席執行官辦公室經理兼營運中心總監, 彼主要負責眾安集團的整體營運, 並協助首席執行官制定及實施眾安集團的物業開發及物業管理業務的戰略。於2018年4月至2021年3月, 彼擔任眾安工程營運中心總經理及負責眾安集團戰略計劃、項目工程的行政及管理。於2020年2月, 孫先生亦擔任眾安首席執行官助理, 主要負責協助眾安首席執行官的整體策略發展及主要業務決策。

於2001年6月, 孫先生獲浙江工業大學技術經濟學專業工學學士學位, 於2023年獲得高級經濟師職稱。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

Mr. Ding Lei (“**Mr. Ding**”) aged 45, has been appointed as an executive Director with effect from 25 August 2023, and a general manager of Wanlu region of the Group since March 2021. Mr. Ding is responsible for the operations, investment and quality control of projects in Wanlu region, covering Anhui province and Shandong province. He is also the director of Anhui Zhongan Property Management Co., Ltd. (“Anhui Zhongan Property”) and Hefei Green Harbor Property Management Co., Ltd. (“Hefei Green Harbor”) which are subsidiaries of the Company.

Mr. Ding has over 18 years of experience in the property management industry. From July 2006 to July 2009, Mr. Ding worked as quality control officer of Zhejiang Zhong An Property Management Co., Ltd. (“Zhong An Management”), where he was primarily responsible for quality control operation. He left the Zhong An Group Limited and its subsidiaries (“Zhong An Group”) in July 2009 and worked as a quality control manager at Zhejiang Nade Property Management Co., Ltd. (currently known as Zhejiang Wanxingheng Service Co., Ltd.) from July 2009 to June 2010 and was primarily responsible for quality control and system implementation. Mr. Ding re-joined the Zhong An Group in June 2010. From June 2010 to March 2016, he worked as a property manager of Zhong An Management, where he was primarily responsible for operation and management of property management projects. From March 2016 to January 2018, Mr. Ding worked as deputy general manager of Anhui Zhongan Property, where he was primarily responsible for overseeing the property management business in Huaibei region. From January 2018 to April 2019, Mr. Ding worked as a general manager of Anhui region of Zhong An Management, where he was primarily responsible for the management of the Huaibei and Hefei branch offices. From April 2019 to March 2021, Mr. Ding worked as a deputy general manager of Zhong An Management, where he was primarily responsible for day-to-day operation and management of the property management business of the Zhong An Group. Since May 2019, Mr. Ding has also been serving as director and general manager of Anhui Zhongan Property and Hefei Green Harbor, where he is primarily responsible for their daily operation and management. From September 2020 to March 2021, Mr. Ding also undertook the responsibility as general manager of Wanlu region of Zhong An Management, where he was primarily responsible for its operation and management of property management business in Anhui and Shandong regions. From June 2021 to August 2022, Mr. Ding served as General Manager of the Huai-Lu Region, primarily responsible for the operation and management of property management business in Anhui and Shandong regions. From August 2022 to May 2023, Mr. Ding worked as Assistant to the President and concurrently General Manager of the Huai-Lu Region, mainly in charge of the operation and management of property management business in Anhui and Shandong regions. From May 2023 to February 2024, Mr. Ding worked as general manager of the southern Zhejiang region at Zhong An Management, where he was primarily responsible for the operation and management of property management business for the companies in the southern Zhejiang region. From February 2024 to August 2024, Mr. Ding held the position of general manager of the Enclave Business Division at Zhong An Management, where he was primarily responsible for the operation and management of property management business for enclave projects in Wuhan, Guangzhou, Kunming and other cities. From August 2024 to March 2026, Mr. Ding served as General Manager of a professional security and cleaning services company, mainly responsible for the professional line empowerment and management of property projects of Zhejiang Zhong An. In March 2026, Mr. Ding worked as deputy general manager of investment and business development at Zhong’an Smart Life, primarily responsible for the company’s business development.

In July 2018, Mr. Ding obtained a diploma in administrative management from the University of International Business and Economics via distance learning.

丁磊先生(「**丁先生**」), 45歲, 自2023年8月25日起獲委任為執行董事, 自2021年3月起獲委任為本集團皖魯區總經理。丁先生負責皖魯區(包括安徽省及山東省)的項目營運、投資及質量控制。彼亦為本公司附屬公司安徽眾安物業管理有限公司(「安徽眾安物業」)及合肥綠色港灣物業管理有限公司(「合肥綠色港灣」)的董事。

丁先生於物業管理行業擁有逾18年經驗。自2006年7月至2009年7月, 丁先生擔任浙江眾安物業管理有限公司(「眾安管理」)的品質部督導, 彼主要負責質量控制營運。彼於2009年7月離開眾安集團有限公司及其附屬公司(「眾安集團」), 自2009年7月至2010年6月於浙江納德物業服務有限公司(現稱浙江萬興恆服務有限公司)擔任品質部經理, 主要負責質量控制及系統實施。丁先生於2010年6月重新加入眾安集團。於2010年6月至2016年3月, 彼擔任眾安管理物業經理, 彼主要負責物業管理項目的營運及管理。於2016年3月至2018年1月, 丁先生擔任安徽眾安物業的副總經理, 彼主要負責監督淮北地區的物業管理業務。於2018年1月至2019年4月, 丁先生擔任眾安管理安徽區域總經理, 彼主要負責管理淮北及合肥分公司。於2019年4月至2021年3月, 丁先生擔任眾安管理的副總經理, 彼主要負責眾安集團的物業管理業務的日常營運及管理。自2019年5月起, 丁先生亦已擔任安徽眾安物業及合肥綠色港灣的董事兼總經理, 彼主要負責該公司的日常營運及管理。自2020年9月至2021年3月, 丁先生亦擔任眾安管理皖魯區總經理, 主要負責其於安徽及山東地區物業管理業務的營運及管理。2021年6月至2022年8月, 丁先生擔任淮魯區域總經理, 主要負責其於安徽及山東地區物業管理業務的營運及管理。2022年8月至2023年5月, 丁先生擔任總裁助理兼任淮魯區域總經理, 主要負責其於安徽及山東地區物業管理業務的營運及管理。2023年5月至2024年2月, 丁先生擔任眾安管理浙南區域總經理, 主要負責浙南區域公司物業管理業務的營運及管理。2024年2月至2024年8月, 丁先生擔任眾安管理飛地事業部總經理, 主要負責武漢、廣州、昆明等飛地項目物業管理業務的營運及管理。2024年8月至2026年3月, 丁先生擔任保安保潔專業公司總經理, 主要負責浙江眾安物業項目專業條線賦能管理工作。2026年3月, 丁先生擔任眾安智慧生活投資拓展副總經理, 主要負責公司業務拓展工作。

丁先生於2018年7月通過遠程學習獲得對外經濟貿易大學行政管理文憑。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

NON-EXECUTIVE DIRECTOR

Mr. Wu Zhihua (“**Mr. Wu**”), aged 47, was appointed as a non-executive Director with effect from 17 June 2025. Mr. Wu leverages his extensive experience in the property management industry to provide professional industry insights to the Board.

Mr. Wu had worked in Zhejiang Guesthouse Co., Ltd. (浙江賓館有限公司) from July 2002 to June 2003. Mr. Wu joined Greentown Service Group Co., Ltd. (stock code: 2869) and its subsidiaries in June 2003, and was promoted as the executive vice general manager and the general manager of Zhejiang Lvsheng Property Management Company Limited (浙江綠升物業管理有限公司) from April 2008 to August 2008 and from August 2008 to December 2008, respectively. He also served as the assistant to general manager, the vice general manager, the vice executive general manager and chairman of Greentown Property Management Group Company Limited (綠城物業服務集團有限公司) from January 2009 to February 2011, from February 2011 to November 2014, from December 2014 to March 2018, and from March 2018 to May 2019, respectively. Mr. Wu worked as the general manager of Zhejiang Greentown Hotel Management Company Limited (浙江綠城酒店管理有限公司) from January 2010 to March 2014, and the general manager of Zhejiang Greentown Property Community Service Company Limited (浙江綠城物業園區生活服務有限公司) from February 2013 to September 2013, respectively. From July 2014 to June 2021, Mr. Wu served as the head master of Hangzhou Greentown Vocational Training School (杭州市綠城職業培訓學校). From November 2015 to February 2023, Mr. Wu served as the executive director of Greentown Service Group Co., Ltd. (stock code: 2869), during which he was appointed as its chief executive officer from March 2018 to June 2021, and its chief financial officer from August 2018 to June 2021. From June 2020 to July 2023, Mr. Wu served as the non-executive director of Zhong Ao Home Group Limited (stock code: 1538). From February 2021 to June 2023, Mr. Wu served as the chairman of Greentown Technology Group Co., Ltd.* (綠城科技集團有限公司). Since April 2024, Mr. Wu has been serving as the chairman of Zhejiang Lvrong Intelligent Technology Group Co., Ltd. (浙江綠榮智慧科技集團有限公司).

Mr. Wu was the president of the Property Management Association of Xihu District, Hangzhou (杭州市西湖區物業管理協會) from July 2014 to June 2023. Mr. Wu is currently a member of the Chinese People’s Political Consultative Conference of the Xihu District and a vice chairman of Zhejiang Xingfuli Public Welfare Foundation* (浙江幸福里公益基金會).

Mr. Wu graduated from Zhejiang University (浙江大學) in Hangzhou, the PRC in June 2002 with a bachelor’s degree majoring in tourism management, and obtained his master’s degree of science in quality management through an external program from The Hong Kong Polytechnic University (香港理工大學) in Hong Kong in December 2007. Mr. Wu also obtained his executive master of business administration degree from China Europe International Business School (中歐國際工商學院) in November 2018, and a doctorate degree in advanced professional studies in applied finance from University of Geneva in June 2023.

非執行董事

吳志華先生(「吳先生」), 47歲, 自2025年6月17日起獲委任為非執行董事。吳先生利用其豐富的物業管理行業經驗, 為董事會提供專業的行業意見。

吳先生曾於2002年7月至2003年6月在浙江賓館有限公司任職。吳先生於2003年6月加入綠城服務集團有限公司(股份代號: 2869)及其附屬公司, 並於2008年4月至2008年8月及2008年8月至2008年12月分別晉升為浙江綠升物業管理有限公司的常務副總經理及總經理。彼亦於2009年1月至2011年2月、2011年2月至2014年11月、2014年12月至2018年3月以及2018年3月至2019年5月分別擔任綠城物業服務集團有限公司的總經理助理、副總經理、常務副總經理及董事長。吳先生於2010年1月至2014年3月擔任浙江綠城酒店管理有限公司的總經理, 並於2013年2月至2013年9月擔任浙江綠城物業園區生活服務有限公司的總經理。於2014年7月至2021年6月, 吳先生擔任杭州市綠城職業培訓學校的校長。於2015年11月至2023年2月, 吳先生擔任綠城服務集團有限公司(股份代號: 2869)的執行董事, 期間於2018年3月至2021年6月擔任該公司行政總裁, 並於2018年8月至2021年6月擔任該公司首席財務官。於2020年6月至2023年7月, 吳先生擔任中奧到家集團有限公司(股份代號: 1538)的非執行董事。於2021年2月至2023年6月, 吳先生擔任綠城科技集團有限公司的董事長。自2024年4月起, 吳先生一直擔任浙江綠榮智慧科技集團有限公司的董事長。

於2014年7月至2023年6月, 吳先生曾擔任杭州市西湖區物業管理協會的會長。吳先生目前為西湖區中國人民政治協商會議委員, 以及浙江幸福里公益基金會的副理事長。

吳先生於2002年6月畢業於位於中國杭州的浙江大學, 取得旅遊管理專業學士學位, 並於2007年12月透過學習外部課程取得位於香港的香港理工大學的品質管理理學碩士學位。吳先生亦於2018年11月取得中歐國際工商學院的高級管理人員工商管理碩士學位, 並於2023年6月取得日內瓦大學的應用金融高級專業研究博士學位。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Chung Chong Sun (“**Mr. Chung**”), aged 50, was appointed as our independent non-executive Director on December 14, 2021. Mr. Chung is primarily responsible for providing independent advice on the operations and management of our Group. He is also the chairman of the audit committee and a member of the remuneration committee and nomination committee of our Board.

Mr. Chung has over 27 years of professional experience in financing and capital operations. From July 1997 to May 2000, Mr. Chung worked as an associate of the investment bank department in Standard Chartered Bank (Hong Kong) as his last position and was responsible for projects of initial public offering, corporate finance and providing financial advice. From May 2000 to July 2001, Mr. Chung worked as a senior executive in Deloitte & Touche Corporate Finance Limited (德勤企業財務顧問有限公司) and was responsible for projects of initial public offering, corporate finance and providing financial advice. From August 2001 to August 2003, Mr. Chung worked as an associate director of mergers and acquisitions department as his last position in Cooperative Rabobank U.A. Hong Kong Branch (荷蘭合作銀行香港分行), a Dutch multinational banking and financial services company. From August 2003 to December 2005, Mr. Chung worked as manager of Mainland investment promotion unit in InvestHK of the government of Hong Kong (投資推廣署) and was responsible for introducing Hong Kong to overseas and Mainland entrepreneurs. From December 2005 to September 2018, Mr. Chung worked as senior vice president of issuer services, market development department in Hong Kong Exchanges and Clearing Limited (香港交易及結算所有限公司) and was responsible for establishing the ecosystem for the listing of mainland enterprises in Hong Kong, including, among others, mainland client relationship management and mainland marketing. From September 2018 to July 2019, Mr. Chung worked as a chief financial officer in Xiao Robot Technology (H.K.) Limited (香港智臻智能網絡科技有限公司) and was responsible for financial functions, risk management and investor relations. He has been the director of Resourceful Minds Limited (滙路有限公司) since September 2018 and is primarily responsible for the daily operations and providing strategic advice. From November 2018 to November 2019, Mr. Chung served as a director of the executive committee and a contact convener of the AI and Hi-Tech Group in the Hong Kong Chamber of Commerce in China-Shanghai (中國香港(地區)商會-上海). Mr. Chung has been appointed as a member of the advisory committee of the IT Innovation Lab in Secondary Schools Initiative by the government of Hong Kong since September 2020. Mr. Chung is currently an independent non-executive director of Radiance Holdings (Group) Company Limited (stock code: 9993) and Strawbear Entertainment Group (stock code: 2125), shares of which are both listed on the Main Board of the Stock Exchange.

獨立非執行董事

鍾創新先生(「**鍾先生**」), 50歲, 於2021年12月14日獲委任為獨立非執行董事。鍾先生主要負責就本集團的營運及管理提供獨立意見, 亦為董事會審核委員會主席, 以及薪酬委員會及提名委員會成員。

鍾先生在融資及資本營運方面擁有逾27年專業經驗。於1997年7月至2000年5月, 鍾先生在渣打銀行(香港)的最後職位為投資銀行部副經理, 主要負責首次公開發售、公司融資項目及提供財務建議。於2000年5月至2001年7月, 鍾先生在德勤企業財務顧問有限公司擔任高級經理, 主要負責首次公開發售、公司融資項目及提供財務建議。於2001年8月至2003年8月, 鍾先生在荷蘭合作銀行香港分行最後擔任的職位為併購部副董事, 該公司是一家荷蘭跨國銀行及金融服務公司。於2003年8月至2005年12月, 鍾先生在香港政府投資推廣署擔任內地投資推廣組經理, 負責向海外及內地企業家介紹香港。於2005年12月至2018年9月, 鍾先生在香港交易及結算所有限公司擔任發行人服務及市場發展部的高級副總裁, 負責建立內地企業在香港上市的生態系統, 包括(其中包括)內地客戶關係管理及內地營銷。於2018年9月至2019年7月, 鍾先生在香港智臻智能網絡科技有限公司擔任首席財務官, 主要負責財務職能、風險管理及投資者關係。自2018年9月起, 其一直擔任滙路有限公司的董事, 主要負責該公司的日常營運及提供戰略建議。於2018年11月至2019年11月, 鍾先生擔任中國香港(地區)商會—上海人工智能及高科技小組執行委員會主任及聯絡召集人。自2020年9月起, 鍾先生獲香港政府委任為中學IT創新實驗室計劃顧問委員會成員。鍾先生目前擔任金輝控股(集團)有限公司(股份代號: 9993)及稻草熊娛樂集團(股份代號: 2125)(其股份均於聯交所主板上市)的獨立非執行董事。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

Mr. Chung obtained a bachelor's degree in business administration from the Chinese University of Hong Kong in May 1997. He is also a CPA of Washington State Board of Accountancy since July 2003 and a CFA of CFA Institute since September 2004, and a member of American Institute of Certified Public Accountants.

Mr. Liang Xinjun (“**Mr. Liang**”), aged 57, was appointed as our independent non-executive Director on December 14, 2021. Mr. Liang is primarily responsible for providing independent advice on the operations and management of our Group. He is also the chairman of the remuneration committee and a member of the audit committee and nomination committee of our Board.

Mr. Liang is the chairman and chief executive officer of XIN Family and a co-founder of Fosun Group. He served as executive director, vice chairman and chief executive officer of Fosun International Limited (stock code: 0656) between August 2005 to March 2017, shares of which are listed on the Main Board of the Stock Exchange. Mr. Liang currently also serves as the advisor of UCARS Group, a director on the board of Tongji University (同濟大學), the honorary president of Fudan University Singapore Alumni Association (復旦大學新加坡校友會), a member of Singapore Business China (新加坡通商中國) Business Leaders Committee, a member of the Advisory Committee of the School of Computer and Information Systems of Singapore Management University (新加坡管理大學), and the advisor of the advisory committee of the S.M.A.R.T. Entrepreneur Program of Singapore University of Technology and Design (SUTD 新加坡科技設計大學).

Mr. Liang obtained a bachelor's degree in science majoring in genetics from Fudan University (復旦大學) in July 1991. He obtained an executive master degree in business administration from Cheung Kong Graduate School of Business (長江商學院) in April 2007. Mr. Liang also obtained a doctorate degree in business administration (global financial management) from Arizona State University in May 2015.

鍾先生於1997年5月於香港中文大學獲得工商管理學士學位。彼亦自2003年7月起為華盛頓州會計委員會的註冊會計師及自2004年9月起為CFA協會的特許金融分析師及美國註冊會計師協會的會員。

梁信軍先生(「**梁先生**」), 57歲, 於2021年12月14日獲委任為我們的獨立非執行董事。梁先生主要負責就本集團的營運及管理提供獨立意見。彼亦為董事會薪酬委員會主席及審核委員會及提名委員會成員。

梁先生為XIN Family的主席兼行政總裁及復星集團的聯合創辦人。彼於2005年8月至2017年3月期間擔任復星國際有限公司(股份代號: 0656, 其股份於聯交所主板上市)執行董事、副主席兼行政總裁。梁先生目前還擔任UCARS Group的顧問、同濟大學董事會董事、復旦大學新加坡校友會榮譽會長、新加坡通商中國商業領袖委員會會員、新加坡管理大學計算機與信息系統學院諮詢委員會委員以及新加坡科技設計大學S.M.A.R.T.企業家計劃諮詢委員會顧問。

梁先生於1991年7月獲得復旦大學遺傳學專業理學學士學位。彼於2007年4月獲得長江商學院工商管理碩士學位。梁先生亦於2015年5月獲得亞利桑那州立大學工商管理(全球財務管理)博士學位。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

Mr. Chiu Ngam (“**Mr. Chiu**”), aged 52, was appointed as our independent non-executive Director on 14 December 2021. Mr. Chiu is primarily responsible for providing independent advice on the operations and management of our Group. He is also a member of the audit committee and remuneration committee and nomination committee of our Board.

Mr. Chiu has over 28 years of professional experience in financial management. Since October 2025, Mr. Chiu was appointed as independent non-executive director of Shanghai Fullhan Microelectronics Company Limited, whose shares are listed on the Shenzhen Stock Exchange China Growth Enterprise Market (stock code: 300613). Since October 2025, Mr. Chiu was appointed as independent non-executive director of International Genius Company, whose shares are listed on the Main Board of the Stock Exchange (stock code: 33). Since October 2024, Mr. Chiu was appointed as Honorary Consul Advisor for Republic of Fiji in Hong Kong. In December 2021, Mr. Chiu was awarded “The Best CFO Award” in the “2021 China Financial Awards” by China Financial Market magazine.

Mr. Chiu obtained a bachelor’s degree in business administration in accounting from Hong Kong University of Science and Technology in July 1997. Mr. Chiu has been a CPA since October 2000 and a fellow of HKICPA since September 2009. He has also been a member of American Institute of Certified Public Accountants since January 1999, a CPA of Washington State Board of Accountancy since January 1999, and is a member of INSOL International, a member of taxation faculty of HKICPA and a member of restructuring and insolvency faculty of HKICPA.

趙岩先生(「趙先生」)，52歲，於2021年12月14日獲委任為我們的獨立非執行董事。趙先生主要負責就本集團的營運及管理提供獨立意見。彼亦為董事會審核委員會及薪酬委員會及提名委員會成員。

趙先生擁有逾28年財務管理專業經驗。於2025年10月起，趙先生獲委任為上海富瀚微電子股份有限公司的獨立非執行董事，該公司股份在深圳證券交易所創業板上市(股份代號：300613)。於2025年10月起，趙先生獲委任為International Genius Company的獨立非執行董事，該公司股份在聯交所主機板上市(股份代號：33)。於2024年10月起，趙先生獲委任為斐濟共和國駐港名譽領事顧問。於2021年12月，趙先生獲中國融資雜誌於「2021年中國融資大獎」中頒發「最佳首席財務官獎」。

趙先生於1997年7月獲得香港科技大學工商管理(會計學)學士學位。趙先生自2000年10月起獲認為註冊會計師及自2009年9月起獲認為香港會計師公會資深會員。彼亦自1999年1月獲認為美國註冊會計師協會會員；自1999年1月起獲認為華盛頓州會計委員會註冊會計師，且趙先生為國際破產從業員協會會員、香港會計師公會稅務學會專項會員及香港會計師公會重組與破產管理專項學會會員。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

SENIOR MANAGEMENT

Mr. Lin Caihe (“**Mr. Lin**”), aged 35, was appointed as the chief financial officer and company secretary of our Company since 19 July 2024.

Mr. Lin has over 11 years of experience in auditing, financial management and corporate finance. Mr. Lin is the company secretary and financial controller of China New City Group Limited (stock code: 1321). Prior to joining the Company, from January 2014 to May 2017, Mr. Lin worked successively at international accounting firms such as Ernst & Young Advisory Services Limited (EY) and BDO Limited, and was responsible for auditing and financial advisory service. From June 2017 to December 2018, he joined CITIC Pacific Limited, a wholly-owned subsidiary of CITIC Limited (stock code: 267), and he was responsible for managing investments and cross-border merger and acquisitions on regions associated with the Belt and Road Initiative (countries and regions such as Southeast Asia, Europe, Australia, and the Middle East). From January 2019 to December 2020, he worked in Investment Banking Department of CCB International Capital Limited (建銀國際金融有限公司) and was responsible for corporate finance business. From December 2020 to September 2021, he served as general manager of Finance and Capital Division of Zhongliang Holdings Group Company Limited (中梁控股集團有限公司), a company listed on the Stock Exchange (stock code: 2772). From October 2021 to August 2023, he served as chief financial officer and company secretary of Seedland Smart Service Group Limited (實地智慧服務集團有限公司). In July 2024, Mr. Lin was awarded “The Best CFO Award” in the “2023 China Financial Awards” by China Financial Market magazine.

Mr. Lin obtained a master’s degree in MBA jointly offered by Tsinghua University and the Chinese University of Hong Kong in 2023. He is a fellow of the Hong Kong Institute of Certified Public Accountants (HKICPA).

高級管理層

林才賀先生(「**林先生**」), 35歲, 自2024年7月19日起獲委任為本公司首席財務官及公司秘書。

林先生於審計、財務管理及企業融資方面擁有逾11年經驗。林先生為中國新城市集團有限公司(股份代號: 1321)的公司秘書及財務總監。於加入本公司前, 林先生於2014年1月至2017年5月期間先後於安永諮詢服務有限公司(安永)及香港立信德豪會計師事務所有限公司等國際會計師事務所任職, 負責審計和財務諮詢服務工作。於2017年6月至2018年12月, 彼加入中國中信股份有限公司(股份代號: 267)的全資附屬公司中信泰富有限公司, 負責管理一帶一路倡議相關地區的投資及跨國併購。於2019年1月至2020年12月, 彼任職於建銀國際金融有限公司的投資銀行部, 負責企業融資業務。於2020年12月至2021年9月, 彼擔任聯交所上市公司中梁控股集團有限公司(股份代號: 2772)的財務及資本部總經理。於2021年10月至2023年8月, 彼擔任實地智慧服務集團有限公司的首席財務官兼公司秘書。於2024年7月, 林先生獲中國融資雜誌於「2023年中國融資大獎」中頒發「最佳財務總監獎」。

林先生於2023年取得清華大學及香港中文大學聯合開設之工商管理碩士學位。彼為香港會計師公會資深會員。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

Mr. Chen Feng (“**Mr. Chen**”), aged 41, was appointed as the general manager of the Product and Service Center of the Group on 3 March 2026. Mr. Chen is responsible for the daily operation and product and service quality management of the Group.

Mr. Chen has over 9 years of experience in corporate management. From June 2007 to June 2010, he worked as a civil engineer at Hangzhou Fuxing Construction Group Co., Ltd., a company engaged in the real estate industry. He was mainly responsible for on-site engineering coordination of development projects. From June 2010 to March 2014, Mr. Chen served as civil engineering manager at Hangzhou Greentown Haiqi Real Estate Development Co., Ltd., a company engaged in the real estate industry. He was primarily responsible for on-site engineering management of development projects. From March 2014 to March 2017, Mr. Chen worked as engineering manager at Hangzhou Fuyang Sunac Real Estate Co., Ltd., a company engaged in the real estate industry. He was mainly responsible for full-cycle on-site engineering management of development projects. From March 2017 to April 2021, Mr. Chen held the positions of project general manager and general manager of the Engineering Center at the Hangzhou Business Unit of Lvdu Real Estate, a company engaged in the real estate industry. He was mainly responsible for the full-dimensional daily management of development projects and the management of the engineering function. Mr. Chen joined Zhong An Group in April 2021. From April 2021 to October 2025, he served as deputy general manager and project general manager of the Hangzhou Company of the real estate division of Zhong An Group, mainly responsible for the daily management of the Engineering Operation Center of the Hangzhou Company of the real estate division. From October 2025 to March 2026, he was deputy general manager of the Product Management Center of the real estate division of Zhong An Group, mainly responsible for the daily management of the Product Management Center. In March 2026, he was appointed as general manager of the Product and Service Center of Zhong’an Smart Life of Zhong An Group, mainly responsible for the daily operation, product and service quality management of property management.

Mr. Chen obtained a Bachelor’s Degree in Civil Engineering from Ningbo University in June 2007.

陳峰先生(「**陳先生**」)，41歲，於2026年3月3日獲委任為本集團產品服務中心總經理。陳先生負責本集團的日常營運及產品服務品質管理。

陳先生於企業管理方面擁有逾9年經驗。於2007年6月至2010年6月，陳先生擔任杭州復興建設集團有限公司土木工程師，該公司從事房地產行業，彼主要負責開發項目的施工現場的工程對接。於2010年6月至2014年3月，陳先生擔任杭州綠城海企房地產開發有限公司土建經理，該公司從事房地產行業，彼主要負責開發項目的施工現場工程管理。於2014年3月至2017年3月，陳先生擔任杭州富陽融創置業有限公司工程經理，該公司從事房地產行業，彼主要負責開發項目的全週期現場工程管理。於2017年3月至2021年4月，陳先生擔任綠都地產杭州事業部項目總經理／工程中心總經理，該公司從事房地產行業，彼主要負責開發項目全維度的日常管理及工程條線的管理工作。陳先生於2021年4月加入眾安集團。於2021年4月至2025年10月，在眾安集團房產板塊杭州公司擔任副總經理兼項目總經理，主要從事房產板塊杭州公司工程運營中心日常管理。於2025年10月至2026年3月，彼擔任眾安集團房產板塊產品管理中心副總經理，主要負責產品管理中心的日常管理事務。於2026年3月，擔任眾安集團眾安智慧生活產品服務中心總經理，主要負責物業管理中日常營運及產品服務品質等管理工作。

陳先生於2007年6月獲得寧波大學土木工程學士學位。

Biographical Details of Directors and Senior Management (Continued) 董事及高級管理人員履歷(續)

Ms. Tan Liping (“**Ms. Tan**”), aged 45, was appointed as a general manager of the Value-added Service Center of Zhong’an Smart Life Group in August 2025, responsible for the overall management of the group’s operating company.

Ms. Tan has over 10 years of senior management experience in property management, asset operation and community value-added services. From March 2016 to March 2018, Ms. Tan served as rental and sales principal of Shanghai Longhu Property Management Co., Ltd., leading second-hand housing rental and sales, and new housing agency business. From March 2018 to August 2021, she worked as a group asset and rental & sales principal of Shanghai Yongsheng Property Management Co., Ltd., coordinating national rental and sales, primary property and remaining parking space sales. From August 2021 to August 2023, Ms. Tan held the position of general manager of Group Value-Added Service Center at Guangdong Field Property Management Co., Ltd., responsible for national new retail, community resources, turnkey home furnishing, on-demand services, housing rental and sales, parking space sales and community education. From September 2023 to December 2024, she served as group C2M value-added principal of Shanghai Gaodi Property Management Co., Ltd., focusing on national space resource operation, turnkey home furnishing, housing rental and sales agency, asset and parking space sales. Since August 2025, Ms. Tan worked as general manager of the Value-added Service Center of Zhong’an Smart Life Group, responsible for space resources, decoration engineering, asset operation, housing rental and sales, retail group buying and on-demand services.

Ms. Tan obtained a Diploma in Business Administration from East China University of Science and Technology in Shanghai in January 2021.

譚麗平女士(「**譚女士**」)，45歲，於2025年8月獲委任為眾安智慧生活集團增值服務中心總經理，負責集團經營公司整體管理。

譚女士在物業管理、資產運營及社區增值服務領域擁有逾10年資深管理經驗。2016年3月至2018年3月，譚女士任上海龍湖物業管理有限公司租售負責人，主導二手房租售、新房代理業務。2018年3月至2021年8月，譚女士任上海永升物業管理有限公司集團資產及租售負責人，統籌全國租售、一手及尾盤車位銷售。2021年8月至2023年8月，譚女士任廣東實地物業管理有限公司集團增值服務中心總經理，負責全國新零售、社區資源、拎包入住、到家服務、房屋租售、車位銷售及社區教育等。2023年9月至2024年12月，譚女士任上海高地物業管理有限公司集團C2M增值負責人，專注全國空間資源運營、拎包入住、房屋租售代理、資產及車位銷售。2025年8月至今，譚女士出任眾安智慧生活集團增值服務中心總經理，負責空間資源、裝飾工程、資產運營、房屋租售、零售團購、到家服務。

譚女士於2021年1月獲上海華東理工大學工商管理文憑。

Report of the Directors

董事會報告

The Board is pleased to present its report together with the audited consolidated financial statements of the Company and its subsidiaries for the year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Group is principally engaged in the provision of property management services, value-added services mainly to property developers and community value-added services in the PRC. An analysis of the principal activities of the Group during the year ended 31 December 2025 is set out in note 5 to the consolidated financial statements.

USE OF PROCEEDS FROM THE GLOBAL OFFERING

The Company's Shares have been listed on the Main Board of The Stock Exchange since the Listing Date.

Net proceeds from the Global Offering received by the Company were approximately HK\$91.7 million with 126,668,000 new ordinary Shares issued. The Company also received net proceeds of HK\$12.2 million with 10,746,000 ordinary Shares issued from the partial exercise of Over-allotment Option.

The total amount of net proceeds from the Global Offering and the partial exercise of Over-allotment Option of approximately HK\$104 million are proposed to be used for the purposes and in the amounts (adjusted on pro rata basis based on the actual net proceeds) as disclosed in the Prospectus.

The Company has adopted a cautious approach in using the net proceeds from the Global Offering, and expects to fully use the remaining balance of the net proceeds by December 2026. The Company has kept the remaining balance of the net proceeds in the current account of the Company.

本公司董事會欣然提呈本公司及其附屬公司截至2025年12月31日止年度之報告及經審核合併財務報表。

主要業務

本集團主要於中國提供物業管理服務、主要面向房地產開發商的增值服務及社區增值服務。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合併財務報表附註5。

全球發售所得款項用途

本公司股份自上市日期起在聯交所主板上市。

本公司全球發售所得款項淨額約為91.7百萬港元，已發行的新普通股股數為126,668,000股。本公司亦收到12.2百萬港元的所得款項淨額，因部分行使超額配股權而發行的普通股股數為10,746,000股。

全球發售及部分行使超額配股權所得款項總淨額約104百萬港元擬用於招股說明書所披露的用途和金額（根據實際所得款項淨額按比例調整）。

本公司於使用全球發售所得款項淨額時採取謹慎態度，並預計於2026年12月前悉數使用所得款項淨額餘下結餘。本公司已將所得款項淨額的餘下結餘存入本公司往來賬戶。

Report of the Directors (Continued)

董事會報告(續)

| Purpose | 用途 | Net Proceeds (HK\$ million) 所得款項淨額 (百萬港元) | | | | Percentage to the total 佔總所得款項淨額百分比 | | Remaining balance expected to be fully used by 預期悉數使用餘下結餘的時間 |
|--|--------------------------|---|--|--|--|--|-------------|---|
| | | Available 可動用 Allocation of the net proceeds from the Global Offering 全球發售所得款項淨額分配 | Used 已動用 | Unused 未動用 | Used 已動用 | Unused 未動用 | | |
| | | | as at 31 December 2024 於2024年 12月31日 | as at 31 December 2024 於2024年 12月31日 | as at 31 December 2025 於2025年 12月31日 | as at 31 December 2025 於2025年 12月31日 | | |
| Strategic acquisitions and investments | 策略性收購及投資 | 57.2 | 55.0% | 0 | 57.2 | 0 | 57.2 | By December 2026 ⁽¹⁾ 於2026年12月底前 ⁽¹⁾ |
| Invest and upgrade in hardware and software for the development of communities across the projects the Company manages | 投資及升級本公司管理項目之社區發展所需軟件及硬件 | 31.2 | 30.0% | 3.5 | 27.7 | 9.5 | 21.7 | By December 2026 ⁽²⁾ 於2026年12月底前 ⁽²⁾ |
| Enrich the service offerings, scale and efficiency of the Group's community value-added services | 擴大本集團社區增值服務提供之服務種類、範圍及效率 | 15.6 | 15.0% | 1.7 | 13.4 | 3.3 | 12.3 | By December 2026 ⁽³⁾ 於2026年12月底前 ⁽³⁾ |
| Total | 合計 | 104 | 100% | 3.2 | 98.8 | 12.8 | 91.2 | |

- (1) The Group did not utilise any of the net proceeds by the expected timeline of end of December 2025. The Company shall continue to identify suitable strategic acquisitions and/or investment opportunities that align with the Group's business and expansion strategies.
- (2) The Group has not fully utilised the net proceeds by the expected timeline of end of December 2025 due to the rapid development of artificial intelligence and related technologies, which necessitates adjustments to their relevant applications in line with the Group's evolving business needs.
- (3) The Group has not fully utilised the net proceeds by the expected timeline of end of December 2025 due to the need to align utilisation with the progress of business development while also considering anticipated future needs in the Group's community value-added services.

- (1) 截至預期時間表2025年12月底，本集團並無動用任何所得款項淨額。本公司將繼續物色符合本集團業務及擴張策略的合適策略性收購及／或投資機會。
- (2) 由於人工智能及相關科技急速發展，本集團必須根據不斷演變的業務需求調整相關應用。因此，本集團在2025年12月底的預期期限前並未悉數動用所得款項淨額。
- (3) 由於本集團需要根據業務發展進度調整資金用途，並同時考慮本集團社區增值服務的預期未來需求。因此，本集團在2025年12月底的預期期限前並未悉數動用所得款項淨額。

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 page 82 of this annual report.

FINAL DIVIDEND

The Board recommended the payment of a final dividend of RMB1.49 cents per Share (2024: RMB1.89 cents) for the year ended 31 December 2025. The final dividend is subject to the approval of Shareholders at the Annual General Meeting to be held on 4 June 2026 and will be paid on or before 9 July 2026 to the Shareholders whose names appear on the register of members of the Company on 18 June 2026.

No Shareholder has waived or agreed to waive any dividend during the year.

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82頁之合併損益及其他全面收益表。

末期股息

董事會建議就截至2025年12月31日止年度派發末期股息每股人民幣1.49分(2024年：人民幣1.89分)。此末期股息須經股東將於2026年6月4日舉行之該股東週年大會上批准方可作實，並將於2026年7月9日或之前派付予於2026年6月18日名列本公司股東名冊的股東。

年內，概無股東放棄或同意放棄任何股息。

Report of the Directors (Continued)

董事會報告 (續)

DIVIDEND POLICY

The dividend is the embodiment of the operational capability of the Company, which is also a commitment to share the results of the Company's growth with all Shareholders. The payment and the amount of dividends (if any) depend on our results of operation, cash flows, financial position, future prospects, and other factors that we may consider relevant. Pursuant to the dividend policy of the Company disclosed in the Prospectus, and combined with the payments of the dividends after Listing, we intend to pay dividends in the amount of not less than 25% of our profit after tax for each year. Annual dividend is subject to the approval of general meeting of shareholders. The payment of dividend is also subject to any restrictions under the laws of Cayman Islands, the laws of Hong Kong and the Articles of Association.

BUSINESS REVIEW

A review of the business of the Group during the Reporting Period, a discussion on the Group's future business development and an analysis of the Group's performance during the Reporting Period using key financial performance indicators are contained in the Management Discussion and Analysis on pages 12 to 30 of this annual report.

PRINCIPAL RISKS AND UNCERTAINTIES

The principal risks and uncertainties confronted by the Group are summarised below:

1. Market risks

The Group's revenue is derived solely from customers from the PRC and our operations are concentrated in the Zhejiang province located in the Yangtze River Delta Region. The Group is exposed to the risks associated with government policies or business environment in both the region and the broader PRC market. These include potential changes in government regulations and policies, level of economic activities and the real estate market, future regional development prospects and overall economic conditions. Such risks may pose an adverse impact on the Group's business, financial positions or results of operations.

The project team will carefully scrutinise each project for related risks and returns. These include assessment of relevant government regulations and policies, market demand and conditions and economic data. The management is responsible for supervising, conducting regular operation reviews and keeping the Board fully informed through regular reports, allowing for prompt decisions to be made if changes are required.

股息政策

股息是本公司經營能力的體現，是與所有股東一同分享本公司成長成果的承諾，而股息（如有）之派付及其金額將取決於本公司的經營業績、現金流量、財務狀況、未來經營前景及我們認為有關之其他因素。根據本公司於招股說明書中披露的股息政策，並結合上市後股息情況，我們計劃於每年派付不少於除稅後利潤25%的股息。若涉及年度股息，則經股東大會審批後派發。本公司能否派付股息亦受開曼群島法律、香港法律及組織章程細則規定所規限。

業務回顧

本集團於報告期間之業務回顧、有關本集團未來業務發展之討論及採用主要財務表現指標對本集團於報告期內之表現之分析載於本年報第12至30頁的管理層討論與分析。

主要風險及不確定性

本集團面臨之主要風險及不確定性概述如下：

1. 市場風險

本集團的收入全部來自中國客戶，且業務主要集中在長江三角洲地區的浙江省。本集團面臨與該地區及更廣泛中國市場的政府政策或營商環境相關的風險。該等風險包括政府法規及政策、經濟活動水平及房地產市場、未來區域發展前景及整體經濟狀況的潛在變化。該等風險可能對本集團的業務、財務狀況或經營業績產生不利影響。

項目團隊將仔細審查每個項目的相關風險及回報，包括評估相關政府法規及政策、市場需求及狀況以及經濟數據。管理層負責監督、進行定期營運審查，並透過定期報告讓董事會充分了解情況，以便在需要作出改變時能迅速作出決定。

Report of the Directors (Continued) 董事會報告(續)

2. Business risks

The Group's property management services business is reliant on properties developed by the Remaining Group. The management strategies and the macroeconomic or other factors that affect the business operations of the Remaining Group are not within our control. Any adverse developments in the property development business of the Remaining Group may pose an adverse impact on the Group's business, financial positions or results of operations.

To manage such risks arising from our reliance on the Remaining Group, the Group has adopted measures including actively diversifying our customer base by pursuing business opportunities with independent third-party developers, strengthening our business development and tendering capabilities to secure new opportunities beyond the Remaining Group, and enhancing our service quality and value-added offerings to improve overall competitiveness and customer retention.

3. Financial risks

The Group may encounter difficulties in collecting property management fees from property owners, tenants or property developers. High property vacancy rates or delays in payment may result in difficulties in fee collection, leading to impairment of receivables. Although the Group employs several measures to collect overdue fees, there is no assurance that these measures will be fully effective or will enable us to accurately predict our future collection rates. Any prolonged delay or non-payment of property management fees may adversely affect our cash flow position and our ability to meet our working capital requirements.

To manage such risks, the Group will continue to monitor and exercise stringent control over the levels of receivables, and make provision for impairment losses when necessary.

4. Talent risks

Talent shortage and high employee turnover will pose a negative impact on the Group's present and future performance. We believe that human resources are of critical importance for the success of the Company.

To attract, motivate and retain talented employees, the Group evaluates our employee remuneration packages and monitor them against market trends. We provide on-the-job training for new staff and offer career advancement opportunities for suitable staff to develop their full potential at various stages of their career. We also encourage communication with all levels of staff to gather feedback and suggestions for future improvement.

2. 業務風險

本集團的物業管理服務業務依賴於餘下集團開發的物業。餘下集團的管理策略以及影響其業務營運的宏觀經濟或其他因素並非我們所能控制。餘下集團物業開發業務的任何不利發展均可能對本集團的業務、財務狀況或經營業績產生不利影響。

為管理因依賴餘下集團而產生的該等風險，本集團已採取措施，包括積極開拓與獨立第三方發展商的業務機會以分散客戶基礎，加強業務發展及投標能力以獲取餘下集團以外的新機會，以及提升服務質素及增值服務以提高整體競爭力及客戶留存率。

3. 財務風險

本集團在向業主、租戶或物業開發商收取物業管理費時可能遇到困難。物業高空置率或延遲付款可能導致收費困難，因而引致應收款項減值。儘管本集團已採取多項措施以收取逾期費用，但無法保證該等措施將完全有效或使我們能夠準確預測未來的收費率。任何長期延遲支付或不支付物業管理費的情況均可能對我們的現金流量狀況及滿足營運資金需求的能力產生不利影響。

為管理該等風險，本集團將繼續監察並嚴格控制應收款項水平，並於必要時計提減值虧損撥備。

4. 人才風險

人才短缺及僱員高流失率將對本集團之現時及未來表現造成負面影響。我們相信人力資源對本公司的成功至關重要。

為吸引、激勵及挽留人才，本集團評估其僱員薪酬待遇並因應市場趨勢監察有關待遇。本集團為新員工提供在職培訓及為合適員工提供職業晉升機會，令其在職業生涯各個階段盡展其才。本集團亦鼓勵與所有職級員工進行溝通，以收集有關日後提升之反饋意見及建議。

Report of the Directors (Continued) 董事會報告 (續)

ENVIRONMENTAL POLICIES AND PERFORMANCE

The Group has been working on sustainable development and environmental protection. We spare no effort in making the most out of resources in our business. Laws and regulations in terms of environment and health are strictly complied with. Meanwhile, the Group holds various activities to promote environmental protection in our business. Our goal is to educate proprietors and all walks of life on creating a green city for the future. The Group has completed its 2025 Environmental, Social and Governance (“ESG”) report which contains our ESG information in 2025 and the requirements under the Environmental, Social and Governance Reporting Guide set out in Appendix C2 to the Listing Rules. The ESG report of the Company for 2025 will be published at the same time as the publication of this annual report on the websites of The Stock Exchange of Hong Kong Limited (www.hkexnews.hk) and the Company (www.zazhsh.com).

COMPLIANCE WITH LAWS AND REGULATIONS

The Group clearly understands the importance of regulatory compliance and the risk of non-compliance with applicable laws and regulations. To the best of the Board’s knowledge, during the year ended 31 December 2025, the Group complied in material respects with the relevant laws and regulations that have a significant impact on the business and operation of the Group. During the year ended 31 December 2025, there was no material breach of or non-compliance with the applicable laws and regulations by the Group.

環境政策及表現

本集團一直積極推動可持續發展和環境保護，經營過程中積極促進、實現資源的有效利用，亦嚴格遵守有關環保、健康及相關法律法規。同時，本集團在運營過程中也會通過舉辦各類環保活動，宣導業主及社會各界締造綠色城市，共建綠色未來。本集團已經完成了其2025年環境、社會及管治（「ESG」）報告，其中包含了我們在2025年的ESG信息，以及上市規則附錄C2中規定的環境、社會及管治報告指引下的要求。本公司2025年的ESG報告將與本年度報告同時在香港聯合交易所有限公司(www.hkexnews.hk)和本公司(www.zazhsh.com)的網站上發佈。

遵守相關法律及法規

本集團深明遵守監管規定之重要性，亦了解到違反適用法律及規例之風險。就董事會所深知，於截至2025年12月31日止年度，本集團已於各重要方面遵守對本集團業務及經營產生重大影響之相關法律及法規。於截至2025年12月31日止年度，本集團概無嚴重違反或不遵守適用法律及法規。

Report of the Directors (Continued)

董事會報告(續)

FINANCIAL SUMMARY

A summary of the Group's results, assets and liabilities of the Group for the last five financial years are set out on page 152 of this annual report. This summary does not form part of the audited consolidated financial statements.

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 December 2025, revenue from Zhong An Group contributed approximately 15.2% (2024: approximately 20.8%) to the Group's revenue. Other than the revenue from Zhong An Group, no revenue derived from sales to a single customer or a group of customers under common control accounted for 10% or more of the Group's revenue for the years ended 31 December 2024 and 2025.

For the year ended 31 December 2025, purchases from the five largest suppliers of the Group accounted for approximately 38.0% (2024: approximately 40.2%) of the Group's total purchases and the purchases from the largest supplier included therein amount to approximately 35.6% (2024: approximately 53.6%) of the purchases from the five largest suppliers.

None of the Directors, their close associates (as defined in the Listing Rules) or any Shareholders (who or which to the knowledge of the Directors owns more than 5% of the Company's issued share capital) has any interest in any of the Group's five largest suppliers.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in the Company and the Group's property, plant and equipment during the year ended 31 December 2025 are set out in note 13 to the consolidated financial statements.

SHARE CAPITAL

Details of Company share capital movements during the Reporting Period are set out in note 23 to the consolidated financial statements.

RESERVES

Details of movements in the reserves of the Company and the Group during the Reporting Period are set out in note 24 to the consolidated financial statements and page 85 of this annual report under the section headed "Consolidated Statement of Changes in Equity".

DISTRIBUTABLE RESERVES

As at 31 December 2025, the Company's reserves available for distribution (including share premium and retained earnings of the Company), amounted to approximately RMB114.35 million (31 December 2024: approximately RMB117.46 million).

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152頁。本概要並不構成經審核合併財務報表的一部分。

主要客戶及供應商

截至2025年12月31日止年度，來自眾安集團的收入佔本集團收入的約15.2%（2024年：約20.8%）。除來自眾安集團的收入外，截至2024年及2025年12月31日止年度，概無來自對單一客戶或受共同控制的一組客戶銷售的收入佔本集團的收入10%或以上。

截至2025年12月31日止年度，本集團五大供應商的購貨額佔本集團總購貨額約38.0%（2024年：約40.2%），而其中最大供應商購貨額則佔五大供應商購貨額的約35.6%（2024年：約53.6%）。

概無董事、彼等之緊密聯繫人（定義見上市規則）或任何股東（據董事所知擁有本公司已發行股本超過5%）於本集團五大供應商中擁有任何權益。

物業、廠房及設備

本公司及本集團於截至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合併財務報表附註13。

股本

本公司之股本於報告期內的變動詳情載於合併財務報表附註23。

儲備

本公司及本集團之儲備於報告期內的變動詳情載於合併財務報表附註24及本年報第85頁「合併權益變動表」一欄下。

可供分派儲備

於2025年12月31日，本公司可供分派儲備（包含股份溢價及本公司未分配利潤）為約人民幣114.35百萬元（2024年12月31日：約人民幣117.46百萬元）。

Report of the Directors (Continued)

董事會報告 (續)

DIRECTORS

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

Executive Directors

Mr. Shi Zhongan (*Chairman*)
Ms. Ding Shuchun (*Chief Executive Officer*)
(*appointed with effect on 18 January 2025*)
Mr. Sun Zhihua (*Vice Chairman, Co-chief Executive Officer*)
Mr. Yang Guang (*resigned with effect on 18 January 2025*)
Mr. Ding Lei
Ms. Xu Jianying (*resigned with effect on 17 June 2025*)

Non-executive Director

Mr. Wu Zhihua (*appointed with effect on 17 June 2025*)

Independent Non-executive Directors

Mr. Liang Xinjun
Mr. Chung Chong Sun
Mr. Chiu Ngam

In accordance with Article 26.3 of the Articles of Association, Mr. Wu Zhihua who was appointed as a non-executive Director on 17 June 2025 shall retire and, and being eligible, has offered himself for re-election at the AGM.

In accordance with Article 26.4 of the Articles of Association, Mr. Shi Zhongan, Mr. Sun Zhihua, and Mr. Ding Lei shall retire by rotation, and being eligible, have offered themselves for re-election at the AGM.

Details of the Directors to be re-elected at the AGM are set out in the Company's circular to the Shareholders dated 28 April 2026.

DIRECTORS AND SENIOR MANAGEMENT

Biographical details of the Directors and senior management of the Company are set out on pages 49 to 59 of this annual report.

CONFIRMATION OF INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received an annual confirmation of independence pursuant to Rule 3.13 of the Listing Rules from each of the independent non-executive Directors and the Company considers such Directors to be independent throughout the year ended 31 December 2025.

董事

於報告期內及直至本年報日期，董事如下：

執行董事

施中安先生 (主席)
丁曙春女士 (行政總裁)
(於2025年1月18日獲委任)
孫志華先生 (副主席、聯席行政總裁)
楊光先生 (於2025年1月18日辭任)
丁磊先生
徐建穎女士 (於2025年6月17日辭任)

非執行董事

吳志華先生 (於2025年6月17日獲委任)

獨立非執行董事

梁信軍先生
鍾創新先生
趙岩先生

根據組織章程細則第26.3條，吳志華先生 (於2025年6月17日獲委任為非執行董事) 將於該股東週年大會上退任，彼有資格並願意膺選連任。

根據組織章程細則第26.4條，施中安先生、孫志華先生及丁磊先生須於該股東週年大會上輪值告退，彼等有資格並願意膺選連任。

將於該股東週年大會上膺選連任之董事詳情載於本公司日期為2026年4月28日之致股東之通函。

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49至59頁。

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上市規則第3.13條發出的年度獨立性確認書，而本公司認為於截至2025年12月31日止年度有關獨立非執行董事均為獨立人士。

Report of the Directors (Continued) 董事會報告(續)

DIRECTORS' SERVICE CONTRACTS AND LETTERS OF APPOINTMENT

Each of the executive Directors has signed a service contract with the Company for a term of three years, which is renewable automatically for successive terms subject to termination as provided in the service contract.

The non-executive Director has signed an appointment letter with the Company for a term of three years, which may be renewable automatically subject to both parties' agreement.

Each of the independent non-executive Directors has signed an appointment letter with the Company for a term of three years, which may be renewable automatically subject to both parties' agreement.

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

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

Save as disclosed in this annual report, no Director or entity connected with the Directors 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, or any of its subsidiaries or fellow subsidiaries was a party during the year ended 31 December 2025 and up to the date of this annual report.

MANAGEMENT CONTRACTS

Save as disclosed in this annual report, no contract concerning the management and administration of the whole or any substantial part of the business of the Company was entered into or existed during the Reporting Period.

DIRECTORS' INTERESTS IN COMPETING BUSINESS

During the Reporting Period, none of the Directors or any of their close associates (as defined under the Listing Rules) has any interest in a business which competed or was likely to compete, either directly or indirectly, with the business of the Group.

COMPLIANCE WITH THE DEED OF NON-COMPETITION

The Company has received the annual confirmation from the Controlling Shareholders in respect of their compliance in 2025 with the non-competition undertakings under the Deed of Non-Competition issued to the Company in 2025. Details of the Deed of Non-Competition are set out in the section headed "Relationship with Controlling Shareholders" in the Prospectus.

董事之服務合約及委任書

各執行董事已與本公司簽立為期三年的服務合約，該等合約自動續期，惟可根據其條款予以終止。

非執行董事已與本公司簽立為期三年之委任書，可根據雙方協商自動續期。

各獨立非執行董事已與本公司簽立為期三年之委任書，可根據雙方協商自動續期。

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

董事於重大交易、安排或合約的權益

除本年報所披露者外，於截至2025年12月31日止年度及直至本年報日期期間，概無董事或任何與董事有關連的實體於本公司、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的任何交易、安排或合約中直接或間接擁有重大權益。

管理合約

除本年報所披露者外，於報告期內，本公司並無就有關整體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。

董事於競爭業務的權益

於報告期間，概無董事或彼等的任何緊密聯繫人(定義見上市規則)在與本集團的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。

遵守不競爭契約

於2025年，本公司已接獲控股股東向本公司發出的就彼等於2025年內遵守不競爭契約項下不競爭承諾的年度確認書。有關不競爭契約之詳情載於招股說明書「與控股股東的關係」一節。

Report of the Directors (Continued) 董事會報告 (續)

EMOLUMENT POLICY

The Remuneration Committee was set up to review the Group's emolument policy and structure for all remuneration of the Directors and senior management of the Group, having regard to the Group's operating results, individual performance of the Directors and senior management and comparable market practices.

Details of the emoluments of the Directors and five highest paid individuals during the Reporting Period are set out in notes 8 and 9 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 6 to the consolidated financial statements.

The main business of the Company is conducted in China, and for this purpose, in accordance with the applicable Chinese laws, we participate in a social insurance plan (including pension insurance) (the "**Social Security Plan**") organized by the Chinese government. Under the Social Security Plan, employers and employees must make contributions at a specified rate by relevant laws and regulations.

During the Reporting Period, the Group also participates in pension or similar plans for all its eligible overseas employees in accordance with local laws: (i) the Group participates in the Mandatory Provident Fund ("**MPF**") Scheme for its qualifying employees in Hong Kong, and contribution is made by each of the employer and the employee to the scheme at 5% of the employee's monthly income and the maximum total contribution is HK\$3,000 per month.

The Group's contributions to the Social Security Plan and the MPF Scheme vest fully and immediately with the employees. During the Reporting Period, there were neither contribution forfeited by the Group nor had there been any utilisation of such forfeited contributions to reduce future contributions. As at 31 December 2025, there were no forfeited contributions which were available for utilisation by the Group to reduce the existing level of contributions to the Social Security Plan and the MPF Scheme.

APPOINTMENT OF DIRECTORS AND SENIOR MANAGEMENT

Reference is made to the announcement of the Company dated 20 January 2025, whereby Mr. Yang Guang resigned as an executive Director and the chief executive officer of the Company with effect from 18 January 2025, and Ms. Ding Shuchun was appointed as an executive Director with effect from 18 January 2025.

Reference is also made to the announcement of the Company dated 25 February 2025, whereby Ms. Ding Shuchun was appointed as the chief executive officer of the Company and Mr. Sun Zhihua was appointed as the co-chief executive officer of the Company with effect from 25 February 2025.

薪酬政策

薪酬委員會之設立旨在根據本集團之經營業績、董事與高級管理層之個人表現及可資比較之市場慣例審視本集團有關董事及高級管理層之薪酬政策及薪酬架構。

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合併財務報表附註8和9。

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合併財務報表附註6。

本公司的主要業務於中國進行，為此，根據中國適用的法律，我們參加由中國政府組織的社會保險計劃（包括養老保險）（「**社保計劃**」）。根據**社保計劃**，僱主和僱員都必須按相關法律、法規規定的比例供款。

於報告期內，本集團也為所有合資格的海外僱員根據當地法律規定參與養老金或類似計劃。其中(i)就香港合資格僱員而言，本集團參與強制性公積金（「**強積金**」）計劃，根據**強積金**計劃，僱主及僱員均須分別按僱員月收入的5%（最高供款合計不超過3,000港元／月）向**強積金**計劃作出供款。

本集團對**社保計劃**及**強積金**計劃作出的供款，均立即全數歸僱員所有。於報告期間，本集團並無沒收供款，亦無動用有關被沒收供款來減少日後供款。於2025年12月31日，並無任何被沒收供款可供本集團用於降低對**社保計劃**及**強積金**計劃的現有供款水平。

委任董事及高級管理層

茲提述本公司日期為2025年1月20日之公告，據此，楊光先生辭任執行董事及本公司行政總裁，自2025年1月18日起生效，以及丁曙春女士獲委任為執行董事，自2025年1月18日起生效。

茲亦提述本公司日期為2025年2月25日之公告，據此，丁曙春女士獲委任為本公司行政總裁以及孫志華先生獲委任為本公司聯席行政總裁，自2025年2月25日起生效。

Report of the Directors (Continued) 董事會報告(續)

Reference is further made to the announcement of the Company dated 17 June 2025, whereby Ms. Xu Jianying resigned as an executive Director and ceased to be a member of remuneration committee of the Company with effect from 17 June 2025, and Mr. Wu Zhihua was appointed as a non-executive Director with effect from 17 June 2025.

CHANGE OF DIRECTORS' AND SENIOR MANAGEMENT'S INFORMATION

During the year ended 31 December 2025, save as disclosed above, there is no other change in the Directors' information required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

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

As at 31 December 2025, the interests and short positions of the Directors and chief executive of the Company in the shares, underlying shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO which have 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 which they were taken or deemed to have under such provisions of the SFO), or which were recorded in the register required to be kept by the Company pursuant to section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code as set out in Appendix C3 to the Listing Rules were as follows:

(i) Interest in Shares of the Company

| Name of Director 董事姓名 | Nature of interest 權益性質 | Number of Shares interested ⁽¹⁾ 擁有權益的股份數目 ⁽¹⁾ | Approximate percentage of interest 權益的概約百分比 |
|--------------------------|--|--|--|
| Mr. Shi 施先生 | Founder of a discretionary trust who can influence how the trustee exercises discretion ⁽²⁾ 酌情信託創立人，可影響受託人行使其酌情權之方式 ⁽²⁾ | 368,796,000 (L) | 71.28% |

Notes:

- (1) The letter "L" denotes the person's long position in our Shares.
- (2) These Shares are held by Zhong An BVI which is wholly-owned by Zhong An. Zhong An is owned as to approximately 57.89% by New Whole Good, 99.50% of the entire issued share capital of which is owned by ZA Holding Group Ltd, which in turn is wholly-owned by Trident Trust Company (HK) Limited, being the trustee of a discretionary trust established by Mr. Shi. By virtue of the SFO, Mr. Shi is deemed to be interested in the Shares in which Zhong An BVI is interested.

茲進一步提述本公司日期為2025年6月17日之公告，據此，徐建穎女士辭任本公司執行董事並不再擔任薪酬委員會成員，自2025年6月17日起生效，吳志華先生獲委任為本公司非執行董事，自2025年6月17日起生效。

有關董事及高級管理層的資料變動

截至2025年12月31日止年度，除上文披露者外，概無其他董事資料變動須根據上市規則13.51B(1)條予以披露。

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《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條已登記於本公司須予備存之登記冊，或根據上市規則附錄C3所載的標準守則須知會本公司及聯交所的權益及淡倉如下：

(i) 在本公司股份中的權益

附註：

- (1) 字母「L」代表該人士於股份的好倉。
- (2) 該等股份由眾安BVI持有，而眾安BVI由眾安全資擁有。眾安由新全好擁有約57.89%權益，而新全好全部已發行股本的99.50%由ZA Holding Group Ltd擁有，ZA Holding Group Ltd則由恒泰信託（香港）有限公司（作為施先生設立的酌情信託的受託人）全資擁有。根據《證券及期貨條例》，施先生被視為於眾安BVI擁有權益的股份中擁有權益。

Report of the Directors (Continued) 董事會報告 (續)

(ii) Interest in associated corporations of the Company

(ii) 在本公司相聯法團中的權益

| Name of Director 董事姓名 | Name of associated corporation 相聯公司名稱 | Nature of interest 權益性質 | Number of Shares interested ⁽¹⁾ 擁有權益的股份數目 ⁽¹⁾ | Approximate percentage of interest 權益的概約百分比 |
|--------------------------|--|--|--|--|
| Mr. Shi 施先生 | Zhong An 眾安 | Founder of a discretionary trust who can influence how the trustee exercises discretion ⁽²⁾ 酌情信託創立人，可影響受託人行使其酌情權之方式 ⁽²⁾ | 3,262,411,200 (L) | 57.89% |
| | CNC 中國新城市 | Founder of a discretionary trust who can influence how the trustee exercises discretion ⁽³⁾ 酌情信託創立人，可影響受託人行使其酌情權之方式 ⁽³⁾ | 1,358,859,594 (L) | 73.69% |

Notes:

- (1) The letter "L" denotes the person's long position in our Shares.
- (2) These shares are held by New Whole Good, 99.50% of the entire issued share capital of which is owned by ZA Holding Group Ltd, which in turn is wholly-owned by Trident Trust Company (HK) Limited, being the trustee of a discretionary trust established by Mr. Shi. By virtue of the SFO, Mr. Shi is deemed to be interested in the shares of Zhong An in which New Whole Good is interested.
- (3) Among these 1,358,859,594 shares of CNC, 1,327,556,000 shares are held by Ideal World, which is wholly-owned by Zhong An. Zhong An is owned as to approximately 57.89% by New Whole Good, 99.50% of the entire issued share capital of which is owned by ZA Holding Group Ltd, which in turn is wholly-owned by Trident Trust Company (HK) Limited, being the trustee of a discretionary trust established by Mr. Shi. In addition, 31,303,594 shares are held by New Whole Good. By virtue of the SFO, Mr. Shi is deemed to be interested in the shares of CNC in which each of Ideal World and New Whole Good is interested.

附註：

- (1) 字母「L」代表該人士於股份的好倉。
- (2) 該等股份由新全好擁有，而新全好全部已發行股本的99.50%由ZA Holding Group Ltd擁有，ZA Holding Group Ltd則由恒泰信託(香港)有限公司(作為施先生設立的酌情信託的受託人)全資擁有。根據《證券及期貨條例》，施先生被視為於新全好擁有權益的眾安股份中擁有權益。
- (3) 於該等中國新城市1,358,859,594股股份中，Ideal World持有1,327,556,000股股份，Ideal World由眾安全資擁有。新全好擁有眾安約57.89%的權益，而新全好全部已發行股本的99.50%由ZA Holding Group Ltd擁有，ZA Holding Group Ltd則由恒泰信託(香港)有限公司(作為施先生設立的酌情信託的受託人)全資擁有。此外，新全好持有31,303,594股股份。根據《證券及期貨條例》，施先生被視為於Ideal World及新全好各自擁有權益的中國新城市股份中擁有權益。

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

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權益或淡倉(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)，或登記於本公司根據《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。

Report of the Directors (Continued) 董事會報告(續)

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

As at 31 December 2025, to the best knowledge of the Directors, the following persons (not being a Director or chief executive of the Company) had interests or short positions in the Shares or underlying Shares which fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO and recorded in the register required to be kept by the Company pursuant to section 336 of the SFO:

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（並非董事或本公司最高行政人員）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：

| Name of corporation/person 法團名稱／人士姓名 | Nature of interest 權益性質 | Number of Shares interested ⁽¹⁾ 擁有權益的股份數目 ⁽¹⁾ | Approximate percentage of interest 權益的概約百分比 |
|--|---|--|--|
| Zhong An BVI ⁽²⁾ 眾安BVI ⁽²⁾ | Beneficial owner 實益擁有人 | 368,796,000 (L) | 71.28% |
| Zhong An ⁽²⁾ 眾安 ⁽²⁾ | Interest in controlled corporation 在受控制法團的權益 | 368,796,000 (L) | 71.28% |
| New Whole Good ⁽²⁾ 新全好 ⁽²⁾ | Interest in controlled corporation 在受控制法團的權益 | 368,796,000 (L) | 71.28% |
| ZA Holding Group Ltd ⁽²⁾ | Interest in controlled corporation 在受控制法團的權益 | 368,796,000 (L) | 71.28% |
| Trident Trust Company (HK) Limited ⁽²⁾ 恒泰信託(香港)有限公司 ⁽²⁾ | Trustee 受託人 | 368,796,000 (L) | 71.28% |

Notes:

- (1) The letter "L" denotes the person's long position in our Shares.
- (2) Zhong An BVI, which holds 368,796,000 Shares in the issued share capital of the Company, is wholly-owned by Zhong An. Zhong An is owned as to approximately 57.89% by New Whole Good, 99.50% of the entire issued share capital of which is owned by ZA Holding Group Ltd, which in turn is wholly-owned by Trident Trust Company (HK) Limited, being the trustee of a discretionary trust established by Mr. Shi. By virtue of the SFO, each of Zhong An, New Whole Good, ZA Holding Group Ltd and Trident Trust Company (HK) Limited is deemed to be interested in the Shares in which Zhong An BVI is interested.

附註：

- (1) 字母「L」代表該人士於股份的好倉。
- (2) 眾安BVI持有本公司已發行股本中的368,796,000股股份，其由眾安全資擁有。眾安由新全好擁有約57.89%的權益，而新全好全部已發行股本的99.50%由ZA Holding Group Ltd擁有，ZA Holding Group Ltd則由恒泰信託(香港)有限公司(作為施先生設立的酌情信託的受託人)全資擁有。根據《證券及期貨條例》，眾安、新全好、ZA Holding Group Ltd及恒泰信託(香港)有限公司各自被視為於眾安BVI所持股份中擁有權益。

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

除上文所披露者外，據董事所深知，於2025年12月31日，概無任何人士(本公司董事或主要行政人員除外)已就本公司按照《證券及期貨條例》第336條備存的登記冊中記錄的本公司股份或相關股份的權益或淡倉進行登記。

Report of the Directors (Continued) 董事會報告 (續)

PRE-EMPTIVE RIGHTS

There is no provision 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 existing Shareholders.

TAX RELIEF

The Company is not aware of any relief from taxation available to the Shareholders by reason of their holding of the Shares.

PERMITTED INDEMNITY PROVISIONS

Pursuant to the Articles of Association, every Director and officer of the Company shall be indemnified out of the assets of the Company against any liability, action, proceeding, claim, demand, costs, damages or expenses, including legal expenses, whatsoever which they or any of them may incur as a result of any act or failure to act in carrying out their functions other than such liability (if any) that they may incur by reason of their own actual fraud or wilful default.

RELATIONSHIP WITH STAKEHOLDERS

The Group recognises that employees, customers and business partners are keys to its sustainable development. The Group is committed to establishing a close and caring relationship with its employees, providing quality services to its customers and enhancing cooperation with its business partners.

CONTINUING CONNECTED TRANSACTIONS

Zhong An is one of our Controlling Shareholders, which indirectly owns approximately 67.94% of the Group's share capital and CNC is indirectly held as to approximately 71.99% by Zhong An as of the date of this annual report and is therefore an associate of Zhong An. CNC is also directly held as to approximately 1.70% by New Whole Good. Therefore, each of Zhong An and its associates and CNC and its associates is a connected person of the Company.

Reference is made to the section headed "Connected Transactions" of the Prospectus in relation to, among other things, the continuing connected transactions of the Group with each of Zhong An and CNC under the existing framework agreements. As the term of the existing framework agreements expired on 31 December 2024, the Company entered into the following non-exempt continuing connected transactions:

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。

稅務減免

本公司並不知悉股東因持有股份而可享有的任何稅務減免。

獲准許之彌償條文

根據組織章程細則，本公司每名董事及高級職員如因履行職務時的任何作為或不作為而招致任何責任、訴訟、法律程序、索償、索求、訟費、損害賠償或開支（包括法律開支），彼等或其中任何人士均可從本公司資產中獲得彌償，惟因自身實際欺詐或蓄意違約而招致的責任（如有）除外。

與持份者關係

本集團充分認識到僱員、客戶和業務合作夥伴是影響本集團可持續發展的關鍵。為此，本集團致力於與僱員建立密切及深切的關係，為客戶提供優質服務，及加強與業務合作夥伴的緊密合作。

持續關連交易

眾安為本集團控股股東之一，間接擁有本集團約67.94%股本，而中國新城市截至本年報日期由眾安間接持有約71.99%股權，因此其為眾安的聯繫人。新全好亦直接持有中國新城市約1.70%。因此，眾安及其聯繫人以及中國新城市及其聯繫人各自為本公司之關連人士。

茲提述招股說明書「關連交易」一節，內容有關本集團與眾安及中國新城市根據現有框架協議進行的持續關連交易。由於現有框架協議的期限已於2024年12月31日屆滿，本公司已訂立以下非豁免持續關連交易：

Report of the Directors (Continued) 董事會報告(續)

Provision of car parking space sales agency services

On 6 December 2024, the Company entered into a renewed car parking space sales agency services framework agreement with each of Zhong An and CNC which will expire on 31 December 2027, pursuant to which our Group would provide agency services for the sales of unsold car parking space, including marketing and advertising services, on an exclusive basis, for such unsold car parking space owned by Zhong An and its associates (excluding CNC Connected Persons) (“**Remaining Zhong An Connected Person(s)**”), and CNC and its associates (“**CNC Connected Person(s)**”, together with the Remaining Zhong An Connected Person(s), the “**Zhong An Connected Persons**”) and located at property projects of them that are currently managed by us or expected to be provided for the Group’s management. The specific service fees concerned and other relevant matters will be negotiated by the relevant parties in good faith.

The cap amounts payable to the Group in respect of the renewed car parking space sales agency services framework agreement by the Remaining Zhong An Connected Persons shall be RMB67.0 million, RMB72.0 million and RMB81.0 million for the year ended 31 December 2025 and the two years ending 31 December 2027, respectively.

The cap amounts payable to the Group in respect of the renewed car parking space sales agency services framework agreement by the CNC Connected Persons shall be RMB15.0 million, RMB14.0 million and RMB12.0 million for the year ended 31 December 2025 and the two years ending 31 December 2027, respectively.

Provision of property management services

On 6 December 2024, the Group has entered into a renewed provision of property management services framework agreement with each of Zhong An and CNC which will expire on 31 December 2027, pursuant to which our Group would provide property management services to the Remaining Zhong An Connected Persons and the CNC Connected Persons in respect of residential and non-residential property units that are unsold or undelivered. The specific service fees concerned and other relevant matters will be negotiated by the relevant parties in good faith.

The cap amounts payable to the Group in respect of the renewed property management services framework agreement by the Remaining Zhong An Connected Persons shall be RMB23.0 million, RMB25.0 million and RMB40.0 million for the year ended 31 December 2025 and the two years ending 31 December 2027, respectively.

The cap amounts payable to the Group in respect of the renewed property management services framework agreement by the CNC Connected Persons shall be RMB15.0 million, RMB14.0 million and RMB13.0 million for the year ended 31 December 2025 and the two years ending 31 December 2027, respectively.

提供車輛停車位銷售代理服務

於2024年12月6日，本公司與眾安及中國新城市各自訂立經續訂車輛停車位銷售代理服務框架協議（其將於2027年12月31日到期），據此本集團將為眾安及其聯繫人（不包括中國新城市關連人士）（「**餘下眾安關連人士**」）及中國新城市及其聯繫人（「**中國新城市關連人士**」，連同餘下眾安關連人士統稱「**眾安關連人士**」）所擁有並位於其現時由本集團管理或預期提供予本集團管理的物業項目獨家提供未售出停車位的銷售代理服務，包括市場營銷及廣告服務。有關特定服務費及其他相關事宜將由相關訂約方經真誠協商後釐定。

餘下眾安關連人士於截至2025年12月31日止年度及截至2027年12月31日止兩個年度就經續訂車輛停車位銷售代理服務框架協議應付本集團的金額上限分別為人民幣67.0百萬元、人民幣72.0百萬元及人民幣81.0百萬元。

中國新城市關連人士於截至2025年12月31日止年度及截至2027年12月31日止兩個年度就經續訂車輛停車位銷售代理服務框架協議應付本集團的金額上限分別為人民幣15.0百萬元、人民幣14.0百萬元及人民幣12.0百萬元。

提供物業管理服務

於2024年12月6日，本集團與眾安及中國新城市各自訂立提供經續訂物業管理服務框架協議（其將於2027年12月31日到期），據此，本集團將就未出售或未交付的住宅及非住宅物業單位，向餘下眾安關連人士及中國新城市關連人士提供物業管理服務。有關特定服務費及其他相關事宜將由相關訂約方經真誠協商後釐定。

餘下眾安關連人士於截至2025年12月31日止年度及截至2027年12月31日止兩個年度就經續訂物業管理服務框架協議應付本集團的金額上限分別為人民幣23.0百萬元、人民幣25.0百萬元及人民幣40.0百萬元。

中國新城市關連人士於截至2025年12月31日止年度及截至2027年12月31日止兩個年度就經續訂物業管理服務框架協議應付本集團的金額上限分別為人民幣15.0百萬元、人民幣14.0百萬元及人民幣13.0百萬元。

Report of the Directors (Continued) 董事會報告 (續)

Provision of value-added services

On 6 December 2024, the Group has entered into a renewed value-added services framework agreement with each of Zhong An and CNC which will expire on 31 December 2027, pursuant to which our Group would provide value-added services to the Remaining Zhong An Connected Persons and the CNC Connected Persons. The specific service fees concerned and other relevant matters will be negotiated by the relevant parties in good faith.

The cap amounts payable to the Group in respect of the renewed value-added services framework agreement by the Remaining Zhong An Connected Persons shall be RMB81.0 million, RMB88.0 million and RMB91.0 million for the year ended 31 December 2025 and the two years ending 31 December 2027, respectively.

The cap amounts payable to the Group in respect of the renewed value-added services framework agreement by the CNC Connected Persons shall be RMB22.0 million, RMB21.0 million and RMB22.0 million for the year ended 31 December 2025 and the two years ending 31 December 2027, respectively.

The above transactions are regarded as “continuing connected transactions” and “connected transactions” of the Company pursuant to Chapter 14A of the Listing Rules.

The Group confirms that the above disclosure has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules. The independent non-executive Directors confirmed that the transactions have been entered into by the Group in the ordinary and usual course of its business, on normal commercial term or better and in accordance with the terms of the respective agreements governing such transactions that are fair and reasonable and are in the interests of the Company and its shareholders as a whole. The board of Directors confirmed that a Group’s auditor has confirmed the matters set out in Rule 14A.56 of the Listing Rules.

CONTROLLING SHAREHOLDERS’ INTERESTS IN MATERIAL CONTRACTS

Save as disclosed in the section headed “CONTINUING CONNECTED TRANSACTIONS” in this Report of Directors, during the Reporting Period, neither the Company nor any of its subsidiaries has entered into any contract of significance or material contract with the controlling Shareholders (as defined in the Listing Rules) or any of its subsidiaries, and there is no entering into of any material contract in respect of the services provided by the controlling Shareholders or any of its subsidiaries to the Company or any of its subsidiaries.

提供增值服務

於2024年12月6日，本集團與眾安及中國新城市各自訂立經續訂增值服務框架協議（其將於2027年12月31日到期），據此，本集團將向餘下眾安關連人士及中國新城市關連人士提供增值服務。有關特定服務費及其他相關事宜將由相關訂約方經真誠協商後釐定。

餘下眾安關連人士於截至2025年12月31日止年度及截至2027年12月31日止兩個年度就經續訂增值服務框架協議應付本集團的金額上限分別為人民幣81.0百萬元、人民幣88.0百萬元及人民幣91.0百萬元。

中國新城市關連人士於截至2025年12月31日止年度及截至2027年12月31日止兩個年度就經續訂增值服務框架協議應付本集團的金額上限分別為人民幣22.0百萬元、人民幣21.0百萬元及人民幣22.0百萬元。

根據上市規則第14A章，上述交易被視為本公司之「持續關連交易」及「關連交易」。

本集團確認上述披露已遵守上市規則第14A章的披露規定。獨立非執行董事已確認，上述交易乃於本集團的一般及日常業務過程中訂立，按一般商業條款或更佳條款訂立並根據監管有關交易之相關協議條款訂立，且公平合理及符合本公司及股東的整體利益。董事會確認，本集團核數師已確認載於上市規則第14A.56條的事項。

控股股東於重大合約之權益

除本董事會報告「持續關連交易」一節所披露者外，報告期內，本公司或其任何附屬公司概無與控股股東（定義見上市規則）或其任何附屬公司訂立任何重要合約，亦無控股股東或其任何附屬公司向本公司或任何附屬公司提供服務而訂立任何重要合約。

Report of the Directors (Continued)

董事會報告(續)

AUDIT COMMITTEE

The Company has set up an Audit Committee and adopted the terms of reference which complied with the CG Code. The chairperson of the Audit Committee is Mr. Chung Chong Sun. The other members are Mr. Liang Xinjun and Mr. Chiu Ngam. The Audit Committee comprised all of the three independent non-executive Directors. The Audit Committee has reviewed and discussed with the management of the Group the unaudited interim condensed consolidated financial information of the Company for the Reporting Period, including the accounting principles and practices adopted by the Group, and discussed financial related matters. The Audit Committee has also reviewed the effectiveness of the risk management and the internal control systems of the Company, and considers the risk management and internal control systems to be effective and adequate.

The Audit Committee had, together with the management and Auditor, reviewed the accounting principles and policies adopted by the Group and the consolidated financial statements for the year ended 31 December 2025.

CORPORATE GOVERNANCE

The Company is committed to maintaining high standards of corporate governance practices. Information on the corporate governance practices adopted by the Company is set out in the Corporate Governance Report on pages 31 to 48 of this annual report.

SUFFICIENCY OF PUBLIC FLOAT

Based on information publicly available to the Company and to the best knowledge of the Directors, at least 25% of the Company's total issued Shares, the prescribed minimum percentage of public float approved by the Stock Exchange and permitted under the Listing Rules, was held by the public at all times during the Reporting Period and as of the date of this annual report.

AUDITOR

The auditor of the Company has not changed in the past three years. Ernst & Young was appointed as the Auditor for the year ended 31 December 2025. The accompanying financial statements prepared in accordance with IFRS Accounting Standards have been audited by Ernst & Young.

Ernst & Young shall retire at the forthcoming AGM and, being eligible, will offer itself for re-appointment. A resolution for the re-appointment of Ernst & Young as Auditor will be proposed at the AGM.

On behalf of the Board

Mr. Shi Zhongan
Chairman

Hangzhou, 26 March 2026

審核委員會

本公司已設立審核委員會，並採納遵從企業管治守則的職權範圍。審核委員會主席為鍾創新先生。其他成員為梁信軍先生及趙岩先生。審核委員會由所有三名獨立非執行董事組成。審核委員會已審閱及與本集團管理層討論有關本公司於本報告期間內之未經審核中期簡明綜合財務資料(包括本集團所採納的會計政策及慣例)並討論財務相關事宜。審核委員會亦已審閱本公司風險管理及內部監控系統的有效性，並認為風險管理及內部監控系統屬有效及充足。

審核委員會已與管理層及核數師共同審閱本集團所採納的會計原則及政策，以及截至2025年12月31日止年度合併財務報表。

企業管治

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31至48頁之企業管治報告。

足夠公眾持股量

根據本公司可公開獲得的資料及就董事所深知，於報告期內及截至本年報日期止任何時間，本公司已發行股份總額中至少有25% (即聯交所及上市規則規定的最低公眾持股比例) 由公眾人士持有。

核數師

在過去三年本公司核數師未發生變化。安永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。安永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會計準則編製。

安永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。有關續聘安永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。

代表董事會

主席
施中安先生

杭州，2026年3月26日

Independent Auditor's Report

獨立核數師報告



Ernst & Young
27/F, One Taikoo Place
979 King's Road
Quarry Bay, Hong Kong

安永會計師事務所
香港鰂魚涌
英皇道979號
太古坊一座27樓

Tel 電話: +852 2846 9888
Fax 傳真: +852 2868 4432
ey.com

To the shareholders of Zhong An Intelligent Living Service Limited
(Incorporated in the Cayman Islands as an exempted company with limited liability)

致众安智慧生活服务有限公司全體股東
(於開曼群島註冊成立的獲豁免有限公司)

OPINION

We have audited the consolidated financial statements of Zhong An Intelligent Living Service Limited (the "Company") and its subsidiaries (the "Group") set out on pages 82 to 151, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 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 (the "IASB") and have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAAs") 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.

意見

我們已審核載列於第82至151頁的众安智慧生活服务有限公司(「貴公司」)及其附屬公司(統稱「貴集團」)的合併財務報表，當中包括於2025年12月31日的合併財務狀況表、截至該日止年度的合併損益及其他全面收益表、合併權益變動表及合併現金流量表，以及合併財務報表附註(包括重大會計政策資料)。

我們認為，合併財務報表根據國際會計準則理事會(「國際會計準則理事會」)頒佈的國際財務報告準則會計準則真實而公平地反映了貴集團於2025年12月31日的合併財務狀況以及其截至該日止年度的合併財務表現及合併現金流量，並已遵照香港公司條例妥為編製。

意見基準

我們已按照香港會計師公會(「香港會計師公會」)頒佈的香港審計準則(「香港審計準則」)進行審核工作。我們根據該等準則的責任進一步描述於本報告「核數師審核合併財務報表的責任」一節。按照香港會計師公會頒佈的適用於審計公眾利益實體財務報表的「專業會計師操守守則」(「守則」)，我們獨立於貴集團。我們亦已按照守則履行其他道德責任。我們相信，我們獲取的審核證據屬充分、適當，為我們的審核意見提供了基礎。

Independent Auditor's Report (Continued) 獨立核數師報告(續)

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. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

| Key audit matter | How our audit addressed the key audit matter |
|---|--|
| <i>Provision for expected credit losses on trade receivables</i> | |
| As at 31 December 2025, the net carrying amount of the trade receivables of the Group was RMB236.3 million, including the gross amount of RMB283.6 million and the allowance for impairment of RMB47.3 million. | Our audit procedures to assess the provision for expected credit losses on trade receivables included: |
| We identified the assessment of expected credit losses on trade receivables as a key audit matter due to the significance of the trade receivables balance to the consolidated financial statements and the significant judgement exercised by management in estimating the expected credit losses for trade receivables with the consideration of the existence of disputes, historical payment records, forward-looking factors and any other available information that may impact the estimated expected credit losses. | <ul style="list-style-type: none"> (i) obtaining an understanding of how management assessed the expected credit losses for trade receivables, and evaluating the key controls relating to the monitoring of the recoverability of trade receivables; (ii) evaluating and testing the methodologies and data/parameters used by management, including historical loss information, forward-looking factors and the expected loss rate; (iii) executing analytical review procedures by analysing the fluctuations of significant outstanding balances and trade receivable turnover days; |

主要審核事項

主要審核事項指根據我們的專業判斷，在我們對本期間合併財務報表的審核中最重要的事項。該等事項在我們對合併財務報表進行整體審核及就此達致意見時處理，我們並不就此另外提供意見。就以下各事項而言，我們對審核如何處理該事項的說明乃在該背景下提供。

我們已履行本報告「核數師審核合併財務報表的責任」一節所述責任，包括與該等事項有關的責任。因此，我們的審核包括採取為回應我們對合併財務報表中存在重大失實陳述風險的評估而設計的程序。我們審核程序的結果（包括為解決下列事項所採取的程序）為我們關於隨附合併財務報表的審核意見提供了基礎。

| 主要審核事項 | 我們的審核如何處理主要審核事項 |
|---|--|
| <i>應收貿易賬款的預期信貸虧損撥備</i> | |
| 於2025年12月31日，貴集團應收貿易賬款的賬面淨值為人民幣236.3百萬元，其中總額為人民幣283.6百萬元及減值撥備人民幣47.3百萬元。 | 我們評估應收貿易賬款預期信貸虧損撥備的審核程序包括： |
| 我們將應收貿易賬款的預期信貸虧損評估識別為一項關鍵審核事項，因為其就合併財務報表而言其應收貿易賬款結餘重大，且管理層於估計應收貿易賬款的預期信貸虧損（經考慮包括是否存在糾紛、過往支付紀錄、前瞻性因素及可能影響估計預期信貸虧損的任何其他可得資料）時須作出重大判斷。 | <ul style="list-style-type: none"> (i) 了解管理層評估應收貿易賬款預期信貸虧損的方式以及評價有關監督應收貿易賬款可收回性的關鍵控制措施； (ii) 評估及測試管理層所用方法及數據/參數（包括過往虧損資料、前瞻性因素及預期虧損率）； (iii) 執行分析性審閱程序，方法為分析重大尚未償還餘額及應收貿易款項週轉天數的波動情況； |

Independent Auditor's Report (Continued)

獨立核數師報告(續)

KEY AUDIT MATTERS (CONTINUED)

| Key audit matter | How our audit addressed the key audit matter |
|---|---|
| Provision for expected credit losses on trade receivables | |
| Relevant disclosures are included in notes 3 and 16 to the consolidated financial statements. | <p>(iv) testing, on a sampling basis, the subsequent settlement of trade receivables to cash receipts and the related supporting documentation;</p> <p>(v) testing, on a sampling basis, the ageing profile of trade receivables as at 31 December 2025 used in the calculation of the allowance for impairment of trade receivables to sales invoices and other relevant documents; and</p> <p>(vi) assessing the adequacy of the Group's disclosures in the financial statements.</p> |

OTHER INFORMATION INCLUDED IN THE ANNUAL REPORT

The directors of the Company are responsible for the other information. The other information comprises 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.

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.

主要審核事項(續)

| 主要審核事項 | 我們的審核如何處理主要審核事項 |
|------------------------|---|
| 應收貿易賬款的預期信貸虧損撥備 | |
| 相關披露載於合併財務報表附註3及16。 | <p>(iv) 按採樣基準對比現金收據及相關證明文件測試應收貿易賬款的隨後結算情況；</p> <p>(v) 對照銷售發票及其他相關文件對用於計算應收貿易賬款減值撥備的2025年12月31日應收貿易賬款的賬齡進行抽樣測試；及</p> <p>(vi) 評估 貴集團於財務報表之披露是否充足。</p> |

年報中包含的其他資料

貴公司董事對其他資料負責。其他資料包括年報中包含的資料，合併財務報表及我們的核數師報告除外。

我們對合併財務報表的意見不涵蓋其他資料，且我們並不對此發表任何形式的保證結論。

就我們對合併財務報表的審核而言，我們的責任是閱讀其他資料，並同時考慮其他資料是否與合併財務報表或我們在審核過程中獲得的了解存在重大不一致或看似嚴重失實。倘若基於我們進行的工作，我們認為該其他資料存在重大失實陳述，則我們須報告該事實。我們在此方面無任何發現可報告。

Independent Auditor's Report (Continued) 獨立核數師報告(續)

RESPONSIBILITIES OF THE DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the IASB and the disclosure requirements of the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors of the Company 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 of the Company either intend to liquidate the Group or to cease operations or have no realistic alternative but to do so.

The directors of the Company 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. Our 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.

董事對合併財務報表的責任

貴公司董事負責根據國際會計準則理事會頒佈的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合併財務報表，以令合併財務報表作出真實而公平的反映，及落實其認為必要的內部監控，以使合併財務報表不存在由於欺詐或錯誤而導致的重大失實陳述。

在編製合併財務報表時，貴公司董事有責任評估貴集團持續經營的能力，披露（如適用）與持續經營有關的事項，並使用持續經營會計基準（除非貴公司董事擬將貴集團清盤或終止經營，或除此之外並無其他可行的選擇）。

貴公司董事在履行監督貴集團財務報告程序的職責時獲審核委員會協助。

核數師審核合併財務報表的責任

我們的目標是就合併財務報表整體是否存在重大失實陳述（不論因欺詐或錯誤導致）取得合理保證，並出具包含我們意見的核數師報告。我們僅向貴公司全體股東報告我們的結論，並不作其他用途。我們概不就本報告的內容向其他任何人士負有或承擔任何責任。

合理保證是一種高水平的保證，但並不保證按照香港審計準則進行的審核總能發現所存在的重大失實陳述。失實陳述可能因欺詐或錯誤而產生，如個別或整體合理預期可能影響用戶基於該等合併財務報表作出的經濟決定，則屬重大。

Independent Auditor's Report (Continued) 獨立核數師報告(續)

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

As part of an audit in accordance with HKSA's, 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.
- 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.

核數師審核合併財務報表的責任 (續)

作為按照香港審計準則進行審核的一部分，我們在整個審核期間作出專業判斷並保持專業懷疑。我們亦：

- 識別及評估合併財務報表中存在重大失實陳述(不論因欺詐或錯誤導致)的風險，設計及執行應對該等風險的審核程序，並取得充分適當的審核證據，為我們的意見提供基礎。未發現欺詐導致重大失實陳述的風險高於錯誤導致重大失實陳述的風險，原因是欺詐可能涉及勾結、偽造、故意遺漏、虛假陳述或凌駕內部監控。
- 取得與審核相關的內部監控的了解，以設計適當的審核程序，但目的並非對貴集團內部監控的有效性發表意見。
- 評價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。
- 對董事使用持續經營會計基準的適當性，及(基於所取得的審核證據)是否存在與事件或狀況相關且可能導致對貴集團持續經營能力產生重大疑問的重大不確定性得出結論。倘若我們認為存在重大不確定性，需要在核數師報告中提請注意合併財務報表的相關披露或(如該披露不足)修改我們的意見。我們的結論基於截至核數師報告日期所獲得的審核證據。然而，未來事件或狀況可能導致貴集團無法持續經營。
- 評價合併財務報表的整體列報、結構及內容，包括披露及合併財務報表是否按實現公平列報的方式反映了相關交易及事件。

Independent Auditor's Report (Continued) 獨立核數師報告(續)

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

- 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.

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

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Mr. Leung Yat Him (practising certificate number: P08017).

Ernst & Young
Certified Public Accountants
Hong Kong

26 March 2026

核數師審核合併財務報表的責任(續)

- 計劃及履行 貴集團審核，以獲取有關 貴集團內實體或業務單位的財務資料的充分適當的審核證據，以構成對合併財務報表的意見。我們負責指導、監督及審閱就集團審核履行的審核工作。我們仍然對我們的審核意見承擔全部責任。

我們就(其中包括)審核的規劃範圍及時間與重大審核結果(包括我們在審核中發現的內部監控重大缺陷)與審核委員會溝通。

我們亦向審核委員會提供一份聲明，表示我們已遵守有關獨立性的相關道德要求，並就合理可能導致對我們獨立性產生疑問的所有關係及(如適用)為消除威脅或應用保障而採取的行動。

根據與審核委員會溝通的事項，我們認為有關事項是對審核本期間合併財務報表而言最重要的事項，因此屬於主要審核事項。我們在核數師報告中說明該等事項，除非法律或法規禁止公開披露該事項，或(在極少數情況下)由於其不利後果合理預期將超過公開披露所帶來的公共利益，我們認為該事項不應在我們的報告中披露。

編製本獨立核數師報告的審核的合夥人為梁溢謙先生(執業證書編號:P08017)。

安永會計師事務所
執業會計師
香港

2026年3月26日

Consolidated Statement of Profit or Loss and Other Comprehensive Income

合併損益及其他全面收益表

Year ended 31 December 2025

截至2025年12月31日止年度

| | | Notes 附註 | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|---|-----------------------------|-------------|-----------------------------------|-----------------------------------|
| REVENUE | 收入 | 5 | 472,382 | 412,238 |
| Cost of sales | 銷售成本 | | (349,788) | (291,956) |
| GROSS PROFIT | 毛利 | | 122,594 | 120,282 |
| Other income | 其他收入 | 5 | 1,039 | 4,038 |
| Selling and distribution expenses | 銷售及分銷開支 | | (1,197) | (804) |
| Administrative expenses | 行政開支 | | (52,319) | (60,092) |
| Impairment losses on financial assets, net | 金融資產減值虧損淨額 | | (26,511) | (10,671) |
| Finance costs | 財務成本 | 7 | (1,263) | - |
| Share of losses/(profits) of an associate | 分佔一間聯營公司虧損/(利潤) | | 30 | (23) |
| PROFIT BEFORE TAX | 除稅前利潤 | 6 | 42,373 | 52,730 |
| Income tax expense | 所得稅開支 | 10 | (12,031) | (15,389) |
| PROFIT FOR THE YEAR | 年內利潤 | | 30,342 | 37,341 |
| Profit attributable to: | 以下人士應佔利潤： | | | |
| Owners of the parent | 母公司擁有人 | | 31,497 | 38,067 |
| Non-controlling interests | 非控股權益 | | (1,155) | (726) |
| | | | 30,342 | 37,341 |
| EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT | 母公司普通股持有人 應佔每股盈利 | | | |
| Basic and diluted | 基本及攤薄 | 12 | RMB6.1 cents 人民幣6.1分 | RMB7.4 cents 人民幣7.4分 |
| TOTAL COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX | 年內全面收益總額(除稅後) | | 30,342 | 37,341 |
| Total comprehensive income attributable to: | 以下人士應佔全面收益總額： | | | |
| Owners of the parent | 母公司擁有人 | | 31,497 | 38,067 |
| Non-controlling interests | 非控股權益 | | (1,155) | (726) |
| | | | 30,342 | 37,341 |

Consolidated Statement of Financial Position

合併財務狀況表

31 December 2025

2025年12月31日

| | | | 31 December 2025 | 31 December 2024 |
|--|------------------|--------------|-----------------------------|---------------------|
| | | <i>Notes</i> | 2025年12月31日 | 2024年12月31日 |
| | | <i>附註</i> | RMB'000 | RMB'000 |
| | | | 人民幣千元 | 人民幣千元 |
| NON-CURRENT ASSETS | 非流動資產 | | | |
| Property and equipment | 房屋及設備 | 13 | 4,744 | 4,348 |
| Intangible assets | 無形資產 | | 39 | 70 |
| Investment in an associate | 於一間聯營公司的投資 | | 87 | 57 |
| Deferred tax assets | 遞延稅項資產 | 14 | 11,252 | 5,051 |
| Total non-current assets | 總非流動資產 | | 16,122 | 9,526 |
| CURRENT ASSETS | 流動資產 | | | |
| Inventories | 存貨 | 15 | 6,110 | 719 |
| Trade receivables | 應收貿易賬款 | 16 | 236,256 | 153,294 |
| Due from related companies | 應收相關公司款項 | 25 | 56,012 | 104,625 |
| Prepayments, other receivables and other assets | 預付款、其他應收款項及其他資產 | 17 | 59,791 | 61,602 |
| Cash and cash equivalents | 現金及現金等價物 | 18 | 171,947 | 137,178 |
| Pledged deposits | 已抵押存款 | 18 | 642 | 2,902 |
| Total current assets | 總流動資產 | | 530,758 | 460,320 |
| CURRENT LIABILITIES | 流動負債 | | | |
| Trade payables | 應付貿易賬款 | 19 | 30,295 | 24,530 |
| Other payables, deposits received and accruals | 其他應付款項、已收按金及應計費用 | 20 | 74,287 | 57,433 |
| Contract liabilities | 合約負債 | 21 | 49,055 | 49,950 |
| Tax payable | 應付稅項 | 10 | 40,386 | 32,980 |
| Deferred tax liabilities | 遞延稅項負債 | 14 | 808 | 2,241 |
| Total current liabilities | 總流動負債 | | 194,831 | 167,134 |
| NET CURRENT ASSETS | 流動資產淨額 | | 335,927 | 293,186 |
| TOTAL ASSETS LESS CURRENT LIABILITIES | 總資產減流動負債 | | 352,049 | 302,712 |
| NON-CURRENT LIABILITIES | 非流動負債 | | | |
| Contract liabilities | 合約負債 | 21 | 3,353 | 3,369 |
| Interest-bearing bank borrowings | 計息銀行借款 | 22 | 29,049 | - |
| Total non-current liabilities | 總非流動負債 | | 32,402 | 3,369 |
| NET ASSETS | 淨資產 | | 319,647 | 299,343 |

continued 續/...

Consolidated Statement of Financial Position (Continued)

合併財務狀況表 (續)

31 December 2025

2025年12月31日

| | | | 31 December 2025 | 31 December 2024 |
|--|-------------------|--------------|-----------------------------|---------------------|
| | | | 2025年12月31日 | 2024年12月31日 |
| | | <i>Notes</i> | RMB'000 | <i>RMB'000</i> |
| | | <i>附註</i> | 人民幣千元 | <i>人民幣千元</i> |
| EQUITY | 權益 | | | |
| Equity attributable to owners of the parent | 母公司擁有人應佔權益 | | | |
| Share capital | 股本 | 23 | 4,731 | 4,731 |
| Reserves | 儲備 | 24 | 314,950 | 293,491 |
| | | | 319,681 | 298,222 |
| Non-controlling interests | 非控股權益 | | (34) | 1,121 |
| TOTAL EQUITY | 總權益 | | 319,647 | 299,343 |

Ding Shuchun
Director

Sun Zhihua
Director

董事
丁曙春

董事
孫志華

Consolidated Statement of Changes in Equity

合併權益變動表

Year ended 31 December 2025
截至2025年12月31日止年度

| | | Attributable to owners of the parent 母公司擁有人應佔 | | | | | Non-controlling interests | | Total equity |
|---|-------------------------------|--|------------------|--------------------|--------------------|----------------|---------------------------|----------------|--------------|
| | | Share capital | Capital reserve* | Statutory reserve* | Retained earnings* | Total | Non-controlling interests | Total equity | |
| | | 股本 | 資本儲備* | 法定儲備* | 留存收益* | 總計 | 非控股權益 | 總權益 | |
| | | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 | |
| | | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | |
| | | (Note 23) | (Note 24) | (Note 24) | (Note 24) | | | | |
| As at 1 January 2024 | 於2024年1月1日 | 4,731 | 65,512 | 17,951 | 184,715 | 272,909 | 1,847 | 274,756 | |
| Profit for the year and total comprehensive income for the year | 年內利潤及年內全面收益總額 | - | - | - | 38,067 | 38,067 | (726) | 37,341 | |
| Final 2023 dividend declared | 已宣派2023年末期股息 | - | - | - | (12,714) | (12,714) | - | (12,714) | |
| Dividend paid to a non-controlling shareholder | 已付非控股股東股息 | - | - | - | (40) | (40) | - | (40) | |
| Transfer from retained earnings | 轉撥自留存收益 | - | - | 1,835 | (1,835) | - | - | - | |
| As at 31 December 2024 and 1 January 2025 | 於2024年12月31日及2025年1月1日 | 4,731 | 65,512 | 19,786 | 208,193 | 298,222 | 1,121 | 299,343 | |
| Profit for the year and total comprehensive income for the year | 年內利潤及年內全面收益總額 | - | - | - | 31,497 | 31,497 | (1,155) | 30,342 | |
| Final 2024 dividend declared | 已宣派2024年末期股息 | - | - | - | (9,804) | (9,804) | - | (9,804) | |
| Dividend paid to a non-controlling shareholder | 已付非控股股東股息 | - | - | - | (234) | (234) | - | (234) | |
| Transfer from retained earnings | 轉撥自留存收益 | - | - | 737 | (737) | - | - | - | |
| As at 31 December 2025 | 於2025年12月31日 | 4,731 | 65,512 | 20,523 | 228,915 | 319,681 | (34) | 319,647 | |

* These reserve accounts comprise the total consolidated reserves of RMB314,950,000 and RMB293,491,000 in the consolidated statement of financial position as at 31 December 2025 and 2024, respectively.

* 該等儲備賬目包括於2025年及2024年12月31日合併財務狀況表內合併儲備總額分別為人民幣314,950,000元及人民幣293,491,000元。

Consolidated Statement of Cash Flows

合併現金流量表

Year ended 31 December 2025

截至2025年12月31日止年度

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|---------------------------|-----------------------------------|-----------------------------------|
| | Note 附註 | | |
| CASH FLOWS FROM OPERATING ACTIVITIES | 經營活動的現金流量 | | |
| Profit before tax | 除稅前利潤 | 42,373 | 52,730 |
| Adjustments for: | 調整： | | |
| Share of losses/(profits) of an associate | 分佔一間聯營公司虧損／(利潤) | (30) | 23 |
| Depreciation of items of property and equipment | 房屋及設備項目折舊 | 953 | 896 |
| Amortisation of intangible assets | 無形資產攤銷 | 31 | 36 |
| Finance costs | 財務成本 | 1,263 | - |
| Impairment of trade receivables | 應收貿易賬款減值 | 26,511 | 7,971 |
| Impairment of other receivables | 其他應收款項減值 | - | 2,700 |
| | | 71,101 | 64,356 |
| Increase in inventories | 存貨增加 | (5,391) | (495) |
| Increase in trade receivables | 應收貿易賬款增加 | (109,473) | (44,731) |
| Decrease/(increase) in prepayments, other receivables and other assets | 預付款、其他應收款項及其他資產減少／(增加) | 1,811 | (10,539) |
| Decrease/(increase) in amounts due from related companies | 應收關聯公司款項減少／(增加) | 48,613 | (50,070) |
| Increase/(decrease) in pledged deposits | 已抵押存款增加／(減少) | 2,260 | (2,902) |
| Increase in trade payables | 應付貿易賬款增加 | 5,765 | 22,662 |
| Increase in other payables, deposits received and accruals | 其他應付款項、已收按金及應計費用增加 | 16,854 | 8,589 |
| Increase/(decrease) in contract liabilities | 合約負債增加／(減少) | (911) | 1,566 |
| Cash generated from/(used in) operations | 經營活動產生／(耗用)的現金 | 30,629 | (11,564) |
| Income tax paid | 已付所得稅 | (12,259) | (14,887) |
| Net cash flows from/(used in) operating activities | 經營活動產生／(耗用)的現金流量淨額 | 18,370 | (26,451) |
| CASH FLOWS FROM INVESTING ACTIVITIES | 投資活動的現金流量 | | |
| Purchases of items of property and equipment | 購買物業及設備項目 | (1,349) | (843) |
| Investment in an associate | 於一間聯營公司的投資 | - | (80) |
| Net cash flows used in investing activities | 投資活動耗用的現金流量淨額 | (1,349) | (923) |

continued 續/...

Consolidated Statement of Cash Flows (Continued)

合併現金流量表 (續)

Year ended 31 December 2025

截至2025年12月31日止年度

| | | | 2025 | 2024 |
|---|-----------------------------------|------|----------------|-----------------|
| | | Note | 2025年 | 2024年 |
| | | 附註 | RMB'000 | RMB'000 |
| | | | 人民幣千元 | 人民幣千元 |
| CASH FLOWS FROM FINANCING ACTIVITIES | 融資活動產生的現金流量 | | | |
| New interest-bearing bank borrowings | 新增計息銀行借款 | | 29,000 | - |
| Dividend paid | 已付股息 | | (9,804) | (12,714) |
| Dividend paid to a non-controlling shareholder | 已付非控股股東股息 | | (234) | (40) |
| Interest paid | 已付利息 | | (1,214) | - |
| Net cash flows from/(used in) financing activities | 融資活動產生/(耗用)的現金淨額 | | 17,748 | (12,754) |
| NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS | 現金及現金等價物增加/(減少)淨額 | | 34,769 | (40,128) |
| Cash and cash equivalents at beginning of year | 年初現金及現金等價物 | | 137,178 | 177,306 |
| CASH AND CASH EQUIVALENTS AT END OF YEAR | 年末現金及現金等價物 | | 171,947 | 137,178 |
| ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS | 現金及現金等價物結餘分析 | | | |
| Cash and bank balances | 現金及銀行結餘 | 18 | 171,947 | 137,178 |
| Cash and cash equivalents as stated in the consolidated statement of cash flows and consolidated statement of financial position | 合併現金流量表及合併財務狀況表中呈列現金及現金等價物 | | 171,947 | 137,178 |

Notes to Financial Statements

財務報表附註

31 December 2025
2025年12月31日

1. CORPORATE AND GROUP INFORMATION

The Company is an exempted company incorporated in the Cayman Islands on 16 November 2020. The registered office address of the Company is the Offices of Vistra (Cayman) Limited, P.O. Box 31119 Grand Pavilion, Hibiscus Way, 802 West Bay Road, Grand Cayman, KY1-1025 Cayman Islands.

The Company is an investment holding company. The Company and its subsidiaries (together, the “Group”) are members of Zhong An Group Limited (“Zhong An”) and its subsidiaries (“Zhong An Group”). Zhong An, the shares of which have been listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) since November 2007, is the intermediate holding company of Zhong An Group. In the opinion of the directors, the ultimate holding company of the Company is New Whole Good Limited (the “Ultimate Holding Company”), which was incorporated in the British Virgin Islands (“BVI”).

The Group is principally engaged in the provision of property management services, value-added services mainly to property developers and community value-added services in the Chinese mainland.

Information about subsidiaries

Particulars of the Company’s principal subsidiaries are as follows:

| Name 名稱 | Place and date of incorporation/ registration and place of operations 註冊成立／成立及 業務地點及日期 | Nominal value of issued ordinary/registered share capital 已發行普通股／ 註冊股本面值 | Percentage of equity attributable to the Company 本公司應佔 股權百分比 | Principal activities 主要業務 |
|--|--|---|--|---------------------------------|
| Throng Unity Service Limited (眾舒服務有限公司) 眾舒服務有限公司 | British Virgin Islands 13 November 2020 英屬處女群島 2020年11月13日 | US\$1 1美元 | 100% 100% | Investment holding 投資控股 |
| Zhong An Management Limited (眾安管理有限公司) 眾安管理有限公司 | Hong Kong 16 November 2020 香港2020年11月16日 | HK\$1 1港元 | 100% 100% | Investment holding 投資控股 |
| Zhejiang Zhong An Property Management Co., Ltd. (浙江眾安物業服務有限公司) 浙江眾安物業服務有限公司 | PRC/Chinese mainland 18 November 1998 中國／中國內地 1998年11月18日 | RMB100,000,000 人民幣100,000,000元 | 100% 100% | Property management 物業管理 |

continued 續/...

1. 公司及集團資料

本公司於2020年11月16日在開曼群島註冊成立為獲豁免公司。本公司的註冊辦事處地址為Offices of Vistra (Cayman) Limited, P.O. Box 31119 Grand Pavilion, Hibiscus Way, 802 West Bay Road, Grand Cayman, KY1-1025 Cayman Islands。

本公司為一間投資控股公司。本公司及其附屬公司(統稱「本集團」)為眾安集團有限公司(「眾安」)及其附屬公司(「眾安集團」)的成員公司。眾安(其股份已自2007年11月起在香港聯合交易所有限公司(「聯交所」)主板上市)為眾安集團的中間控股公司。董事認為,本公司的最終控股公司為新全好有限公司(「最終控股公司」),該公司在英屬處女群島(「英屬處女群島」)註冊成立。

本集團主要於中國內地提供物業管理服務、主要面向房地產開發商的增值服務及社區增值服務。

有關附屬公司的資料

本公司主要附屬公司詳情如下:

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

1. CORPORATE AND GROUP INFORMATION (CONTINUED)

1. 公司及集團資料 (續)

Information about subsidiaries (Continued)

有關附屬公司的資料 (續)

| Name 名稱 | Place and date of incorporation/ registration and place of operations 註冊成立/成立及 業務地點及日期 | Nominal value of issued ordinary/registered share capital 已發行普通股/ 註冊股本面值 | Percentage of equity attributable to the Company 本公司應佔 股權百分比 | Principal activities 主要業務 |
|---|---|---|--|---|
| Anhui Zhong An Property Management Co., Ltd. (安徽眾安物業管理有限公司) 安徽眾安物業管理有限公司 | PRC/Chinese mainland 24 November 2003 中國/中國內地 2003年11月24日 | RMB3,000,000 人民幣3,000,000元 | 100% | Property management 物業管理 |
| Hefei Green Harbor Property Management Co., Ltd. (合肥綠色港灣物業管理有限公司) 合肥綠色港灣物業管理有限公司 | PRC/Chinese mainland 1 August 2007 中國/中國內地 2007年8月1日 | RMB505,000 人民幣505,000元 | 100% | Property management 物業管理 |
| Zhejiang Runzhou Property Services Co., Ltd. (浙江潤洲物業服務有限公司) 浙江潤洲物業服務有限公司 | PRC/Chinese mainland 27 November 2014 中國/中國內地 2014年11月27日 | RMB13,080,000 人民幣13,080,000元 | 100% | Property management 物業管理 |
| Hangzhou Zhonghong Property Service Co., Ltd. (杭州眾宏物業服務有限公司) 杭州眾宏物業服務有限公司 | PRC/Chinese mainland 18 November 2020 中國/中國內地 2020年11月18日 | RMB1,000,000 人民幣1,000,000元 | 100% | Property management 物業管理 |
| Yuyao Zhongli Property Management Co., Ltd. (余姚眾力物業管理有限公司) 余姚眾力物業管理有限公司 | PRC/Chinese mainland 24 November 2020 中國/中國內地 2020年11月24日 | RMB5,000,000 人民幣5,000,000元 | 100% | Property management 物業管理 |
| Hangzhou Zhihe Management Co., Ltd (杭州智賀經營管理有限公司) 杭州智賀經營管理有限公司 | PRC/Chinese mainland 11 March 2024 中國/中國內地 2024年3月11日 | RMB2,000,000 人民幣2,000,000元 | 100% | Property consulting services 物業諮詢服務 |

continued 續/...

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

1. CORPORATE AND GROUP INFORMATION (CONTINUED)

Information about subsidiaries (Continued)

| Name | Place and date of incorporation/ registration/ and place of operations | Nominal value of issued ordinary/registered share capital | Percentage of equity attributable to the Company | Principal activities |
|--|---|--|--|----------------------------------|
| 名稱 | 註冊成立/成立及 業務地點及日期 | 已發行普通股/ 註冊股本面值 | 本公司應佔 股權百分比 | 主要業務 |
| Hangzhou Anyue E-commerce Co., Ltd (杭州安悅電子商務有限公司) | PRC/Chinese mainland 21 March 2024 | RMB1,000,000 | 100% | E-commerce |
| 杭州安悅電子商務有限公司 | 中國/中國內地 2024年3月21日 | 人民幣1,000,000元 | 100% | 電子商務 |
| Hangzhou Zhongdatong Network Technology Co., Ltd (杭州眾達通網路科技有限公司) | PRC/Chinese mainland 11 May 2024 | RMB50,000 | 100% | Internet information services |
| 杭州眾達通網路科技有限公司 | 中國/中國內地 2024年5月11日 | 人民幣50,000元 | 100% | 互聯網資訊服務 |

The English names of the companies registered in the PRC represent the best efforts made by the management of the Company to translate the Chinese names of these companies as they do not have official English names.

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results for the year or formed a substantial portion of the net assets of the Group. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

1. 公司及集團資料 (續)

有關附屬公司的資料 (續)

由於在中國註冊的公司並無正式英文名稱，該等公司的英文名稱乃本公司管理層盡力翻譯其中文名稱所得。

董事認為，上表所列的本公司附屬公司乃主要影響年度業績或構成本集團資產淨值的重大部分的附屬公司。董事認為，提供其他附屬公司的詳情會導致篇幅過於冗長。

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION

These financial statements have been prepared in accordance with IFRS Accounting Standards, which comprise all standards and interpretations approved by the International Accounting Standards Board (the “IASB”), and International Accounting Standards and Standing Interpretations Committee interpretations approved by the International Accounting Standards Committee and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention. These financial statements are presented in Renminbi (“RMB”) and all values are rounded to the nearest thousand except when otherwise indicated.

Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries for the year ended 31 December 2025. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

2. 會計政策

2.1 編製基準

本財務報表按照國際財務報告準則會計準則編製，而國際財務報告準則包括由國際會計準則理事會（「國際會計準則理事會」）批准的所有準則及詮釋及國際會計準則委員會批准的國際會計準則及常務詮釋委員會詮釋以及香港公司條例的披露規定。本財務報表乃按照歷史成本原則編製。除有特別註明外，該等財務報表以人民幣（「人民幣」）列報，並調整至最近的千元單位。

合併基準

合併財務報表包括本公司及其附屬公司截至2025年12月31日止年度的財務報表。附屬公司乃由本公司直接或間接控制的實體（包括結構性實體）。當本集團因參與投資對象承受風險或有權享有所產生的可變回報且有能透過其對投資對象的權力影響該等回報（即賦予本集團現有能力指導投資對象相關業務的現有權利）時，即表明本集團控制投資對象。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.1 BASIS OF PREPARATION (Continued)

Basis of consolidation (Continued)

Generally, there is a presumption that a majority of voting rights results in control. When the Company has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group's voting rights and potential voting rights.

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the owners of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

2. 會計政策 (續)

2.1 編製基準 (續)

合併基準 (續)

通常，假設大多數表決權導致控制。倘本公司擁有少於大多數的投資對象投票權或者類似權利，本集團於評估其是否於投資對象有權利時考慮所有相關事實及情況，包括：

- (a) 與投資對象的其他投票權持有人的合約安排；
- (b) 其他合約安排的權利；及
- (c) 本集團的投票權及潛在投票權。

附屬公司之財務報表之編製報告期間與本公司相同，使用一致之會計政策。附屬公司的業績自本集團取得控制權之日起全面合併入賬，直至失去控制權之日為止。

溢利或虧損及其他全面收益項目的各成份歸屬本集團母公司擁有人及非控股權益，即使導致非控股權益結餘出現虧絀。有關本集團成員公司之間交易的所有集團間資產及負債、權益、收入、開支及現金流量於合併時全數對銷。

倘事實和情況顯示上文所述的三項控制因素之一項或多項出現變動，本集團會重新評估其是否控制投資對象。附屬公司所有權權益的變動在無喪失控制權下按權益交易處理。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.1 BASIS OF PREPARATION (Continued)

Basis of consolidation (Continued)

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, any non-controlling interest; and recognises the fair value of any investment retained and any resulting surplus or deficit in profit or loss. The Group's share of components previously recognised in other comprehensive income is reclassified to profit or loss or retained profits, as appropriate, on the same basis as would be required if the Group had directly disposed of the related assets or liabilities.

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The Group has adopted amendments to IAS 21 Lack of Exchangeability for the first time for the current year's financial statements. The Group has not early adopted any other standard or amendment that has been issued but is not yet effective.

Amendments to IAS 21 specify how an entity shall assess whether a currency is exchangeable into another currency and how it shall estimate a spot exchange rate at a measurement date when exchangeability is lacking. The amendments require disclosures of information that enable users of financial statements to understand the impact of a currency not being exchangeable. As the currencies that the Group had transacted in and the functional currencies of overseas subsidiaries for translation into the Group's presentation currency were exchangeable, the amendments did not have any impact on the Group's financial statements.

2. 會計政策 (續)

2.1 編製基準 (續)

合併基準 (續)

如本集團喪失對附屬公司的控制權，則解除確認關聯資產（包括商譽）、負債、任何非控股權益；及確認任何保留投資的公允價值及任何所產生的盈餘或損益虧絀。本集團應佔以往於其他全面收益內確認的部分按假設本集團直接出售相關資產或負債所規定的相同基準重新分類為損益或保留溢利（如適用）。

2.2 會計政策變動及披露

本集團已於本年度財務報表首次採納國際會計準則第21號之修訂本缺乏可兌換性。本集團並未提早採納任何其他已頒佈但尚未生效的準則或修訂本。

國際會計準則第21號之修訂本訂明，當缺乏可兌換性時，實體應如何評估一種貨幣是否可兌換為另一種貨幣，以及如何估計其於計量日的即期匯率。該等修訂本要求披露資料，以使財務報表使用者了解不可兌換貨幣的影響。由於本集團進行交易的貨幣與海外附屬公司的功能貨幣可兌換為本集團的呈列貨幣，故該等修訂對本集團的財務報表並無任何影響。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS

The Group has not applied the following new and amended IFRS Accounting Standards, that have been issued but are not yet effective, in these financial statements. The Group intends to apply these new and amended IFRS Accounting Standards, if applicable, when they become effective.

| | |
|---|--|
| IFRS 18 | <i>Presentation and Disclosure in Financial Statements²</i> |
| IFRS 19 and its amendments | <i>Subsidiaries without Public Accountability: Disclosures²</i> |
| Amendments to IFRS 9 and IFRS 7 | <i>Amendments to the Classification and Measurement of Financial Instruments¹</i> |
| Amendments to IFRS 9 and IFRS 7 | <i>Contracts Referencing Nature-dependent Electricity¹</i> |
| Amendments to IFRS 10 and IAS 28 | <i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture³</i> |
| Amendments to IAS 21 | <i>Translation to a Hyperinflationary Presentation Currency¹</i> |
| <i>Annual Improvements to IFRS Accounting Standards – Volume 11</i> | <i>Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7¹</i> |

¹ Effective for annual periods beginning on or after 1 January 2026

² Effective for annual/reporting periods beginning on or after 1 January 2027

³ No mandatory effective date yet determined but available for adoption

2. 會計政策 (續)

2.3 已頒佈但未生效的國際財務報告準則會計準則

本集團並無於該等財務報表內應用下列已頒佈但尚未生效的新訂及經修訂國際財務報告準則會計準則。本集團擬於該等新訂及經修訂國際財務報告準則會計準則 (如適用) 生效時予以採用。

| | |
|-----------------------------|---|
| 國際財務報告準則第18號 | <i>財務報表的呈列及披露²</i> |
| 國際財務報告準則第19號及其修訂本 | <i>非公共受託責任之附屬公司：披露²</i> |
| 國際財務報告準則第9號及國際財務報告準則第7號之修訂本 | <i>金融工具分類及計量之修訂本¹</i> |
| 國際財務報告準則第9號及國際財務報告準則第7號之修訂本 | <i>參考依賴自然的電力的合約¹</i> |
| 國際財務報告準則第10號及國際會計準則第28號之修訂本 | <i>投資者與其聯營公司或合營企業之間的資產出售或注資³</i> |
| 國際會計準則第21號之修訂本 | <i>換算為高度通貨膨脹的呈列貨幣¹</i> |
| 國際財務報告準則會計準則的年度改進—第11冊 | <i>國際財務報告準則第1號、國際財務報告準則第7號、國際財務報告準則第9號、國際財務報告準則第10號及國際會計準則第7號之修訂本¹</i> |

¹ 於2026年1月1日或之後開始的年度期間生效

² 於2027年1月1日或之後開始的年度／報告期間生效

³ 尚未釐定強制生效日期但可供採納

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS (Continued)

The Group is in the process of making an assessment of the impact of these new and revised standards upon initial application. IFRS 18 introduces new requirements on presentation within the statement of profit or loss, including specific totals and subtotals. It also requires disclosure of management-defined performance measures in a note and introduces new requirements for aggregation and disaggregation of financial information. The new requirements are expected to impact the Group's presentation of the statement of profit or loss and disclosures of the Group's financial performance. So far, the Group considers that the new and revised standards are unlikely to have a significant impact on the Group's results of operations and financial position.

2.4 MATERIAL ACCOUNTING POLICIES

Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

2. 會計政策 (續)

2.3 已頒佈但未生效的國際財務報告準則會計準則 (續)

本集團正評估此等新訂及經修訂準則於首次採納之影響。國際財務報告準則第18號引入了關於損益表內呈報的新要求，包括指定的總計及小計。該準則亦要求於附註披露管理層定義的業績指標，並對財務資料的匯總及分類提出新要求。新要求預期將影響本集團的損益表呈列以及本集團財務表現的披露。迄今為止，本集團認為此等新訂及經修訂準則不會對本集團經營業績及財務狀況產生重大影響。

2.4 重大會計政策

公允價值計量

公允價值為於計量日期市場參與者在有序交易中出售資產可收取或轉讓負債須支付之價格。公允價值計量乃基於假設於資產或負債的主要市場，或倘無主要市場，則於資產或負債最有利的市場進行出售資產或轉讓負債的交易而釐定。主要或最有利市場須由本集團評估。一項資產或負債的公允價值於計量時乃採用市場參與者於對資產或負債定價時採用的假設，並假設市場參與者以其最佳經濟利益行事。

非金融資產的公允價值計量乃考慮市場參與者通過將資產用途最佳及最大化或將其出售予另外能將資產用途最佳及最大化的參與者而產生經濟利益的能力。

本集團使用當時適當的估值技術及有充足的數據可供計量公允價值，最大化使用相關可觀察數據及減少使用不可觀察數據。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Fair value measurement (Continued)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 – based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly
- Level 3 – based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than inventories and deferred tax assets), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or cash-generating unit's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the cash-generating unit to which the asset belongs.

2. 會計政策 (續)

2.4 重大會計政策 (續)

公允價值計量 (續)

用於計量或披露公允價值的的所有資產及負債於公允價值架構內分類，如下所述，乃基於對公允價值計量整體而言相當重大的最低等級輸入而釐定：

- 第一階段 – 基於相同資產或負債於活躍市場的報價 (未經調整)
- 第二階段 – 基於最低等級輸入可直接或間接觀察且對計量有重大影響的估值方法
- 第三階段 – 基於最低等級輸入不可觀察且對價值計量有重大影響的估值方法

就按經常發生基準於財務報表確認的資產及負債而言，本集團於各報告期末通過重新評估類別 (根據對公允價值計量整體而言屬重大的最低級別數據) 釐定各層級之間是否發生轉移。

非金融資產減值

如果一項資產 (除了存貨及遞延稅項資產) 存在減值跡象，或需要進行年度減值測試，則需估計該資產的可收回金額。資產可收回金額按該資產或現金產出單元的使用價值和公允價值減出售費用兩者中的較大者計算，並按單個資產單獨確認，除非該資產不能產出基本上獨立於其他資產或資產組所產生的現金流入，這種情況下，可確認該資產所屬的現金產出單元的可收回金額。

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Impairment of non-financial assets (Continued)

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to profit or loss in the period in which it arises in those expense categories consistent with the function of the impaired asset.

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to profit or loss in the period in which it arises.

Related parties

A party is considered to be related to the Group if:

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

2. 會計政策 (續)

2.4 重大會計政策 (續)

非金融資產減值 (續)

只有資產賬面值超過其可收回金額時，才確認減值虧損。評估使用價值時，採用反映當前市場對資金時間價值和資產的特定風險的估價的稅前折現率，將估計未來現金流量折成現值。減值虧損於產生期間的損益中自符合已減值資產功能的開支類別扣除。

於每一報告期末評估是否有跡象表明以前確認的減值虧損可能已不存在或可能降低。如果存在上述跡象，則對可收回金額進行估計。僅在用於釐定資產可收回金額的估算發生變化的情況下，先前確認的商譽以外資產的減值虧損方會轉回，惟轉回金額不得高於該資產在以前年度未確認減值虧損的情況下本應確定的賬面值（扣除任何折舊／攤銷）。這種減值虧損的轉回計入其發生當期的損益。

關聯方

在下列情況下，以下各方被視為與本集團有關連：

- (a) 如有以下情況的個人及其近親：
 - (i) 能夠控制或共同控制本集團；
 - (ii) 能夠對本集團行使重大影響；或
 - (iii) 為本集團或本集團母公司的主要管理人員；

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Related parties (Continued)

or

(b) the party is an entity where any of the following conditions applies:

- (i) the entity and the Group are members of the same group;
- (ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);
- (iii) the entity and the Group are joint ventures of the same third party;
- (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
- (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group;
- (vi) the entity is controlled or jointly controlled by a person identified in (a);
- (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
- (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 parent of the Group.

2. 會計政策 (續)

2.4 重大會計政策 (續)

關聯方 (續)

或

(b) 如有以下情況的實體：

- (i) 該實體與本集團為同一集團內成員；
- (ii) 一家實體為另一家實體 (或該實體的母公司、附屬公司或同系附屬公司) 的聯營公司或合營企業；
- (iii) 該實體與本集團為同一第三方的合營企業；
- (iv) 一家實體為第三方實體的合營企業，而另一家實體為該第三方實體的聯營公司；
- (v) 該實體為本集團或與本集團有關連的實體僱員終止受僱後福利計劃受益人；
- (vi) 該實體由(a)節界定的人士控制或共同控制；
- (vii) (a)(i)節界定的個人對該實體能夠實施重大影響，或該人士為該實體或該實體的母公司的主要管理人員；及
- (viii) 該實體或其所屬集團的任何成員公司為本集團或本集團的母公司提供主要管理人員服務。

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Property and equipment and depreciation

Property and equipment are stated at cost less accumulated depreciation and any impairment losses. The cost of an item of property and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property and equipment have been put into operation, such as repairs and maintenance, is normally charged to profit or loss in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure for a major inspection is capitalised in the carrying amount of the asset as a replacement. Where significant parts of property and equipment are required to be replaced at intervals, the Group recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

| | |
|--|-------|
| Machinery | 9.5% |
| Motor vehicles | 19.0% |
| Office equipment, electronic and other devices | 19.0% |

Where parts of an item of property and equipment have different useful lives, the cost of that item is allocated on a reasonable basis among the parts and each part is depreciated separately. Residual values, useful lives and the depreciation method are reviewed, and adjusted if appropriate, at least at each financial year end.

An item of property and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in profit or loss in the reporting period the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

2. 會計政策 (續)

2.4 重大會計政策 (續)

房屋及設備及折舊

房屋及設備乃按成本值減累計折舊及任何減值虧損入賬。房屋及設備的成本包括其購買價及任何使資產達至營運狀況及地點以作計劃用途的直接相關成本。

房屋及設備項目投產後產生的支出，如維修及保養費用等，一般計入產生期間損益。倘達到確認標準，則重大檢查的開支會於資產賬面值中資本化作為替換。倘須定期替換大部分物業及設備，則本集團會將該等部分確認為有特定可使用年期的個別資產並將其折舊。

折舊乃按每項房屋及設備的估計可使用年期，以直線法扣減其成本值，並扣除任何殘值。就此採用的主要年費率如下：

| | |
|-------------------|-------|
| 機械 | 9.5% |
| 汽車 | 19.0% |
| 辦公室設備、電子及 其他設備 | 19.0% |

倘部分房屋及設備項目擁有不同可使用年期，則該項目的成本乃以合理基準在各部分分配及各部分分別計提折舊。殘值、可使用年期及折舊方法乃於各財政年度結算日經審核及適當調整。

倘預計使用或出售房屋及設備項目將不能帶來任何未來經濟利益，則初步確認的房屋及設備及任何重大部分須於出售時終止確認。於該資產終止確認的報告期間，出售或報廢該資產的任何收益或虧損，按有關資產銷售所得款項淨值與有關資產賬面值兩者間的差額於損益確認。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Intangible assets (other than goodwill)

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of the acquisition. The useful lives of intangible assets are assessed to be finite or indefinite. Intangible assets with finite lives are subsequently amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

Software

Software is stated at cost less any impairment losses and is amortised on the straight-line basis over its estimated useful life of 10 years, which is the licence period of the software.

Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of buildings (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis. Lease payments on short-term leases and leases of low-value assets that are not capitalised are recognised as an expense on a straight-line basis over the lease term.

2. 會計政策 (續)

2.4 重大會計政策 (續)

無形資產 (商譽除外)

另行獲得的無形資產於首次確認時按成本計量。於業務合併中購入的無形資產成本為於收購日期的公允價值。無形資產的可使用年期定為有限期或無限期。具有有限期可使用年期的無形資產其後會按可使用經濟壽命攤銷並在有跡象顯示無形資產可能出現減值時對減值作評估。具有有限可使用年期的無形資產的攤銷期及攤銷方法會至少於各財務年度末進行檢討。

軟件

軟件按成本減去任何減值虧損呈列，並於其10年的估計使用年期（即軟件許可期）內按直線法攤銷。

租賃

本集團於合約初始時評估合約是否為或包含租賃。倘合約為換取代價而給予在一段時間內控制可識別資產使用的權利，則該合約為租賃或包含租賃。

本集團作為承租人

短期租賃及低價值資產租賃

本集團對建築物短期租賃（即租賃期為自開始日期起12個月或更短且不包含購買權的租賃）採用短期租賃確認豁免。當本集團就低價值資產訂立租約時，本集團根據租約具體情況決定是否將租約資本化。未資本化短期租賃及低價值資產租賃的租賃付款於租賃期內按直線法確認為開支。

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Trade and other receivables

A receivable is recognised when the Group has an unconditional right to receive consideration. A right to receive consideration is unconditional if only the passage of time is required before payment of that consideration is due. The Group initially measures receivables, except for trade receivables that do not contain a significant financing component, at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component are measured at the transaction price determined under IFRS 15 in accordance with the policies set out for “Revenue recognition” below.

Receivables are stated at amortised cost, using the effective interest method less allowance for credit losses.

In order for a financial asset to be classified and measured at amortised cost, it needs to give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding and the Group has a business model to hold the asset in order to collect contractual cash flows.

Impairment of financial assets

The Group recognises an allowance for expected credit losses (“ECLs”) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

2. 會計政策 (續)

2.4 重大會計政策 (續)

貿易及其他應收款項

應收款項於本集團具有收取代價的無條件權利時確認。收取代價的權利於該代價付款到期前僅需隨時間流逝方會成為無條件。除不包含重大融資部分的應收貿易賬款外，本集團最初按公允價值加上交易成本（倘金融資產不按公允價值計量且其變動計入損益）計量應收款項。不包含重大融資部分的應收貿易賬款，根據下文「收入確認」所載政策，按國際財務報告準則第15號釐定的交易價格計量。

應收款項使用實際利率法以攤銷成本減信貸虧損撥備入賬。

金融資產倘按攤銷成本分類及計量，其產生的現金流須僅為支付未償還本金的本金及利息，且本集團擁有持有該資產以收取合約現金流的業務模式。

金融資產的減值

本集團就並非按公允價值計入損益持有的所有債務工具確認預期信貸虧損（「預期信貸虧損」）撥備。預期信貸虧損乃基於根據合約到期的合約現金流量與本集團預期收取並按原始實際利率的概若利率折現的所有現金流量之間的差額釐定。預期現金流量將包括出售所持抵押品或合約條款所包含的其他信貸升級措施所得的現金流量。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Impairment of financial assets (Continued)

General approach

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information. The Group considers that there has been a significant increase in credit risk when contractual payments are more than 30 days past due.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2. 會計政策 (續)

2.4 重大會計政策 (續)

金融資產的減值 (續)

一般方法

預期信貸虧損分兩個階段確認。就初步確認以來信貸風險並無大幅增加的信貸敞口而言，會為未來12個月（12個月預期信貸虧損）可能發生的違約事件所產生的信貸虧損計提預期信貸虧損撥備。就初步確認以來信貸風險大幅增加的信貸敞口而言，須就預期於敞口的餘下年期產生的信貸虧損計提減值撥備，不論違約的時間（全期預期信貸虧損）。

於各報告日期，本集團評估金融工具的信貸風險自初步確認起是否已顯著增加。於評估時，本集團將於報告日期金融工具發生的違約風險與初步確認日起金融工具發生的違約風險進行比較，並考慮在無需付出過多成本或努力下即可獲得的資料，包括過往經驗及前瞻性資料。本集團認為，當合約付款逾期超過30天時，則信貸風險已顯著增加。

當合約付款已逾期90日時，本集團會將金融資產視為違約。然而，在若干情況，在計及本集團所持的任何信貸增強前，當內部或外部資料指出本集團不大可能悉數收回尚未償還合約金額，則本集團亦可能將金融資產視為違約。倘無法合理預期收回合約現金流量，則撇銷金融資產。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Impairment of financial assets (Continued)

General approach (Continued)

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables which apply the simplified approach as detailed below.

- Stage 1 – Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs
- Stage 2 – Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs
- Stage 3 – Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

Simplified approach

For trade receivables that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

2. 會計政策 (續)

2.4 重大會計政策 (續)

金融資產的減值 (續)

一般方法 (續)

除應收貿易款項應用下文所詳述之簡化方式外，按攤銷成本計量之金融資產須按一般方法進行減值，並於下列計量預期信貸虧損之階段進行分類。

- 第一階段 – 如金融工具的信貸風險自初始確認後未顯著增加，按照相當於未來12個月預期信貸虧損的金額計量預期信貸虧損。
- 第二階段 – 如金融工具的信貸風險自初始確認後已顯著增加但尚未發生信貸減值的，按照相當於全期預期信貸虧損計量信貸虧損。
- 第三階段 – 如果在報告日期金融資產發生信貸減值的（不屬於已購或原始信貸減值資產），按照相當於全期預期信貸虧損計量虧損撥備。

簡化方法

就並不包含重大融資成分或本集團已就此應用不調整重大融資成分影響的可行權宜方法的應收貿易賬款而言，本集團於計算預期信貸虧損時應用簡化方法。根據簡化方法，本集團並無追溯信貸風險變動，而是根據各報告日期的全期預期信貸虧損確認虧損撥備。本集團已設立根據其過往信貸虧損經驗計算的撥備矩陣，並按債務人的特定前瞻性因素及經濟環境作出調整。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

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 cost.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and a recognition of a new liability, and the difference between the respective carrying amounts is recognised in profit or loss.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the first-in, first-out basis. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to disposal.

Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash on hand and at banks, and short-term highly liquid deposits with a maturity of generally within three months that are readily convertible into known amounts of cash, subject to an insignificant risk of changes in value and held for the purpose of meeting short-term cash commitments.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and at banks, and short-term deposits as defined above, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

2. 會計政策 (續)

2.4 重大會計政策 (續)

貿易及其他應付款項

貿易及其他應付款項最初按公允價值確認。首次確認後，貿易及其他應付款項按攤銷成本呈列，除非折現影響不大，於此情況下則按成本呈列。

終止確認金融負債

如果負債義務已履行、撤銷或屆滿，則金融負債終止確認。

如果現有金融負債被同一貸款方以實質上幾乎全部不同條款之另一金融負債取代，或者現有負債條款幾乎全部被實質性修改，則此類替換或修改作為終止確認原負債以及確認一項新負債處理，且各自賬面值之間的差額於損益確認。

存貨

存貨按成本或可變現淨值兩者較低者計價。成本按先進先出基準釐定。淨變現價值按估計銷售價減去任何出售將產生的估計成本計算。

現金及現金等價物

財務狀況表中的現金及現金等價物包括手頭現金及銀行現金，以及到期日通常在三個月內的短期高流動性存款，其可隨時轉換為已知金額的現金，價值變動風險輕微及為滿足短期現金承擔而持有。

就合併現金流量表而言，現金及現金等價物包括手頭及銀行現金以及上文所界定的短期存款，減須按要價還並構成本集團現金管理組成部分的銀行透支。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Provisions

A provision is recognised when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the Group expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the statement of profit or loss net of any reimbursement.

When the effect of discounting is material, the amount recognised for a provision is the present value at the end of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is included in finance costs in the statement of profit or loss.

Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the countries in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

2. 會計政策 (續)

2.4 重大會計政策 (續)

撥備

倘因過往事件須承擔現時的責任 (法定或推定)，而承擔該責任可能導致日後資源外流，且對責任金額能夠可靠地估計，則確認撥備。

當本集團預期部分或全部撥備將獲償還時，償還款將獲確認為一項單獨資產，惟僅於償還款基本確定情況下確認。與撥備相關開支於扣除任何償還款後於損益表中呈列。

當折現的影響重大時，就撥備確認的金額乃指預計在日後履行責任時所需開支在報告期末的現值。由於時間流逝導致折現值的金額的增加，乃作為財務費用在損益表內入賬。

所得稅

所得稅包括即期及遞延稅項。與在損益以外確認的項目有關的所得稅在損益以外的其他全面收益內確認或直接於權益內確認。

當期稅項資產及負債以預期從稅務當局收回或向其支付之金額予以估量，基於本集團業務經營所在國家普遍通行之解釋與慣例，按照已頒佈或在報告期末前已經實質執行之稅率 (及稅務法例) 來確定。

遞延稅項乃於報告期末就資產及負債的稅基與其作財務報告用途的賬面值之間的所有暫時差額採用負債法作出撥備。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Income tax (Continued)

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, and the carryforward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward of unused tax credits and unused tax losses can be utilised, except:

- when the deferred tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and
- in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

2. 會計政策 (續)

2.4 重大會計政策 (續)

所得稅 (續)

遞延稅項負債根據全部應課稅暫時差額確認入賬，但以下情況除外：

- 進行交易（業務合併除外）時，由初步確認商譽或資產或負債而產生的遞延稅項負債對會計利潤或應課稅盈虧概無構成影響以及不產生相等應課稅及可抵扣暫時差額；及
- 就於附屬公司的投資有關的應課稅暫時差額而言，倘暫時差額的撥回時間可予控制及暫時差額在可見將來可能不會撥回時。

所有可扣減暫時差額及未動用稅項抵免與任何未動用稅務虧損結轉，均被確認為遞延稅項資產。倘可能具有應課稅溢利抵銷可扣減暫時差額、及未動用稅項抵免及未動用稅項虧損結轉，則會確認遞延稅項資產，惟下述情況除外：

- 因有關可扣減暫時差額的遞延稅項資產源自初次確認一項交易中的資產或負債，而有關交易（非為業務合併）進行時不會影響會計溢利或應課稅溢利或虧損以及不產生相等應課稅及可抵扣暫時差額；及
- 就有關附屬公司投資所產生之可扣減暫時差額而言，遞延稅項資產僅於暫時差額於可預見的將來可能撥回，而且具有應課稅溢利用以抵銷暫時差額時，方會予以確認。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Income tax (Continued)

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

2. 會計政策 (續)

2.4 重大會計政策 (續)

所得稅 (續)

遞延稅項資產賬面值會在各報告期末予以檢討，並在不大可能再有足夠應課稅溢利撥用全部或部分遞延稅項資產時予以削減。未確認的遞延稅項資產於各報告期末亦須予以重新檢討，並在可能仍有足夠應課稅溢利收回全部或部分遞延稅項資產時予以確認。

遞延稅項資產及負債乃根據於報告期末已生效或實質已生效之稅率 (及稅務法例)，按變現資產或清償負債之期間預期適用之稅率予以計量。

倘且僅倘本集團有合法權利抵銷即期稅項資產及即期稅項負債，而遞延稅項資產及遞延稅項負債由同一稅務機關向同一應課稅實體或不同應課稅實體所徵收的所得稅有關，而該等實體有意在日後每個預計有大額遞延稅項負債需要清償或大額遞延稅項資產可以收回的期間內，按淨額基準清償即期稅項負債及資產，或同時變現該等資產及清償該等負債時，遞延稅項資產可與遞延稅項負債相互抵銷。

政府補貼

企業能夠合理地保證政府補貼所附條件得到滿足，並且能夠收到該補貼，此時即應按公允價值確認政府補貼。與開支項目有關的補貼，應在有關期間 (即能夠使該補貼系統地與被補償費用相匹配的期間) 確認為收入。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of services or goods is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those services or goods.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

When the contract contains a financing component which provides the customer with a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. When the contract contains a financing component which provides the Group with a significant financial benefit for more than one year, revenue recognised under the contract includes the interest expense accreted on the contract liability under the effective interest method. For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in IFRS 15.

(a) Property management service income

For property management services, the Group bills a fixed amount for services provided on a monthly basis and recognises as revenue in the amount to which the Group has a right to invoice and that corresponds directly with the value of performance completed.

2. 會計政策 (續)

2.4 重大會計政策 (續)

收入確認

客戶合約收入

客戶合約收入於服務或商品的控制權轉移至客戶時確認，有關金額反映本集團預期就交換該等服務或貨品有權獲得的代價。

當合約中的代價包括可變金額時，估計代價金額將為本集團有權以換取將貨品或服務轉移至客戶的金額。可變代價在合約開始時估計並受到限制，直至與可變代價的不確定性其後得以解決時，很有可能所確認累計收益金額中不會出現重大收益轉撥。

倘合約載有向客戶提供超過一年的商品或服務轉讓的重大融資利益的融資組成部份，則收入按應收金額的現值計量，並使用反映本集團與客戶在合約開始時之間的獨立融資交易的貼現率進行貼現。倘合約載有向本集團提供超過一年的重大融資利益的融資組成部份，則根據該合約確認的收入包括根據實際利率法合約責任附有的利息開支。就客戶付款與轉讓承諾商品或服務之間的期限為一年或更短的合約而言，交易價不會使用國際財務報告準則第15號的實際權宜法就重大融資部分作出調整。

(a) 物業管理服務收入

就物業管理服務而言，本集團就每月就提供的服務開出固定金額賬單，並將本集團有權開立發票且與已完成的履約價值直接對應的金額確認為收入。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Revenue recognition (Continued)

Revenue from contracts with customers (Continued)

(a) Property management service income (Continued)

The Group charged property management fees in respect of the property management services on a lump sum basis. The Group acts as principal and is primarily responsible for providing the property management services to the property owners. The Group recognises the fees received or receivable from property owners as its revenue and all related property management costs as its cost of services.

(b) Value-added services mainly to property developers

Value-added services mainly to property developers mainly include cleaning, security and maintenance services for pre-sale display units and sales offices of property developers at the pre-delivery stage.

The Group agrees the price for each service with the property developers upfront, issues the monthly bill to the property developers which varies based on the actual level of service completed in that month, and recognises revenue in the amount to which the Group has a right to invoice and that corresponds directly with the value of performance completed.

Value-added services mainly to property developers also include preliminary planning and design consultancy services and pre-delivery inspection services to property developers, which is recognised as revenue over the period of the contract by reference to the progress towards complete satisfaction of the performance obligation.

2. 會計政策 (續)

2.4 重大會計政策 (續)

收入確認 (續)

客戶合約收入 (續)

(a) 物業管理服務收入 (續)

本集團就物業管理服務收取物業管理費，費用以整筆支付方式收取。本集團作為委託人，主要負責向業主提供物業管理服務。本集團將自業主收取或應收費用確認為收入，將所有相關的物業管理成本確認為服務成本。

(b) 主要面向房地產開發商的增值服務

主要面向房地產開發商的增值服務，主要包括為房地產開發商的預售展示單位及銷售辦公室提供交付前階段的清潔、保安及維修服務。

本集團與房地產開發商預先協定每項服務的價格，按當月實際完成的服務水平向房地產開發商開具月賬單，並就本集團有權開立發票並直接對應已完成服務價值的金額，確認為收入。

提供主要面向房地產開發商的增值服務，亦包括為房地產開發商提供的前期規劃及設計顧問服務，以及交付前的檢驗服務，該等服務於合約期內，按完全履行履約責任的進度確認為收入。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Revenue recognition (Continued)

Revenue from contracts with customers (Continued)

(c) Community value-added services

The Group provides community value-added services mainly including advertising spaces and common area of commercial and residential property management services. Revenue from community value-added services is recognised when the related services are rendered as the customer simultaneously receives and consumes the benefits provided by the Group.

The Group's community value-added service revenue also includes income from the provision of assistance in sales of car parking spaces to third parties, which is recognised when the car parking spaces are transferred to the buyers of car parking spaces.

(d) Other income

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

2. 會計政策 (續)

2.4 重大會計政策 (續)

收入確認 (續)

客戶合約收入 (續)

(c) 社區增值服務

本集團提供社區增值服務主要包括廣告位及公共區域的商業及住宅物業管理服務。由於客戶同時獲得並消費本集團提供利益，社區增值服務收入於提供相關服務時確認。

本集團社區增值服務收入亦包括協助第三方銷售停車位收入，該收入於停車位轉讓予停車位買方時確認。

(d) 其他收入

利息收入按應計基準及以實際利率法，透過採用將金融工具在預期可使用年期（或較短期間）（倘適用）的估計未來現金收入準確貼現至金融資產的賬面淨值的比率予以確認。

合約負債

於本集團轉讓相關貨品或服務前收到客戶付款或付款到期時（以較早者為準）確認合約負債。合約負債於本集團履行合約時確認為收入（即向客戶轉讓相關貨品或服務的控制權）。

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Employee benefits

Pension scheme

The employees of the Group's subsidiaries which operate in the Chinese mainland are required to participate in a central pension scheme operated by the local municipal government. The subsidiaries operating in the Chinese mainland are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to profit or loss as they become payable in accordance with the rules of the central pension scheme.

Dividends

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting. Proposed final dividends are disclosed in the notes to the financial statements. Interim dividends are simultaneously proposed and declared, because the Company's memorandum and articles of association grant the directors the authority to declare interim dividends. Consequently, interim dividends are recognised immediately as a liability when they are proposed and declared.

Foreign currencies

These financial statements are presented in RMB, which is the Company's functional currency because the Group's principal operations are carried out in the PRC. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions.

2. 會計政策 (續)

2.4 重大會計政策 (續)

僱員福利

退休金計劃

本集團於中國內地經營的附屬公司的僱員須參與由地方市政府營運的中央退休金計劃。於中國內地經營的附屬公司須按其工資成本之某一百分比向中央退休金計劃供款。供款於根據中央退休金計劃規則應付時自損益扣除。

股息

末期股息於股東在股東大會上予以批准時確認為負債。建議末期股息於財務報表附註中披露。由於本公司組織章程大綱及細則授權董事宣派中期股息，中期股息乃同時建議派發及宣派。因此，中期股息於建議派發及宣派時立即確認為負債。

外幣

本財務報表以人民幣呈列，由於本集團主要業務於中國開展，因此人民幣為本公司功能貨幣。本集團內各實體記錄的外幣交易最初按各自交易日期的功能貨幣匯率入賬。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

2. ACCOUNTING POLICIES (CONTINUED)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Foreign currencies (Continued)

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss, respectively).

The functional currencies of certain overseas subsidiaries are currencies other than RMB. As at the end of the reporting period, the assets and liabilities of these entities are translated into RMB at the exchange rates prevailing at the end of the reporting period and their profits or losses are translated into RMB at the exchange rates that approximate to those prevailing at the dates of the transactions.

The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange fluctuation reserve, except to the extent that the differences are attributable to non-controlling interests. On disposal of a foreign operation, the cumulative amount in the reserve relating to that particular foreign operation is recognised in profit or loss.

2. 會計政策 (續)

2.4 重大會計政策 (續)

外幣 (續)

以外幣計值的貨幣資產及負債按報告期末的功能貨幣匯率換算。結算或換算貨幣項目的差額計入損益。

以外幣為單位而按歷史成本入賬的非貨幣項目按首次交易日期的匯率換算。以外幣為單位而按公允價值入賬的非貨幣項目按釐定公允價值當日的匯率換算。換算非貨幣項目所產生的損益比照該項目公允價值變動損益的確認原則處理 (即公允價值變動損益計入其他全面收益或損益的項目，其換算差額亦分別相應計入其他全面收益或損益)。

若干海外附屬公司之功能貨幣為人民幣以外的貨幣。於報告期末，該等實體的資產與負債乃根據報告期末的現行匯率換算為人民幣，而損益是按與交易日期當時相若的匯率換算為人民幣。

匯兌差額於其他全面收入中確認，並於匯兌波動儲備中累計 (差額歸屬於非控股權益除外)。出售海外業務時，與該海外業務相關的儲備累計金額於損益中確認。

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below:

Provision for expected credit losses on trade receivables

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e., by customer type and rating).

The provision matrix is initially based on the Group's historical observed default rates. The Group calibrates the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of default, the historical default rates are adjusted. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation among historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of a customer's actual default in the future. The information about the ECLs on the Group's trade receivables and amounts due from related companies is disclosed in note 16 and note 25.

3. 重大會計判斷及估計

編製本集團財務報表需要管理層作出影響所呈報收入、開支、資產與負債金額以及其附隨披露及或然負債披露的判斷、估計及假設。該等假設及估計的不確定因素可能導致日後須對受影響的資產或負債的賬面值作出重大調整。

估計不明朗因素

於報告期末，有關未來的主要假設及估計的不明朗因素的其他主要來源構成須對下一財政年度資產及負債的賬面值作出重大調整的重大風險，茲論述如下：

應收貿易賬款預期信貸虧損撥備

本集團使用撥備矩陣計算應收貿易賬款預期信貸虧損。撥備率乃基於具有類似虧損模式的多個客戶群體組別（即按客戶類型及評級）的逾期天數釐定。

撥備矩陣初步根據本集團過往觀察違約率。本集團按前瞻性資料校正矩陣以調整過往信貸虧損經驗。比如，倘預測經濟狀況預測於來年轉差，則可能導致違約數字增加，過往違約率因此調整。於各報告日期，過往觀察違約率已更新，及前瞻性估計變動已作分析。

過往觀察違約率、預測經濟狀況及預期信貸虧損之間相關性的評估為重大估計。預期信貸虧損金額對環境及預測經濟狀況變化相當敏感。本集團的過往信貸虧損經驗及預測經濟狀況可能無法代表客戶未來的實際違約。附註16及附註25披露本集團應收貿易賬款及應收關聯公司款項的預期信貸虧損資料。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

4. OPERATING SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segment, has been identified as the executive directors of the Company. During the reporting year, the Group was principally engaged in the provision of property management services, value-added services mainly to property developers and community value-added services to customers. Management reviews the operating results of the Group's business as one operating segment for the purpose of making decisions about resource allocation and performance assessment. Therefore, the chief operating decision maker of the Company regards that there is only one segment which is used to make strategic decisions.

Geographical information

No geographical information is presented as the Group's revenue from the external customers is derived solely from its operation in the Chinese mainland and no non-current assets of the Group are located outside the Chinese mainland.

Information about major customers

For the year ended 31 December 2025, revenue from Zhong An Group contributed 15.21% (2024: 20.76%) to the Group's revenue. Other than the revenue from Zhong An Group, no revenue derived from sales to a single customer or a group of customers under common control accounted for 10% or more of the Group's revenue for the years ended 31 December 2025 and 2024.

5. REVENUE AND OTHER INCOME

An analysis of revenue is as follows:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|-----------------|-----------------------------------|-----------------------------------|
| Revenue from contracts with customers | 客戶合約收入 | | |
| Property management services | 物業管理服務 | 379,783 | 347,218 |
| Value-added services mainly to property developers | 主要面向房地產開發商的增值服務 | 38,865 | 36,815 |
| Community value-added services | 社區增值服務 | 53,734 | 28,205 |
| Total | 總計 | 472,382 | 412,238 |

4. 經營分部資料

管理層已根據主要經營決策者審閱的報告確定經營分部。主要經營決策者已獲確認為本公司的執行董事，負責分配資源及評估經營分部的表現。於報告年度內，本集團主要提供物業管理服務、主要面向房地產開發商的增值服務及社區增值服務。管理層按一個經營分部審閱本集團業務的經營業績，以就資源如何分配及表現評估作出決策。因此，本公司的主要經營決策者認為僅有一個用於作出戰略性決策的分部。

地區資料

由於本集團來自外部客戶的收入全部源自中國內地業務，且本集團非流動資產概無位於中國內地以外，因此並無呈列地區資料。

有關主要客戶的資料

截至2025年12月31日止年度，來自眾安集團的收入佔本集團收入的15.21%（2024年：20.76%）。除來自眾安集團的收入外，截至2025年及2024年12月31日止年度，概無來自對單一客戶或受共同控制的一組客戶銷售的收入佔本集團的收入10%或以上。

5. 收入及其他收入

收入的分析如下：

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

5. REVENUE AND OTHER INCOME (CONTINUED)

5. 收入及其他收入 (續)

Revenue from contracts with customers

客戶合約收入

(a) Disaggregated revenue information

(a) 分拆收入資料

For the year ended 31 December 2025

截至2025年12月31日止年度

| Types of services | 服務種類 | Property management services 物業管理服務 RMB'000 人民幣千元 | Value-added services mainly to property developers 主要面向房地產開發商的增值服務 RMB'000 人民幣千元 | Community value-added services 社區增值服務 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|---------------------------------------|----------------|--|---|--|---------------------------------|
| Geographical market | 地區市場 | | | | |
| Chinese mainland | 中國內地 | 379,783 | 38,865 | 53,734 | 472,382 |
| Timing of revenue recognition | 收入的確認時間 | | | | |
| Revenue recognised over time | 隨時間確認收入 | 379,783 | 38,865 | 44,647 | 463,295 |
| Revenue recognised at a point in time | 於某一時間點確認收入 | - | - | 9,087 | 9,087 |
| Total | 總計 | 379,783 | 38,865 | 53,734 | 472,382 |

For the year ended 31 December 2024

截至2024年12月31日止年度

| Types of services | 服務種類 | Property management services 物業管理服務 RMB'000 人民幣千元 | Value-added services mainly to property developers 主要面向房地產開發商的增值服務 RMB'000 人民幣千元 | Community value-added services 社區增值服務 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|---------------------------------------|----------------|--|---|--|---------------------------------|
| Geographical market | 地區市場 | | | | |
| Chinese mainland | 中國內地 | 347,218 | 36,815 | 28,205 | 412,238 |
| Timing of revenue recognition | 收入的確認時間 | | | | |
| Revenue recognised over time | 隨時間確認收入 | 347,218 | 36,815 | 20,414 | 404,447 |
| Revenue recognised at a point in time | 於某一時間點確認收入 | - | - | 7,791 | 7,791 |
| Total | 總計 | 347,218 | 36,815 | 28,205 | 412,238 |

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

5. REVENUE AND OTHER INCOME (CONTINUED)

Revenue from contracts with customers (Continued)

(a) Disaggregated revenue information (Continued)

The following table shows the amounts of revenue recognised in the current reporting period that were included in the contract liabilities at the beginning of the reporting period:

| | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|-----------------------------------|-----------------------------------|
| Property management services 物業管理服務 | 49,950 | 49,406 |

(b) Performance obligations

For property management services, value-added services mainly to property developers and community value-added services, the Group recognises revenue in the amount that equals to the rights to invoices which corresponds directly with the value to the customers of the Group's performance to date. The Group has elected the practical expedient for not to disclose the remaining performance obligations for these types of contracts because for property management services and certain value-added services mainly to property developers, the Group recognises revenue in the amount that equals the right to invoice which corresponds directly with the value to the customer of the Group's performance to date on a monthly basis. As permitted under IFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed. For community value-added services, they are rendered in a short period of time, which is generally less than a year, and there was no unsatisfied performance obligation at the end of the year.

5. 收入及其他收入 (續)

客戶合約收入 (續)

(a) 分拆收入資料 (續)

下表呈列本報告期間確認收入金額，金額計入報告期初合約負債：

(b) 履約義務

就物業管理服務、主要面向房地產開發商的增值服務及社區增值服務而言，本集團按相當於開立發票的權利的金額確認收入，有關發票乃與本集團迄今履約的客戶價值直接相關。由於就主要面向房地產開發商的物業管理服務及若干增值服務而言，本集團按發票權利金額確認收入，其乃與本集團迄今按每月基準履約的客戶價值直接相關，本集團選擇不披露此類合約剩餘履約義務的可行權宜方法。根據國際財務報告準則第15號的規定，分配至該等未履行合約的交易價格不予披露。就社區增值服務而言，該等服務於短期內提供，一般不超過一年，以及於年度末概無未履行履約義務。

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

5. REVENUE AND OTHER INCOME (CONTINUED)

Revenue from contracts with customers (Continued)

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|---------------------|-------------|-----------------------------------|-----------------------------------|
| Other income | 其他收入 | | |
| Interest income | 利息收入 | 44 | 88 |
| Government grants* | 政府補貼* | 508 | 3,140 |
| Others | 其他 | 487 | 810 |
| Total | 總計 | 1,039 | 4,038 |

* The government grants are related to expenses and recognised in profit or loss upon receipt of these grants. There are no unfulfilled conditions or contingencies relating to these grants.

5. 收入及其他收入 (續)

客戶合約收入 (續)

* 政府補貼與開支相關，於收到該等補貼時於損益中確認。該等補貼並無未達成的條件或或有事項。

6. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|---|------------------------------|-----------------------------------|-----------------------------------|
| Cost of services provided* | 已提供服務成本* | 349,788 | 291,956 |
| Impairment of trade receivables | 應收貿易賬款減值 | 16 | 7,971 |
| Impairment of other receivables | 其他應收款項減值 | 17 | 2,700 |
| Depreciation of items of property and equipment | 房屋及設備項目折舊 | 13 | 896 |
| Amortisation of intangible assets | 無形資產攤銷 | 31 | 36 |
| Staff costs (excluding directors' and chief executive's remuneration (note 8)): | 員工成本 (不包括董事及主要行政人員酬金 (附註8)): | | |
| Wages and salaries | 工資及薪酬 | 244,220 | 247,154 |
| Pension scheme contributions and social welfare** | 退休金計劃供款及社會福利** | 28,219 | 25,287 |
| Total | 總計 | 272,439 | 272,441 |
| Auditor's remuneration | 核數師酬金 | 1,434 | 1,434 |

6. 除稅前利潤

本集團除稅前利潤已扣除下列各項：

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

6. PROFIT BEFORE TAX (CONTINUED)

- * Amounts of RMB239,994,000 and RMB238,384,000 of staff costs were included in “Cost of services provided” in the consolidated statement of profit or loss and other comprehensive income during the years ended 31 December 2025 and 2024, respectively.
- ** There are no forfeited contributions that may be used by the Group as the employer to reduce the existing level of contributions.

7. FINANCE COSTS

An analysis of finance costs is as follows:

| | | 2025 | 2024 |
|-----------------------------|--------|----------------|---------|
| | | 2025年 | 2024年 |
| | | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 |
| Interest on bank borrowings | 銀行借款利息 | 1,263 | - |

6. 除稅前利潤 (續)

- * 截至2025年及2024年12月31日止年度內，人民幣239,994,000元及人民幣238,384,000元的員工成本分別計入合併損益及其他全面收益表中的「已提供服務成本」。
- ** 概無已沒收的供款可由本集團作為僱主用於減少目前供款水平。

7. 財務成本

財務成本的分析如下：

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION

Directors' and chief executive's remuneration for the year, disclosed pursuant to the Listing Rules, section 383(1)(a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|---|------------|-----------------------------------|-----------------------------------|
| Fees: | 袍金： | | |
| Directors | 董事 | 900 | 900 |
| Other emoluments: | 其他薪酬： | | |
| Salaries, allowances and benefits in kind | 薪金、津貼及實物福利 | 1,877 | 1,921 |
| Performance related bonuses | 表現相關花紅 | 9 | 663 |
| Pension scheme contributions | 退休金計劃供款 | 138 | 89 |
| Subtotal | 小計 | 2,024 | 2,673 |
| Total | 總計 | 2,924 | 3,573 |

8. 董事及主要行政人員酬金

根據上市規則、香港公司條例第383(1)(a)、(b)、(c)及(f)條以及公司(披露董事利益資料)規例第2部，年內董事及主要行政人員酬金披露如下：

(a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follows:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|---------------------|-------|-----------------------------------|-----------------------------------|
| Fees: | 袍金： | | |
| Mr. Chung Chong Sun | 鍾創新先生 | 300 | 300 |
| Mr. Liang Xinjun | 梁信軍先生 | 300 | 300 |
| Mr. Chiu Ngam | 趙岩先生 | 300 | 300 |
| Total | 總計 | 900 | 900 |

(a) 獨立非執行董事

年內已付獨立非執行董事的袍金如下：

There were no other emoluments payable to the independent non-executive directors during the year (2024: Nil).

本年度並無向獨立非執行董事支付其他酬金(2024年：無)。

Notes to Financial Statements (Continued)

財務報表附註 (續)

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8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (CONTINUED)

(b) Executive directors, non-executive directors and the chief executive

8. 董事及主要行政人員酬金 (續)

(b) 執行董事、非執行董事及主要行政人員

| | | Fees | Salaries, allowances and benefits in kind | Performance related bonuses | Pension Scheme Contributions and social welfare | Total remuneration |
|--|---------------------|---------|---|-----------------------------|---|--------------------|
| | | 袍金 | 薪金、津貼及實物福利 | 表現相關花紅 | 退休金計劃供款及社會福利 | 酬金總額 |
| | | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 |
| 2025 | 2025年 | | | | | |
| <i>Executive directors:</i> | <i>執行董事：</i> | | | | | |
| Mr. Sun Zihua | 孫志華先生 | - | 462 | 6 | 57 | 525 |
| Ms. Ding Shuchun (i) | 丁曙春女士(i) | - | 504 | 2 | 78 | 584 |
| Mr. Yang Guang (iii) | 楊光先生(iii) | - | 446 | - | 3 | 449 |
| Mr. Ding Lei | 丁磊先生 | - | - | - | - | - |
| Ms. Xu Jianying (iv) | 徐建穎女士(iv) | - | 303 | 1 | - | 304 |
| Subtotal | 小計 | - | 1,715 | 9 | 138 | 1,862 |
| <i>Non-executive director:</i> | <i>非執行董事：</i> | | | | | |
| Mr. Wu Zihua (ii) | 吳志華先生(ii) | - | 162 | - | - | 162 |
| <i>Chief executive and executive director:</i> | <i>主要行政人員及執行董事：</i> | | | | | |
| Mr. Shi Zhongan | 施中安先生 | - | - | - | - | - |
| Total | 總計 | - | 1,877 | 9 | 138 | 2,024 |

Notes to Financial Statements (Continued) 財務報表附註 (續)

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2025年12月31日

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (CONTINUED)

(b) Executive directors, non-executive directors and the chief executive (Continued)

| | Fees | Salaries, allowances and benefits in kind | Performance related bonuses | Pension scheme contributions and social welfare | Total remuneration |
|--|------------------------|---|-----------------------------|---|--------------------------|
| | 袍金 RMB'000 人民幣千元 | 薪金、津貼及實物福利 RMB'000 人民幣千元 | 表現相關花紅 RMB'000 人民幣千元 | 退休金計劃供款及社會福利 RMB'000 人民幣千元 | 酬金總額 RMB'000 人民幣千元 |
| 2024 | | | | | |
| <i>Executive directors:</i> | | | | | |
| Mr. Sun Zihua | - | - | - | - | - |
| Mr. Yang Guang (iii) | - | 1,179 | 391 | 34 | 1,604 |
| Mr. Ding Lei | - | 354 | 85 | 18 | 457 |
| Ms. Xu Jianying (iv) | - | 388 | 187 | 37 | 612 |
| Subtotal | - | 1,921 | 663 | 89 | 2,673 |
| <i>Chief executive and executive director:</i> | | | | | |
| Mr. Shi Zhongan | - | - | - | - | - |
| Total | - | 1,921 | 663 | 89 | 2,673 |

Notes:

- (i) Ms. Ding Shuchun was appointed as an executive director of the Company on 18 January 2025.
- (ii) Mr. Wu Zihua was appointed as a non-executive director of the Company on 17 June 2025.
- (iii) Mr. Yang Guang resigned as an executive director of the Company on 18 January 2025.
- (iv) Ms. Xu Jianying retired as an executive director of the Company on 17 June 2025.

No remunerations were paid or payable by the Group to the directors and a chief executive as an inducement to join or upon joining the Group or a compensation for loss of office during the year (2024: Nil).

There was no arrangement under which a director waived or agreed to waive any remuneration during the year (2024: Nil).

8. 董事及主要行政人員酬金 (續)

(b) 執行董事、非執行董事及主要行政人員 (續)

附註：

- (i) 丁曙春女士於2025年1月18日獲委任為本公司執行董事。
- (ii) 吳志華先生於2025年6月17日獲委任為本公司非執行董事。
- (iii) 楊光先生於2025年1月18日辭任本公司執行董事。
- (iv) 徐建穎女士於2025年6月17日退任本公司執行董事。

於本年度，本集團並無向董事及主要行政人員支付或應付任何酬金，作為促使其加入本集團或加入本集團時的獎勵或者離職補償 (2024年：零)。

本年度並無任何董事放棄或同意放棄任何薪酬的安排 (2024年：無)。

Notes to Financial Statements (Continued)

財務報表附註 (續)

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9. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees during the year included two (2024: two) executive directors, details of whose remuneration are set out in note 8 above. Details of the remuneration of the remaining three (2024: three) highest paid employees who are neither a director nor chief executive of the Company for the years ended 31 December 2024 and 2025, respectively, are as follows:

| | | 2025 | 2024 |
|---|--------------|----------------|---------|
| | | 2025年 | 2024年 |
| | | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 |
| Salaries, allowances and benefits in kind | 薪金、津貼及實物福利 | 1,182 | 1,605 |
| Performance related bonuses | 表現相關花紅 | 6 | 258 |
| Pension scheme contributions and social welfare | 退休金計劃供款及社會福利 | 126 | 88 |
| Total | 總計 | 1,314 | 1,951 |

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following bands is as follows:

| | | Number of employees | |
|------------------------------|-----------------------|----------------------------|-------|
| | | 僱員人數 | |
| | | 2025 | 2024 |
| | | 2025年 | 2024年 |
| Nil to HK\$500,000 | 零至500,000港元 | 2 | - |
| HK\$500,001 to HK\$1,000,000 | 500,001港元至1,000,000港元 | 1 | 3 |
| Total | 總計 | 3 | 3 |

9. 五名最高薪人士

年內五名最高薪人士內包括兩名（2024年：兩名）執行董事，其酬金詳情已載於上文附註8。年內餘下三名（2024年：三名）分別於截至2024年及2025年12月31日止年度並非本公司董事或主要行政人員的最高薪人士的酬金詳情如下：

非董事及非主要行政人員最高薪酬僱員之酬金在下列指定範圍內之人數如下：

Notes to Financial Statements (Continued) 財務報表附註 (續)

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10. INCOME TAX

The Group is subject to income tax on an entity basis on profits arising in or derived from the tax jurisdictions in which members of the Group are domiciled and operated. Pursuant to the rules and regulations of the Cayman Islands and the BVI, the Company and the Group's subsidiary incorporated in the BVI are not subject to any income tax. The Group's subsidiary incorporated in Hong Kong was not liable for income tax as it did not have any assessable profits arising in Hong Kong during the year.

PRC corporate income tax has been provided at the rate of 25% on the taxable profits of the Group's PRC subsidiaries.

10. 所得稅

本集團須就在本集團成員公司所在及經營業務所在稅務司法權區產生或源自有關稅務司法權區的溢利繳納企業所得稅。根據開曼群島及英屬處女群島規則及規例，本公司及本集團於英屬處女群島註冊成立的附屬公司無需繳納任何所得稅。由於本年度於香港並無產生任何應課稅溢利，本集團於香港註冊成立的附屬公司無須繳納所得稅。

中國企業所得稅按本集團中國附屬公司應課稅溢利的25%稅率撥備。

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|----------------------------|----------|-----------------------------------|-----------------------------------|
| Current – PRC income taxes | 即期—中國所得稅 | | |
| Charge for the year | 年內支出 | 19,665 | 16,268 |
| Deferred (note 14) | 遞延(附註14) | (7,634) | (879) |
| Total | 總計 | 12,031 | 15,389 |

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

10. INCOME TAX (CONTINUED)

A reconciliation of tax expense applicable to profit before tax at the statutory tax rate for the jurisdictions in which the Company and the majority of its subsidiaries are domiciled to the income tax expense at the effective income tax rate is as follows:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|------------------|-----------------------------------|-----------------------------------|
| Profit before tax | 除稅前溢利 | 42,373 | 52,730 |
| Tax at the statutory tax rate | 法定稅率計算的稅項 | 10,593 | 13,183 |
| Lower tax rates for specific provinces or enacted by local authority | 特定省份或地方機關實施之較低稅率 | 44 | 790 |
| Withholding tax | 預扣稅 | 808 | 976 |
| Tax losses not recognised | 未確認稅項虧損 | 455 | 308 |
| Expenses not deductible for tax | 不可扣稅開支 | 131 | 132 |
| Tax charge at the Group's effective income tax rate | 本集團實際稅率的所得稅項開支 | 12,031 | 15,389 |

Tax payable in the consolidated statement of financial position represents:

根據本公司及其大多數附屬公司所在司法權區的法定稅率計算除稅前利潤適用稅項開支與根據實際所得稅率計算的所得稅項開支對賬如下：

於合併財務狀況表的應付稅項指：

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|----------------------------------|-----------|-----------------------------------|-----------------------------------|
| PRC corporate income tax payable | 應付中國企業所得稅 | 40,386 | 32,980 |

11. DIVIDENDS

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|---|-------------------------------------|-----------------------------------|-----------------------------------|
| Proposed final – RMB1.49 cents (2024: RMB1.89 cents) per ordinary share | 建議末期—每股普通股人民幣1.49分 (2024年：人民幣1.89分) | 8,076 | 9,761 |

The proposed final dividend for the year is subject to the approval of the Company's shareholders at the forthcoming annual general meeting. These financial statements do not reflect these dividend payables.

本年度建議末期股息須經本公司股東於即將舉行的股東週年大會上批准。本財務報表並未反映該等應付股息。

Notes to Financial Statements (Continued) 財務報表附註 (續)

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2025年12月31日

12. EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT

The calculation of the basic earnings per share amount is based on the profit for the year attributable to ordinary equity holders of the parent of RMB31,497,000 (2024: RMB38,067,000), and the weighted average number of ordinary shares of 517,414,000 (2024: 517,414,000) outstanding during the year.

The calculation of basic earnings per share is based on:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|-----------------|-----------------------------------|-----------------------------------|
| Earnings | 盈利 | | |
| Profit attributable to ordinary equity holders of the parent | 母公司普通股股權持有人應佔利潤 | 31,497 | 38,067 |

| | | Number of shares 股份數目 | |
|--|----------------|--------------------------|---------------|
| | | 2025 2025年 | 2024 2024年 |
| Shares | 股份 | | |
| Weighted average number of ordinary shares outstanding during the year | 年內發行在外普通股加權平均數 | 517,414,000 | 517,414,000 |

The Group had no potentially dilutive ordinary shares outstanding during the year ended 31 December 2025 (2024: Nil).

12. 母公司普通股股權持有人應佔每股盈利

每股基本盈利乃按母公司普通股股權持有人應佔年內利潤人民幣31,497,000元(2024年:人民幣38,067,000元)及年內發行在外普通股加權平均數517,414,000股(2024年:517,414,000股)計算。

計算每股基本盈利乃基於:

截至2025年12月31日止年度內,本集團並無發行在外潛在攤薄普通股(2024年:無)。

Notes to Financial Statements (Continued)

財務報表附註 (續)

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13. PROPERTY AND EQUIPMENT

13. 房屋及設備

| | | Office equipment, electronic and other devices 辦公室設備、 電子及 其他設備 RMB'000 人民幣千元 | Machinery 機械 RMB'000 人民幣千元 | Motor vehicles 汽車 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|--|-------------------------|--|-------------------------------------|---|---------------------------------|
| 31 December 2025 | 2025年12月31日 | | | | |
| At 1 January 2025: | 於2025年1月1日： | | | | |
| Cost | 成本值 | 5,497 | 4,818 | 873 | 11,188 |
| Accumulated depreciation | 累計折舊 | (4,111) | (2,062) | (667) | (6,840) |
| Net carrying amount | 賬面淨值 | 1,386 | 2,756 | 206 | 4,348 |
| At 1 January 2025, net of accumulated depreciation | 於2025年1月1日， 扣除累計折舊 | 1,386 | 2,756 | 206 | 4,348 |
| Additions | 添置 | 880 | 390 | 79 | 1,349 |
| Depreciation provided during the year | 年內折舊撥備 | (519) | (393) | (41) | (953) |
| At 31 December 2025, net of accumulated depreciation | 於2025年12月31日， 扣除累計折舊 | 1,747 | 2,753 | 244 | 4,744 |
| 31 December 2025: | 2025年12月31日： | | | | |
| Cost | 成本值 | 6,377 | 5,208 | 952 | 12,537 |
| Accumulated depreciation | 累計折舊 | (4,630) | (2,455) | (708) | (7,793) |
| Net carrying amount | 賬面淨值 | 1,747 | 2,753 | 244 | 4,744 |

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

13. PROPERTY AND EQUIPMENT (CONTINUED)

13. 房屋及設備 (續)

| | | Office equipment, electronic and other devices 辦公室設備、 電子及 其他設備 RMB'000 人民幣千元 | Machinery 機械 RMB'000 人民幣千元 | Motor vehicles 汽車 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|---|-------------------------|--|---|---|-------------------------------------|
| 31 December 2024 | 2024年12月31日 | | | | |
| At 1 January 2024: | 於2024年1月1日： | | | | |
| Cost | 成本值 | 4,876 | 4,649 | 820 | 10,345 |
| Accumulated depreciation | 累計折舊 | (3,576) | (1,740) | (628) | (5,944) |
| Net carrying amount | 賬面淨值 | 1,300 | 2,909 | 192 | 4,401 |
| At 1 January 2024, net of accumulated depreciation | 於2024年1月1日， 扣除累計折舊 | 1,300 | 2,909 | 192 | 4,401 |
| Additions | 添置 | 621 | 169 | 53 | 843 |
| Depreciation provided during the year | 年內折舊撥備 | (535) | (322) | (39) | (896) |
| At 31 December 2024, net of accumulated depreciation | 於2024年12月31日， 扣除累計折舊 | 1,386 | 2,756 | 206 | 4,348 |
| 31 December 2024: | 2024年12月31日： | | | | |
| Cost | 成本值 | 5,497 | 4,818 | 873 | 11,188 |
| Accumulated depreciation | 累計折舊 | (4,111) | (2,062) | (667) | (6,840) |
| Net carrying amount | 賬面淨值 | 1,386 | 2,756 | 206 | 4,348 |

Notes to Financial Statements (Continued)

財務報表附註 (續)

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14. DEFERRED TAX

The movements in deferred tax liabilities and assets during the year are as follows:

Deferred tax liabilities

| | | Withholding taxes 預扣稅 <i>RMB'000</i> 人民幣千元 |
|---|------------------------|---|
| At 1 January 2024 | 於2024年1月1日 | 1,265 |
| Deferred tax charged to profit or loss during the year (note 10) | 年內於損益扣除的遞延稅項 (附註10) | 976 |
| At 31 December 2024 and 1 January 2025 | 於2024年12月31日及2025年1月1日 | 2,241 |
| Deferred tax credited to profit or loss during the year (note 10) | 年內計入損益的遞延稅項 (附註10) | (1,433) |
| At 31 December 2025 | 於2025年12月31日 | 808 |

Deferred tax assets

| | | Impairment of financial assets 財務資產減值 <i>RMB'000</i> 人民幣千元 |
|---|------------------------|---|
| At 1 January 2024 | 於2024年1月1日 | 3,196 |
| Deferred tax credited to profit or loss during the year (note 10) | 年內計入損益的遞延稅項 (附註10) | 1,855 |
| At 31 December 2024 and 1 January 2025 | 於2024年12月31日及2025年1月1日 | 5,051 |
| Deferred tax credited to profit or loss during the year (note 10) | 年內計入損益的遞延稅項 (附註10) | 6,201 |
| At 31 December 2025 | 於2025年12月31日 | 11,252 |

14. 遞延稅項

年內遞延稅項負債及資產變動如下：

遞延稅項負債

遞延稅項資產

Notes to Financial Statements (Continued)

財務報表附註 (續)

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14. DEFERRED TAX (CONTINUED)

The following is an analysis of the deferred tax balances of the Group for financial reporting purposes:

| | | 2025 | 2024 |
|---|-------------------|---------|---------|
| | | 2025年 | 2024年 |
| | | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 |
| Deferred tax assets recognised in the consolidated statement of financial position | 於合併財務狀況表確認的遞延稅項資產 | 11,252 | 5,051 |
| Deferred tax liabilities recognised in the consolidated statement of financial position | 於合併財務狀況表確認的遞延稅項負債 | 808 | 2,241 |

The Group is liable for withholding taxes on dividends distributed by those subsidiaries established in the Chinese mainland in respect of earnings generated from 1 January 2008. The applicable rate is 10% for the Group.

In the opinion of the directors, who have absolute discretion in determining whether to recommend a declaration of any dividend for any period, and the amount of dividend to be paid of the Company, the Group will distribute to shareholders no less than 25% of distributable profits after the Listing.

At 31 December 2025, deferred tax of RMB808,000 (2024: RMB2,241,000) has been recognised for withholding taxes that would be payable on the unremitted earnings that are subject to withholding taxes of the Group's subsidiaries established in the Chinese mainland.

Other than the above deferred tax liability in relation to the PRC withholding income tax provided, no deferred taxation has been provided for the distributable retained profits of approximately RMB234,548,000 (2024: RMB209,019,000), which were derived from the PRC subsidiaries as the Group is able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future.

14. 遞延稅項 (續)

以下為本集團作財務報告用途的遞延稅項結餘分析：

本集團須就於中國內地成立的附屬公司於自2008年1月1日起所產生的盈利而派發的股息繳納預扣稅。本集團適用稅率為10%。

董事可絕對酌情決定是否建議就任何期間宣派任何股息，以及本公司將派發的股息金額。董事認為，本集團向股東派發的股息將不少於上市後可分派溢利的25%。

於2025年12月31日，本集團就於中國內地成立的附屬公司須繳納預扣稅的未匯出盈利而應付的預扣稅確認遞延稅項人民幣808,000元（2024年：人民幣2,241,000元）。

除上述與中國預扣所得稅撥備有關的遞延稅項負債外，由於本集團能夠控制暫時差額的撥回時間，且暫時差額於可預見的將來很可能不會撥回，因此並無為來自中國附屬公司的可分派保留溢利約人民幣234,548,000元（2024年：人民幣209,019,000元）計提遞延稅項撥備。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

14. DEFERRED TAX (CONTINUED)

Deferred tax assets have not been recognised in respect of the following item:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|------------|------|-----------------------------------|-----------------------------------|
| Tax losses | 稅項虧損 | 7,357 | 6,902 |

The above tax losses arising in the Chinese mainland will expire in one to five years for offsetting against taxable profits. Deferred tax assets have not been recognised in respect of these losses as it is not considered probable that taxable profits will be available against which the tax losses can be utilised.

14. 遞延稅項 (續)

尚未就下列項目確認遞延稅項資產：

上述在中國內地產生的稅項虧損將在一至五年內到期，可用於抵銷應課稅溢利。尚未就該等虧損確認遞延稅項資產，原因為不大可能有可動用稅項虧損的應課稅溢利。

15. INVENTORIES

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|---------------|-----|-----------------------------------|-----------------------------------|
| Parking space | 停車位 | 5,505 | - |
| Consumables | 消耗品 | 605 | 719 |
| Total | 總計 | 6,110 | 719 |

15. 存貨

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

16. TRADE RECEIVABLES

16. 應收貿易賬款

| | | 2025 | 2024 |
|---------------------|--------|-----------------|----------------|
| | | 2025年 | 2024年 |
| | | <i>RMB'000</i> | <i>RMB'000</i> |
| | | 人民幣千元 | 人民幣千元 |
| Trade receivables | 應收貿易賬款 | 283,523 | 174,050 |
| Impairment | 減值 | (47,267) | (20,756) |
| Net carrying amount | 賬面淨值 | 236,256 | 153,294 |

Trade receivables mainly arise from property management service income. The Group's trading terms with its customers are mainly on credit and the credit period is generally between six months to one year, except for new customers, where payment in advance is normally required. The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. Overdue balances are reviewed regularly by senior management and credit limits attributed to customers are reviewed once a month. In view of the aforementioned and the fact that the Group's trade receivables relate to a large number of diversified customers, there is no significant concentration of credit risk. Trade receivables are non-interest-bearing.

An ageing analysis of the trade receivables as at the end of the reporting period, based on the date of revenue recognition and net of loss allowance for impairment, is as follows:

應收貿易賬款主要來自物業管理服務收入。本集團與客戶的貿易條款主要為信貸，信貸期一般為六個月至一年，惟新客戶通常需要提前付款。本集團力求嚴格控制應收未收款項，並設有信貸控制部門，以盡量減少信貸風險。高級管理層定期審查逾期餘額，並每月審查客戶的信貸額度。鑒於上述情況以及本集團應收貿易賬款涉及大量不同客戶，因此不存在嚴重集中信貸風險。應收貿易賬款為不計息。

截至報告期末，根據收入確認日期並扣除減值虧損撥備後的應收貿易賬款賬齡分析如下：

| | | 2025 | 2024 |
|---------------------------------|-----------|----------------|----------------|
| | | 2025年 | 2024年 |
| | | <i>RMB'000</i> | <i>RMB'000</i> |
| | | 人民幣千元 | 人民幣千元 |
| Within 6 months | 六個月內 | 122,899 | 71,555 |
| Over 6 months and within 1 year | 超過六個月但一年內 | 49,124 | 28,601 |
| Over 1 year and within 2 years | 超過一年但兩年內 | 40,420 | 42,514 |
| Over 2 years and within 3 years | 超過兩年但三年內 | 23,813 | 10,624 |
| Total | 總計 | 236,256 | 153,294 |

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

16. TRADE RECEIVABLES (CONTINUED)

The movements in the loss allowance for impairment of trade receivables are as follows:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|------------------------------|--------|-----------------------------------|-----------------------------------|
| At beginning of the year | 年初 | 20,756 | 12,785 |
| Impairment losses recognised | 確認減值虧損 | 26,511 | 7,971 |
| At end of the year | 年末 | 47,267 | 20,756 |

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by customer type and service type). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

The Group writes off trade receivables when there is information indicating that the counterparty is in severe financial difficulties and there is no realistic prospect of recovery, e.g.; when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, whichever occurs sooner, also taking into account legal advice where appropriate.

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix:

As at 31 December 2025

| | | Past due 逾期 | | | | Total 總計 |
|----------------------------------|----------------|----------------|-------------------------|-------------------------|-------------------------|-------------|
| | | Current 當前 | 1 to 2 years 1至2年 | 2 to 3 years 2至3年 | Over 3 years 超過3年 | |
| Expected credit loss rate | 預期信貸虧損率 | 6.15% | 17.21% | 36.89% | 100.00% | 16.67% |
| Gross carrying amount (RMB'000) | 賬面總值 (人民幣千元) | 183,304 | 48,821 | 37,731 | 13,667 | 283,523 |
| Expected credit losses (RMB'000) | 預期信貸虧損 (人民幣千元) | 11,281 | 8,401 | 13,918 | 13,667 | 47,267 |

16. 應收貿易賬款 (續)

應收貿易賬款減值虧損撥備變動如下：

各報告日期會使用撥備矩陣進行減值分析，以計量預期信貸虧損。撥備率乃基於具有類似虧損模式的多個客戶分部組別的逾期日數釐定（即按客戶類型及服務類型）。該計算反映或然率加權結果、貨幣時值及於報告日期有關過去事件、當前狀況及未來經濟狀況預測的合理及可靠資料。

當有資料表明交易對手方處於嚴重財務困難時，且並無合理預期收回時（例如交易對手方已被清盤或已進入破產程序，以較早者為準），本集團將撤銷其應收貿易賬款，並於適當情況下考慮法律意見。

以下載列有關本集團應收貿易賬款於使用撥備矩陣後的信貸風險資料：

於2025年12月31日

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

16. TRADE RECEIVABLES (CONTINUED)

As at 31 December 2024

16. 應收貿易賬款 (續)

於2024年12月31日

| | | Current 當前 | Past due 逾期 | | | Total 總計 |
|----------------------------------|----------------|---------------|-------------------------|-------------------------|-------------------------|-------------|
| | | | 1 to 2 years 1至2年 | 2 to 3 years 2至3年 | Over 3 years 超過3年 | |
| Expected credit loss rate | 預期信貸虧損率 | 4.60% | 13.64% | 32.75% | 100.00% | 11.93% |
| Gross carrying amount (RMB'000) | 賬面總值 (人民幣千元) | 104,987 | 49,228 | 15,797 | 4,038 | 174,050 |
| Expected credit losses (RMB'000) | 預期信貸虧損 (人民幣千元) | 4,831 | 6,714 | 5,173 | 4,038 | 20,756 |

In the opinion of the Company's directors, the business and customer risk portfolio of the Group remained stable and there were no significant fluctuations in the historical credit loss incurred. In addition, there is no significant change with regard to economic indicators based on an assessment of forward-looking information. Therefore, there is no significant change in the expected credit loss rates throughout the reporting period.

本公司董事認為，本集團業務及客戶風險組合維持穩定，歷史信貸虧損並無重大波動。此外，根據對前瞻性資料的評估，經濟指標並無重大變動。因此，於整個報告期內，預期信貸虧損率並無重大變動。

17. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS

17. 預付款、其他應收款項及其他資產

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|-----------------|-----------------------------------|-----------------------------------|
| Payments on behalf of customers to utility suppliers | 代客戶支付公用設施供應商的款項 | 40,172 | 44,268 |
| Other prepayments | 其他預付款 | 3,558 | 3,302 |
| Deposits | 按金 | 13,428 | 10,466 |
| Advance to staff | 預付員工款項 | 3,998 | 4,800 |
| Others | 其他 | 1,335 | 1,466 |
| | | 62,491 | 64,302 |
| Impairment (a) | 減值(a) | (2,700) | (2,700) |
| Total | 總計 | 59,791 | 61,602 |

(a) Included in the above provision for impairment of other receivables was a full provision for an individually impaired deposit of RMB2,700,000, with a carrying amount before provision for impairment of RMB2,700,000 (2024: RMB2,700,000) as at 31 December 2025.

(a) 於2025年12月31日，上述其他應收款項的減值撥備包括對個別減值的按金的全額撥備人民幣2,700,000元，計提減值撥備前的賬面值為人民幣2,700,000元（2024年：人民幣2,700,000元）。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

17. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS (CONTINUED)

Financial assets included in prepayments, other receivables and other assets are unsecured, non-interest-bearing and repayable on demand. The financial assets included in the above balances relating to receivables were measured based on 12-month expected credit losses if there was no significant increase in their credit risk since initial recognition. Otherwise, they were measured based on lifetime expected credit losses.

The movements in the loss allowance for impairment of other receivables are as follows:

| | | 2025 | 2024 |
|------------------------------|---------|----------------|---------|
| | | 2025年 | 2024年 |
| | | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 |
| At beginning of year | 於年初 | 2,700 | - |
| Impairment losses recognised | 已確認減值虧損 | - | 2,700 |
| At end of year | 於年末 | 2,700 | 2,700 |

17. 預付款、其他應收款項及其他資產 (續)

包括於預付款、其他應收款項及其他資產的金融資產為無擔保、不計息及須按要求償還。上述結餘中與應收款項有關的金融資產，倘自初步確認以來信貸風險未顯著增加，則根據12個月預期信貸虧損計量。否則，其將根據全期預期信貸虧損計量。

其他應收款項減值虧損撥備變動如下：

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

18. CASH AND CASH EQUIVALENTS

18. 現金及現金等價物

| | | 2025 | 2024 |
|------------------------|----------|----------------|----------------|
| | | 2025年 | 2024年 |
| | | <i>RMB'000</i> | <i>RMB'000</i> |
| | | 人民幣千元 | 人民幣千元 |
| Cash and bank balances | 現金及銀行結餘 | 171,947 | 137,178 |
| Pledged deposits | 已抵押存款 | 642 | 2,902 |
| | | 172,589 | 140,080 |
| Denominated in: | 以以下貨幣計值： | | |
| RMB | 人民幣 | 142,574 | 140,053 |
| HKD | 港元 | 15 | 27 |
| USD | 美元 | 30,000 | - |
| Total | 總計 | 172,589 | 140,080 |

The RMB is not freely convertible into other currencies, however, under the Chinese mainland's Foreign Exchange Control Regulations and Administration of Settlement, and Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

Cash at banks earns interest at floating rates based on daily bank deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default. The carrying amounts of the cash and cash equivalents approximated to their fair values.

雖然人民幣不能自由兌換為其他貨幣，但根據中國外匯管理條例及結匯、售匯及付匯管理規定，本集團可透過獲批准進行外匯業務的銀行將人民幣兌換為其他貨幣。

銀行現金基於每日銀行存款利率以浮動利率計息。銀行結餘存放於近期並無違約歷史的信譽良好的銀行。現金及現金等價物的賬面值與其公允價值相若。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

19. TRADE PAYABLES

An ageing analysis of the trade payables as at the end of the reporting period, based on the invoice date, is as follows:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|-----------------|----------|-----------------------------------|-----------------------------------|
| Within 3 months | 三個月內 | 28,769 | 22,822 |
| 3 to 12 months | 三至十二個月 | 1,273 | 1,532 |
| 12 to 24 months | 十二至二十四個月 | 253 | 170 |
| Over 24 months | 超過二十四個月 | - | 6 |
| Total | 總計 | 30,295 | 24,530 |

The trade payables are non-interest-bearing and are normally settled on 90-day terms.

As at 31 December 2024 and 2025, the carrying amounts of trade payables approximated to their fair values.

19. 應付貿易賬款

應付貿易賬款於報告期末按發票日計算的賬齡分析如下：

| | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|-----------------|-----------------------------------|-----------------------------------|
| Within 3 months | 28,769 | 22,822 |
| 3 to 12 months | 1,273 | 1,532 |
| 12 to 24 months | 253 | 170 |
| Over 24 months | - | 6 |
| Total | 30,295 | 24,530 |

應付貿易賬款為不計息，通常按90天期限結算。

於2024年及2025年12月31日，應付貿易賬款賬面值與其公允價值相若。

20. OTHER PAYABLES, DEPOSITS RECEIVED AND ACCRUALS

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|---|---------------|-----------------------------------|-----------------------------------|
| Receipts on behalf of community residents for utilities | 代社區居民收取公用設施費用 | 10,440 | 10,026 |
| Deposits received | 已收按金 | 21,035 | 19,232 |
| Business tax and surcharges | 營業稅及附加費 | 18,175 | 6,508 |
| Payroll and welfare payable | 應付工資及福利 | 20,821 | 18,419 |
| Others | 其他 | 3,816 | 3,248 |
| Total | 總計 | 74,287 | 57,433 |

Other payables are unsecured and repayable on demand. The fair values of other payables at the end of the reporting period approximated to their corresponding carrying amounts.

其他應付款項為無擔保及須按要求償還。其他應付款項於報告期末的公允價值與相應賬面值相若。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

21. CONTRACT LIABILITIES

21. 合約負債

| | | 2025 | 2024 |
|-----------------------------------|-----------|----------------|----------------|
| | | 2025年 | 2024年 |
| | | <i>RMB'000</i> | <i>RMB'000</i> |
| | | 人民幣千元 | 人民幣千元 |
| Advances received from customers: | 向客戶收取的墊款： | | |
| Property management services | 物業管理服務 | 52,408 | 53,319 |
| Analysed into: | 分析為： | | |
| Current portion | 即期部分 | 49,055 | 49,950 |
| Non-current portion | 非即期部分 | 3,353 | 3,369 |

Contract liabilities of the Group mainly arise from the advance payments received from customers for services yet to be provided. The decrease in contract liabilities as at 31 December 2025 was mainly due to the decrease of advances received from customers in relation to the provision of property management services at the end of that year.

The expected timing of recognition of revenue at the end of each reporting period is as follows:

本集團的合約負債乃主要來自收取客戶預付款項，然而尚未提供相關服務。於2025年12月31日的合約負債有所減少乃主要由於於該年末收取客戶有關提供物業管理服務的墊款減少所致。

各報告期末確認收入的預期時間如下：

| | | 2025 | 2024 |
|---------------|------|----------------|----------------|
| | | 2025年 | 2024年 |
| | | <i>RMB'000</i> | <i>RMB'000</i> |
| | | 人民幣千元 | 人民幣千元 |
| Within 1 year | 一年內 | 49,529 | 50,972 |
| Over 1 year | 超過一年 | 2,879 | 2,347 |
| Total | 總計 | 52,408 | 53,319 |

Notes to Financial Statements (Continued)

財務報表附註 (續)

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22. INTEREST-BEARING BANK BORROWINGS

22. 計息銀行借款

| | | 2025 2025年 | | | 2024 2024年 | | |
|----------------------|------------|--|----------------|------------------|--|----------------|------------------|
| | | Effective interest rate (%) 實際利率 (%) | Maturity 期限 | RMB'000 人民幣千元 | Effective interest rate (%) 實際利率 (%) | Maturity 期限 | RMB'000 人民幣千元 |
| Non-current | 非即期 | | | | | | |
| Bank loans – secured | 銀行貸款－已抵押 | 5.5 | 2028 | 29,049 | N/A 不適用 | N/A 不適用 | - |

As at 31 December 2025, the Group's bank borrowing of RMB29,049,000 is denominated in RMB, interest-bearing at a fixed rate and secured by the investment properties with net carrying amounts of RMB50,010,000 held by a subsidiary of Zhong An as disclosed in note 25 to the financial statements.

於2025年12月31日，本集團的銀行借款人民幣29,049,000元以人民幣計價，按固定利率計息，並以眾安的附屬公司所持有賬面淨值為人民幣50,010,000元的投資物業作抵押，有關披露載於財務報表附註25。

23. SHARE CAPITAL

23. 股本

| | | 2025 2025年 | | 2024 2024年 | |
|---|----------------------------------|--------------------------------|--|--------------------------------|--|
| Authorised: | 法定： | | | | |
| 1,000,000,000 ordinary shares of HK\$0.01 each | 1,000,000,000股 每股面值0.01港元的普通股 | HK\$10,000,000 10,000,000港元 | | HK\$10,000,000 10,000,000港元 | |
| | | RMB'000 人民幣千元 | | RMB'000 人民幣千元 | |
| Issued and fully paid: | 已發行及繳足： | | | | |
| 517,414,000 ordinary shares | 517,414,000股普通股 | 4,731 | | 4,731 | |

Notes to Financial Statements (Continued) 財務報表附註 (續)

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2025年12月31日

24. RESERVES

The amounts of the Group's reserves and the movements therein for the years ended 31 December 2024 and 2025 are presented in the consolidated statement of changes in equity.

Capital reserve

Capital reserve represents additional contributions made by the shareholders of the Company's subsidiaries and the excess of the gross proceeds received for issuance of the new shares of the Company.

Statutory reserve

In accordance with the PRC Company Law and the articles of association of the subsidiaries established in the PRC, the Group is required to allocate 10% of its net profit after tax, as determined under the Chinese Accounting Standards, to the statutory surplus funds until the reserve balance reaches 50% of its registered capital.

Subject to certain restrictions set out in the relevant PRC regulations and in the articles of association of these subsidiaries, the statutory surplus funds may be used either to offset losses, or to be converted to increase the share capital of the subsidiaries provided that the balance after such conversion is not less than 25% of the registered capital of them. The reserve cannot be used for purposes other than those for which it is created and is not distributable as cash dividends.

24. 儲備

截至2024年及2025年12月31日止年度本集團儲備金額及其變動於合併權益變動表中呈列。

股本儲備

股本儲備指本公司附屬公司股東作出的額外出資，以及本公司發行新股份所得款項總額的超額部分。

法定儲備

根據中國公司法及於中國成立的附屬公司的組織章程細則，本集團須將其根據中國會計準則釐定的稅後利潤淨額的10%分配列入法定盈餘公積金，直至儲備結餘達到其註冊資本的50%為止。

在相關中國法規及該等附屬公司組織章程細則所載若干限制的規限下，法定盈餘公積金可用以彌補虧損，或轉為增加附屬公司的股本，惟有關轉換後的結餘不得少於彼等註冊資本的25%。該儲備不可用作設立目的之外的其他用途，亦不作為現金股息進行分派。

Notes to Financial Statements (Continued)

財務報表附註 (續)

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25. RELATED PARTY TRANSACTIONS

(1) Significant related party transactions

The Group had the following transactions with related parties during the year:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|------------------------|-----------------------------------|-----------------------------------|
| Property management service income from related parties | | | |
| 來自關聯方物業管理服務收入 | | | |
| Companies controlled by the intermediate holding company (i) (iii) | 中間控股公司控制之公司(i) (iii) | 32,045 | 50,611 |
| Joint ventures of companies controlled by the intermediate holding company (i) (iii) | 中間控股公司控制之合營企業(i) (iii) | 2,157 | 65 |
| Associates of companies controlled by the intermediate holding company (i) (iii) | 中間控股公司控制之聯營公司(i) (iii) | 3,416 | 158 |
| Total | 總計 | 37,618 | 50,834 |
| Income from value-added services mainly to property developers from related parties | | | |
| 來自關聯方主要向物業開發商提供增值服務收入 | | | |
| Companies controlled by the intermediate holding company (i) (iii) | 中間控股公司控制之公司(i) (iii) | 31,704 | 26,803 |
| Joint ventures of companies controlled by the intermediate holding company (i) (iii) | 中間控股公司控制之合營企業(i) (iii) | 2,174 | 1,626 |
| Associates of companies controlled by the intermediate holding company (i) (iii) | 中間控股公司控制之聯營公司(i) (iii) | 2,824 | 1,319 |
| Total | 總計 | 36,702 | 29,748 |
| Community value-added service income from related parties | | | |
| 來自關聯方社區增值服務收入 | | | |
| Companies controlled by the intermediate holding company (i) (iii) | 中間控股公司控制之公司(i) (iii) | 8,100 | 8,180 |
| Rental expenses | | | |
| 租賃開支 | | | |
| Companies controlled by the intermediate holding company (i) | 中間控股公司控制之公司(i) | 228 | 305 |

25. 關聯方交易

(1) 重大關聯方交易

本集團於本年度與關聯方進行下列交易：

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

25. RELATED PARTY TRANSACTIONS (CONTINUED)

(1) Significant related party transactions (Continued)

Notes:

- (i) The prices for the above service fees were determined in accordance with the terms and conditions mutually agreed by the contract parties.
- (ii) The Group has been licensed by the Zhong An and its subsidiaries, excludes China New City Commercial Development Limited and our Group, to use certain trademarks for its operations on a non-exclusive, non-transferable and royalty-free basis for a perpetual term.
- (iii) The above related party transactions also constitute connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules.

(2) Outstanding balances with related parties

Amounts due from related parties:

| | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|-----------------------------------|-----------------------------------|
| Trade related: 貿易相關： | | |
| Companies controlled by the intermediate holding company 中間控股公司控制之公司 | 51,417 | 99,875 |
| Associates of companies controlled by the intermediate holding company 中間控股公司控制之聯營公司 | 4,308 | 2,807 |
| Joint ventures of companies controlled by the intermediate holding company 中間控股公司控制之合營企業 | 287 | 1,943 |
| Total 總計 | 56,012 | 104,625 |

The trade related receivables from related parties arose from the provision of property management services and value-added services mainly to property developers to the related parties. The receivables amounting to RMB55,339,000 (2024: RMB88,762,000) were aged within one year and RMB673,000 (2024: RMB15,863,000) were aged between one and two years as at 31 December 2025, based on the date of revenue recognition.

25. 關聯方交易 (續)

(1) 重大關聯方交易 (續)

附註：

- (i) 上述服務費價格乃根據合約雙方共同協定之條款及條件釐定。
- (ii) 本集團已獲眾安及其附屬公司（不包括中國新城市商業發展有限公司及本集團）授權以非獨家、不可轉讓及免使用費基準永久使用若干商標作營運用途。
- (iii) 上述關連方交易亦構成上市規則第14A章所界定的關連交易或持續關連交易。

(2) 關聯方未償還餘額

應收關聯方款項：

應收關聯方的貿易相關款項來自向關聯方（主要為物業開發商）提供的物業管理服務及增值服務。根據收入確認日期，於2025年12月31日，應收款項人民幣55,339,000元（2024年：人民幣88,762,000元）的賬齡為一年之內及人民幣673,000元（2024年：人民幣15,863,000元）的賬齡為一至兩年。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

25. RELATED PARTY TRANSACTIONS (CONTINUED)

(2) Outstanding balances with related parties (Continued)

Trade related amounts due from related parties are with credit terms of three month. The Group has assessed that the credit risk of these receivables has not increased significantly since initial recognition and measured the impairment of trade related amounts due from related parties under the simplified approach based on lifetime expected credit losses and has assessed that the expected credit losses are not significant.

(3) Pledge of assets provided by related parties

As at 31 December 2025, the Group's bank borrowing of RMB29,049,000 is secured by the investment properties with net carrying amounts of RMB50,010,000 held by a subsidiary of Zhong An as disclosed in note 22 to the financial statements.

(4) Compensation of key management personnel of the Group:

Compensation of key management personnel of the Group, which comprises the remuneration of the directors, is disclosed in note 8.

26. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of each reporting period are as follows:

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|----------------------|-----------------------------------|-----------------------------------|
| Financial assets – financial assets at amortised cost | 金融資產 – 按攤銷成本計量金融資產 | | |
| Trade receivables (note 16) | 應收貿易賬款 (附註16) | 236,256 | 153,294 |
| Financial assets included in prepayments, deposits and other receivables | 計入預付款、按金及其他應收款項的金融資產 | 52,235 | 53,500 |
| Due from related companies (note 25) | 應收關聯公司款項 (附註25) | 56,012 | 104,625 |
| Pledged deposits (note 18) | 已抵押存款 (附註18) | 642 | 2,902 |
| Cash and cash equivalents (note 18) | 現金及現金等價物 (附註18) | 171,947 | 137,178 |
| Total | 總計 | 517,092 | 451,499 |

25. 關聯方交易 (續)

(2) 關聯方未償還餘額 (續)

應收關聯方的貿易相關款項信貸期為三個月。本集團已評估該等應收款項的信貸風險自初始確認並無顯著增加，並已按照簡化方法根據全期預期信貸虧損計量應收關聯方貿易相關款項的減值，且已評估預期信貸虧損並不重大。

(3) 關聯方提供的資產抵押

於2025年12月31日，本集團的銀行借款人民幣29,049,000元以眾安的附屬公司持有賬面淨值為人民幣50,010,000元的投資物業作抵押，有關披露載於財務報表附註22。

(4) 本集團主要管理人員薪酬：

本集團主要管理人員的薪酬(包括董事薪酬)已於附註8披露。

26. 以類別劃分的金融工具

各類金融工具於各報告期末的賬面值如下：

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

26. FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

26. 以類別劃分的金融工具 (續)

| | | 2025 2025年 RMB'000 人民幣千元 | 2024 2024年 RMB'000 人民幣千元 |
|--|--------------------------|-----------------------------------|-----------------------------------|
| Financial liabilities – financial liabilities at amortised cost | 金融負債 – 按攤銷成本計量的金融負債 | | |
| Trade payables (note 19) | 應付貿易賬款 (附註19) | 30,295 | 24,530 |
| Financial liabilities included in other payables, deposits received and accruals | 計入其他應付款項、已收按金及應計費用中的金融負債 | 35,291 | 32,506 |
| Interest-bearing bank borrowings | 計息銀行借款 | 29,049 | - |
| Total | 總計 | 94,635 | 57,036 |

27. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

27. 金融工具的公允價值及公允價值架構

Management has assessed that the fair values of cash and cash equivalents, trade receivables, trade payables, amounts due from related companies, financial assets included in prepayments, other receivables and other assets, and financial liabilities included in other payables, deposits received and accruals approximate to their carrying amounts largely due to the short term maturities of these instruments.

管理層評估現金及現金等價物、應收貿易賬款、應付貿易賬款、應收關聯公司款項、計入預付款、其他應收款項及其他資產中的金融資產，以及計入其他應付款、已收按金及應計費用中的金融負債的公允價值與其賬面值相若，主要由於該等工具的到期日較短。

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

長期計息銀行借款的公允價值乃採用現時可得且年期、信貸風險及剩餘期限類似的工具的息率貼現預期未來現金流量而計算。長期計息銀行借款的賬面值與其公允價值相若。

Fair value hierarchy

Other than above, the Group did not hold any financial assets and liabilities measured at fair value as at 31 December 2025 and 2024.

公允價值架構

除上文所述者外，於2025年及2024年12月31日，本集團並無持有任何按公允價值計量的金融資產及負債。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025
2025年12月31日

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments mainly include cash and cash equivalents, trade and other receivables, trade payables and other payables, which arise directly from its operations. The Group has other financial assets such as amounts due from related companies. The main purpose of these financial instruments is to raise finance for the Group's operations.

The main risks arising from the Group's financial instruments are credit risk and liquidity risk. Generally, the Group introduces conservative strategies on its risk management. To keep the Group's exposure to these risks to a minimum, the Group has not used any derivatives and other instruments for hedging purposes. The Group does not hold or issue derivative financial instruments for trading purposes. The board of directors reviews and agrees policies for managing each of these risks and they are summarised below:

(a) Credit risk

The carrying amounts of cash and cash equivalents, trade receivables, financial assets included in prepayments, other receivables and other assets, and amounts due from related companies included in the consolidated statements of financial position represent the Group's maximum exposure to credit risk in relation to its financial assets as at 31 December 2024 and 2025. The Group classifies financial instruments on the basis of shared credit risk characteristics, such as instrument types and credit risk ratings for the purpose of determining significant increases in credit risk and calculation of impairment.

Cash and cash equivalents

As at 31 December 2024 and 2025, all cash and cash equivalents were deposited in high-credit-quality financial institutions without significant credit risk. These financial assets were not yet past due and their credit exposure is classified as stage 1.

28. 財務風險管理目標及政策

本集團主要金融工具主要包括現金及現金等價物、貿易及其他應收款項、貿易及其他應付款項，該等款項直接來自本集團營運。本集團亦有其他金融資產，如應收關聯公司款項。該等金融工具主要目的為為本集團營運籌集資金。

本集團金融工具的主要風險為信貸風險及流動資金風險。一般而言，本集團於風險管理方面採取保守策略。為將本集團面臨的風險減至最低，本集團並無使用任何衍生工具及其他工具進行對沖。本集團不持有或發行用於交易目的的衍生金融工具。董事會審查並同意管理上述各種風險的政策，該等政策概述如下：

(a) 信貸風險

於2024年及2025年12月31日，合併財務狀況表中的現金及現金等價物、應收貿易賬款、預付款中的金融資產、其他應收款項及其他資產以及應收關聯公司款項的賬面額代表本集團金融資產相關的最大信貸風險。本集團根據共同信貸風險特徵，如工具類型及信貸風險評級，對金融工具進行分類，以釐定信貸風險的顯著增加並計算減值。

現金及現金等價物

於2024年及2025年12月31日，所有現金及現金等價物均存入高信貸等級的金融機構，並無重大信貸風險。該等金融資產尚未逾期，其信貸風險被劃分為第一階段。

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025

2025年12月31日

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Credit risk (Continued)

Trade receivables

To manage the risk arising from trade receivables, the Group has policies in place to ensure that credit terms are made only to counterparties with an appropriate credit history and management performs ongoing credit evaluations of the Group's counterparties. The credit periods granted to the customers are generally six months to one year and the credit quality of these customers is assessed, taking into account their financial position, past experience and other factors. The Group also has other monitoring procedures to ensure that follow-up action is taken to recover overdue receivables. In addition, the Group reviews regularly the recoverable amount of trade receivables to ensure that adequate impairment losses are made. The Group has no significant concentrations of credit risk, with exposure spread over a large number of counterparties and customers.

The Group applies the simplified approach to provide for ECLs prescribed by IFRS 9, which permits the use of the lifetime expected loss provision for all trade receivables and trade related amounts due from related companies. The expected credit losses also incorporate forward-looking information based on key economic variables such as inflation rate. The Group expects that the credit risk associated with trade related amounts due from related companies is considered to be low, since the related parties have a strong capacity to meet contractual cash flow obligation in the near term. As at the end of the reporting period, the loss allowance was assessed to be minimal.

Management makes periodic collective assessments for financial assets included in prepayments, other receivables and other assets as well as individual assessment on the recoverability of other receivables based on historical settlement records and past experience. The Group has classified financial assets included in prepayments, other receivables and other assets in stage 1 if there was no significant increase in their credit risk since initial recognition. Otherwise, they were measured based on lifetime expected credit losses. Management continuously monitors their credit risk.

28. 財務風險管理目標及政策 (續)

(a) 信貸風險 (續)

應收貿易賬款

為管理應收貿易賬款產生的風險，本集團制定相關政策，確保僅向具適當信貸記錄的交易對手方提供信貸條款，且管理層對本集團的交易對手方進行持續的信貸評估。授予客戶的信貸期一般為6個月至1年，並根據客戶的財務狀況、以往經驗及其他因素對其信貸質素進行評估。本集團亦制定其他監督程序，確保採取後續行動收回逾期應收貿易賬款。此外，本集團定期審查應收貿易賬款的可收回金額，確保減值虧損充足。本集團並無嚴重集中信貸風險，風險分散於大量交易對手方及客戶。

本集團採用國際財務報告準則第9號規定的簡化方法計提預期信貸虧損，該方法允許對所有應收貿易賬款及應收關聯公司的貿易相關款項使用全期預期虧損撥備。預期信貸虧損亦納入基於主要經濟變量（如通貨膨脹率）的前瞻性資料。由於關聯方有強大能力於短期內履行合約現金流義務，本集團預期與關聯公司應付貿易相關款項有關的信貸風險較低。於報告期末，虧損撥備被評估為輕微。

管理層定期對預付款、其他應收款項及其他資產中的金融資產進行集體評估，並根據歷史結算記錄及以往經驗對其他應收款項的可收回性進行單獨評估。倘其自初步確認以來信貸風險並無顯著增加，則本集團將預付款、其他應收款項及其他資產中的金融資產歸入第1階段。否則，其按全期預期信貸虧損計量。管理層持續監控其信貸風險。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Credit risk (Continued)

Maximum exposure and year-end staging

The tables below show the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 December 2024 and 2025. The amounts presented are gross carrying amounts for financial assets and the exposure to credit risk for the financial guarantee contracts.

As at 31 December 2025

28. 財務風險管理目標及政策 (續)

(a) 信貸風險 (續)

最大風險敞口及年終階段

下表顯示根據本集團信貸政策的信貸質量及最大信貸風險敞口，其主要基於過往逾期資料，惟其他資料為毋需付出不必要的成本或努力即可取得的資料則除外，以及於2024年及2025年12月31日的年終階段分類。所呈列的金額為金融資產的總賬面值及財務擔保合約信貸風險的風險敞口。

於2025年12月31日

| | | 12-month ECLs 12個月預期信貸虧損 | | Lifetime ECLs 全期預期信貸虧損 | | |
|--|------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|---------------------------------|
| | | Stage 1 第一階段 RMB'000 人民幣千元 | Stage 2 第二階段 RMB'000 人民幣千元 | Stage 3 第三階段 RMB'000 人民幣千元 | Simplified approach 簡化方法 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
| Trade receivables* | 應收貿易賬款* | - | - | - | 283,523 | 283,523 |
| Financial assets included in prepayments, other receivables and other assets | 計入預付款、其他應收款項及其他資產的金融資產 | | | | | |
| - Normal** | - 正常** | 52,235 | - | - | - | 52,235 |
| - Doubtful** | - 呆賬** | - | - | 2,700 | - | 2,700 |
| Amounts due from related companies | 應收關聯公司款項 | - | - | - | 56,012 | 56,012 |
| Pledged deposits – Not yet past due | 已抵押存款 – 尚未逾期 | 642 | - | - | - | 642 |
| Cash and cash equivalents – Not yet past due | 現金及現金等價物 – 尚未逾期 | 171,947 | - | - | - | 171,947 |
| Total | 總計 | 224,824 | - | 2,700 | 339,535 | 567,059 |

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(a) Credit risk (Continued)

As at 31 December 2024

| | | 12-month ECLs 12個月預期信 貸虧損 | | Lifetime ECLs 全期預期信貸虧損 | | |
|--|--------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|---------------------------------|
| | | Stage 1 第一階段 RMB'000 人民幣千元 | Stage 2 第二階段 RMB'000 人民幣千元 | Stage 3 第三階段 RMB'000 人民幣千元 | Simplified approach 簡化方法 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
| Trade receivables* | 應收貿易賬款* | - | - | - | 174,050 | 174,050 |
| Financial assets included in prepayments, other receivables and other assets | 計入預付款、其他應收 款項及其他資產的 金融資產 | | | | | |
| - Normal** | - 正常** | 53,500 | - | - | - | 53,500 |
| - Doubtful** | - 呆賬** | - | - | 2,700 | - | 2,700 |
| Amounts due from related companies | 應收關聯公司款項 | - | - | - | 104,625 | 104,625 |
| Pledged deposits - Not yet past due | 已抵押存款 - 尚未逾期 | 2,902 | - | - | - | 2,902 |
| Cash and cash equivalents - Not yet past due | 現金及現金等價物 - 尚未逾期 | 137,178 | - | - | - | 137,178 |
| Total | 總計 | 193,580 | - | 2,700 | 278,675 | 474,955 |

* For trade receivables to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in note 16 to the financial statements.

** The credit quality of the financial assets included in prepayments, other receivables and other assets is considered to be "normal" when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, the credit quality of the financial assets is considered to be "doubtful".

* 就本集團根據撥備矩陣應用簡化方法釐定減值之應收貿易賬款而言，資料於財務報表附註16披露。

** 當計入預付款、其他應收款項及其他資產的金融資產並無逾期，而且並無資料顯示金融資產自首次確認以來其信貸風險已顯著增加，其信貸質素將視為「正常」。否則，金融資產的信貸質素將視為「呆賬」。

At the end of the reporting period, the Group had certain concentrations of credit risk as 24.5% (2024: 35.8%) of the Group's trade receivables and amounts due from related parties were due from the Group's largest customer.

於報告期間結束時，本集團存在一定的集中信貸風險，因為本集團24.5% (2024年：35.8%) 的應收貿易賬款及應收關聯方款項來自本集團最大的客戶。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(b) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulties in meeting its financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding to finance its working capital needs as well as capital expenditure.

The maturity profile of the Group's financial liabilities as at the end of the reporting period, based on contractual undiscounted payments, is as follows:

28. 財務風險管理目標及政策 (續)

(b) 流動資金風險

流動資金風險指本集團因資金短缺而難以履行其財務義務的風險。本集團面臨的流動資金風險主要來自金融資產及負債期限錯配。本集團的目標是保持資金連續性以滿足營運資金需求及資本支出之間的平衡。

根據合約未貼現付款，本集團金融負債於報告期末的到期日概況如下：

| | | Less than 3 months or on demand 少於3個月 或按要求 RMB'000 人民幣千元 | 3 to 12 months 3至12個月 RMB'000 人民幣千元 | 1 to 10 years 1至10年 RMB'000 人民幣千元 | Total 總計 RMB'000 人民幣千元 |
|--|-------------------------|--|---|---|---------------------------------|
| 31 December 2025 | 2025年12月31日 | | | | |
| Trade payables | 應付貿易賬款 | 28,769 | 1,273 | 253 | 30,295 |
| Financial liabilities included in other payables, deposits received and accruals | 計入其他應付款項、已收按金及應計費用的金融負債 | 35,291 | - | - | 35,291 |
| Interest-bearing bank borrowings | 計息銀行借款 | - | - | 33,192 | 33,192 |
| Total | 總計 | 64,060 | 1,273 | 33,445 | 98,778 |
| 31 December 2024 | 2024年12月31日 | | | | |
| Trade payables | 應付貿易賬款 | 22,822 | 1,532 | 176 | 24,530 |
| Financial liabilities included in other payables, deposits received and accruals | 計入其他應付款項、已收按金及應計費用的金融負債 | 32,506 | - | - | 32,506 |
| Total | 總計 | 55,328 | 1,532 | 176 | 57,036 |

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

28. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

(c) Capital management

The primary objectives of the Group's capital management are to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Group is not subject to any externally imposed capital requirement. No change was made in the objectives, policies or processes for managing capital during the years ended 31 December 2025 and 2024.

The Group monitors capital using a current ratio, which is total current assets divided by total current liabilities, and a liabilities to assets ratio, which is total liabilities divided by total assets. The current ratios and liabilities to assets ratios at the end of each of the reporting periods are as follows:

| | | 2025 | 2024 |
|-----------------------------|---------|----------------|---------|
| | | 2025年 | 2024年 |
| | | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 |
| Total current assets | 流動資產總額 | 530,758 | 460,320 |
| Total current liabilities | 流動負債總額 | 194,831 | 167,134 |
| Total assets | 資產總額 | 546,880 | 469,846 |
| Total liabilities | 負債總額 | 227,233 | 170,503 |
| Current ratio | 流動比率 | 2.72 | 2.75 |
| Liabilities to assets ratio | 負債與資產比率 | 0.42 | 0.36 |

29. CONTINGENT LIABILITIES

As of 31 December 2025 and 2024, the Group did not have any material contingent liabilities.

28. 財務風險管理目標及政策 (續)

(c) 資本管理

本集團資本管理的主要目的旨在保障本集團能夠持續經營及維持正常的資本比率，以支持其業務及使股東價值最大化。

本集團管理其資本結構，並根據經濟狀況的變動和相關資產的風險特徵對其作出調整。為維持或調整資本結構，本集團可能調整支付予股東的股息、將資本返還予股東或發行新股份。本集團毋須遵守任何外部施加的資本要求。截至2025年及2024年12月31日止年度，本集團概無就資本管理的目標、政策或程序作出任何變更。

本集團以流動比率（流動資產總額除以流動負債總額）及資產負債比率（負債總額除以資產總額）監控資本的情況。於各報告期間末的流動比率及資產負債比率如下：

29. 或有負債

截至2025年及2024年12月31日，本集團並無任何重大或有負債。

Notes to Financial Statements (Continued)

財務報表附註 (續)

31 December 2025

2025年12月31日

30. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

30. 本公司財務狀況表

有關本公司於報告期末之財務狀況表的資料如下：

| | | 2025 | 2024 |
|--|-------------------|----------------|---------|
| | | 2025年 | 2024年 |
| | | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 |
| CURRENT ASSETS | 流動資產 | | |
| Cash and cash equivalent | 現金及現金等價物 | 30,015 | 27 |
| Due from subsidiaries | 應收附屬公司款項 | 139,418 | 139,434 |
| Due from related companies | 應收關聯公司款項 | 15 | 15 |
| TOTAL CURRENT ASSETS | 流動資產總值 | 169,448 | 139,476 |
| CURRENT LIABILITIES | 流動負債 | | |
| Due to subsidiaries | 應付附屬公司款項 | 40,436 | 10,436 |
| Due to related companies | 應付關聯公司款項 | 9,928 | 6,853 |
| TOTAL CURRENT LIABILITIES | 流動負債總值 | 50,364 | 17,289 |
| NET CURRENT ASSETS | 流動資產淨值 | 119,084 | 122,187 |
| TOTAL ASSETS LESS CURRENT LIABILITIES | 總資產減流動負債 | 119,084 | 122,187 |
| NET ASSETS | 資產淨值 | 119,084 | 122,187 |
| EQUITY | 權益 | | |
| Equity attributable to owners of the parent | 母公司擁有人應佔權益 | | |
| Share capital | 股本 | 4,731 | 4,731 |
| Reserve (note) | 儲備 (附註) | 114,353 | 117,456 |
| TOTAL EQUITY | 總權益 | 119,084 | 122,187 |

Notes to Financial Statements (Continued) 財務報表附註 (續)

31 December 2025
2025年12月31日

30. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (CONTINUED)

Note:

A summary of the Company's reserves is as follows:

| | | Capital reserve | Retained earnings/ (accumulated losses) | Total |
|--|----------------------------|--------------------------|--|------------------------|
| | | 資本儲備 RMB'000 人民幣千元 | 留存盈利/ (累計虧損) RMB'000 人民幣千元 | 總計 RMB'000 人民幣千元 |
| As at 1 January 2024 | 於2024年1月1日 | 127,335 | (6,902) | 120,433 |
| Profit for the year | 年內溢利 | – | 9,737 | 9,737 |
| Final 2023 dividend declared | 已宣派2023年末期股息 | – | (12,714) | (12,714) |
| As at 31 December 2024 and 1 January 2025 | 於2024年12月31日及 2025年1月1日 | 127,335 | (9,879) | 117,456 |
| Profit for the year | 年內溢利 | – | 6,701 | 6,701 |
| Final 2024 dividend declared | 已宣派2024年末期股息 | – | (9,804) | (9,804) |
| As at 31 December 2025 | 於2025年12月31日 | 127,335 | (12,982) | 114,353 |

30. 本公司財務狀況表 (續)

附註：

本公司儲備概述如下：

31. EVENTS AFTER THE REPORTING PERIOD

On 27 February 2026, a total of 25,450,000 placing shares of the Group have been successfully placed at the placing price of HK\$1.52 per placing share pursuant to the terms and conditions of the placing agreement, representing approximately 4.69% of the total number of the Group's shares in issue as enlarged by the allotment and issue of the placing shares immediately after the placing completion.

32. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 26 March 2026.

31. 報告期後事項

於2026年2月27日，本集團已根據配售協議的條款及條件，按每股配售股份1.52港元的配售價成功配售25,450,000股配售股份，相當於緊隨配售事項完成後經配發及發行配售股份擴大的已發行本集團股份總數約4.69%。

32. 批准財務報表

財務報表已於2026年3月26日獲董事會批准並授權發佈。

Summary of Financial Information

財務資料概要

RESULTS

業績

| | | 2025 | 2024 | 2023 | 2022 | 2021 |
|---|-------------|----------|----------|----------|----------|----------|
| | | 2025年 | 2024年 | 2023年 | 2022年 | 2021年 |
| | | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 |
| Revenue | 收入 | 472,382 | 412,238 | 351,133 | 319,735 | 295,694 |
| Profit before tax | 除稅前利潤 | 42,373 | 52,730 | 69,315 | 68,260 | 56,510 |
| Income Tax | 所得稅 | (12,031) | (15,389) | (19,891) | (17,325) | (14,720) |
| Profit for the year | 年內利潤 | 30,342 | 37,341 | 49,424 | 50,935 | 41,790 |
| Total comprehensive income attributable to: | 以下應佔全面收益總額： | | | | | |
| Owners of the parent | 母公司擁有人 | 31,497 | 38,067 | 49,346 | 50,817 | 38,991 |
| Non-controlling interests | 非控股權益 | (1,155) | (726) | 78 | 118 | 2,799 |
| | | 30,342 | 37,341 | 49,424 | 50,935 | 41,790 |

ASSETS, LIABILITIES AND NON-CONTROLLING INTERESTS

資產、負債及非控股權益

| | | 2025 | 2024 | 2023 | 2022 | 2021 |
|---------------------------|-------|-----------|-----------|-----------|-----------|----------|
| | | 2025年 | 2024年 | 2023年 | 2022年 | 2021年 |
| | | RMB'000 | RMB'000 | RMB'000 | RMB'000 | RMB'000 |
| | | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 | 人民幣千元 |
| Total Assets | 總資產 | 546,880 | 469,846 | 410,085 | 198,032 | 140,666 |
| Total liabilities | 總負債 | (227,233) | (170,503) | (135,329) | (104,766) | (98,335) |
| Non-controlling interests | 非控股權益 | 34 | (1,121) | (1,847) | (1,769) | (1,651) |
| | | 319,681 | 298,222 | 272,909 | 91,497 | 40,680 |

