

# ZHENRO 正榮服務

## ZHENRO SERVICES GROUP LIMITED 正榮服務集團有限公司

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

股份代號 Stock Code : 6958



# 2025

Annual Report 年報

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# 釋義

## Definitions

於年度報告內，除非文義另有所指，否則下列詞彙具有以下涵義。

*In this annual report, unless the context otherwise requires, the following terms and expressions have the meanings set forth below.*

「股東週年大會」 “AGM”	指	本公司於二零二六年六月二十六日舉行的股東週年大會 the annual general meeting of the Company held on 26 June 2026
「細則」或「組織章程細則」 “Articles” or “Articles of Association”	指	本公司的組織章程細則（經不時修訂） the articles of association of the Company, as amended from time to time
「聯繫人」 “associate(s)”	指	具有上市規則賦予該詞之涵義 has the meaning ascribed to it under the Listing Rules
「審計委員會」 “Audit Committee”	指	董事會審計委員會 the audit committee of the Board
「董事會」 “Board”	指	董事會 the board of Directors
「中國」 “China”, “PRC” or “People’s Republic of China”	指	中華人民共和國，但僅在本年度報告內及作地區參考而言，除文義另有所指外，不包括香港、澳門特別行政區及台灣 the People’s Republic of China, but for the purpose of this annual report and for geographical reference only and except where the context otherwise requires, excluding Hong Kong, the Macau Special Administrative Region and Taiwan
「本公司」或「正榮服務」 “Company” or “Zhenro Services”	指	正榮服務集團有限公司，於二零一八年十二月十七日在開曼群島註冊成立的獲豁免有限責任公司，其股份於聯交所上市（股份代號：6958） Zhenro Services Group Limited, an exempted company incorporated in the Cayman Islands with limited liability on 17 December 2018, whose shares are listed on the Stock Exchange (stock code: 6958)
「關連人士」 “connected person(s)”	指	具有上市規則賦予該詞之涵義 has the meaning ascribed to it under the Listing Rules
「控股股東」 “Controlling Shareholders”	指	具有上市規則賦予該詞之涵義 has the meaning ascribed to it under the Listing Rules
「企業管治守則」 “Corporate Governance Code”	指	上市規則附錄C1載列的企業管治守則 Corporate Governance Code as set out in Appendix C1 to the Listing Rules

## 釋義 Definitions

「董事」 “Director(s)”	指	本公司董事 director(s) of the Company
「建築面積」 “GFA”	指	建築面積 gross floor area
「全球發售」 “Global Offering”	指	根據招股章程的香港公开发售及國際發售股份 the Hong Kong public offering and the international offering of the Shares pursuant to the Prospectus
「本集團」 “Group”	指	本公司及其附屬公司（或按文義所指，本公司及其任何一間或多間附屬公司） the Company and its subsidiaries (or as the context refers, the Company and any one or more of its subsidiaries)
「港元」 “HK\$” or “HKD” or “Hong Kong Dollars”	指	香港法定貨幣港元 Hong Kong dollars, the lawful currency of Hong Kong
「香港」 “Hong Kong” or “HK”	指	中華人民共和國香港特別行政區 the Hong Kong Special Administrative Region of the PRC
「國際會計準則」 “IAS”	指	國際會計準則 International Accounting Standards
「上市」 “Listing”	指	股份於主板上市 the listing of the Shares on the Main Board
「上市日期」 “Listing Date”	指	二零二零年七月十日，股份在聯交所上市日期 10 July 2020, the date when the Shares were listed on the Stock Exchange
「上市規則」 “Listing Rules”	指	聯交所證券上市規則（經不時修訂、補充或以其他方式修改） the Rules Governing the Listing of Securities on the Stock Exchange, as amended, supplemented or otherwise modified from time to time
「主板」 “Main Board”	指	聯交所營運的證券交易所（不包括期權市場），獨立於聯交所GEM並與其並行運作 the stock exchange (excluding the option market) operated by the Stock Exchange which is independent from and operates in parallel with the GEM of the Stock Exchange

## 釋義 Definitions

「標準守則」 “Model Code”	指	上市規則附錄C3所載之《上市發行人董事進行證券交易的標準守則》 the Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 to the Listing Rules
「提名委員會」 “Nomination Committee”	指	董事會提名委員會 nomination committee of the Board
「超額配股權」 “Over-allotment Option”	指	具有招股章程賦予該詞之涵義 has the meaning ascribed to it under the Prospectus
「招股章程」 “Prospectus”	指	本公司日期為二零二零年六月二十九日的招股章程 the prospectus of the Company dated 29 June 2020
「薪酬委員會」 “Remuneration Committee”	指	董事會薪酬委員會 the remuneration committee of the Board
「報告期」 “Reporting Period”	指	截至二零二五年十二月三十一日止年度 for the year ended 31 December 2025
「人民幣」 “RMB” or “Renminbi”	指	中國法定貨幣人民幣 Renminbi, the lawful currency of the PRC
「證券及期貨條例」 “SFO”	指	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） the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
「股份」 “Share(s)”	指	本公司股本中每股面值0.002美元的普通股，其以港元交易及於主板上市 ordinary share(s) in the share capital of the Company with a par value of US\$0.002 each, which is (are) traded in Hong Kong dollars and listed on the Main Board
「股東」 “Shareholder(s)”	指	股份持有人 holder(s) of the Shares

## 釋義 Definitions

「平方米」 “sq.m.”	指	平方米 square meter(s)
「聯交所」 “Stock Exchange”	指	香港聯合交易所有限公司 The Stock Exchange of Hong Kong Limited
「附屬公司」 “subsidiary(ies)”	指	具有上市規則賦予該詞之涵義 has the meaning ascribed to it under the Listing Rules
「正榮商業管理」 “Zhenro Commercial Management”	指	正榮商業管理有限公司，於二零一四年五月二十六日在中國成立的有限責任公司，自二零二四年七月十七日起已為本公司的全資附屬公司 Zhenro Commercial Management Co., Ltd.* (正榮商業管理有限公司), a company established in the PRC with limited liability on 26 May 2014 which has been a wholly-owned subsidiary of the Company since 17 July 2024
「正榮集團公司」 “Zhenro Group Company”	指	正榮集團有限公司（前稱為福建正榮集團有限公司），於一九九四年八月三十一日在中國成立的有限責任公司，由歐宗榮先生及歐國強先生分別擁有91.9%及8.1% Zhenro Group Co., Ltd. (formerly known as Fujian Zhenro Group Co., Ltd.), a company established in the PRC with limited liability on 31 August 1994, which is owned as to 91.9% by Mr. Ou Zongrong and 8.1% by Mr. Ou Guoqiang
「正榮地產」 “Zhenro Properties”	指	正榮地產集團有限公司，於二零一四年七月二十一日在開曼群島註冊成立的獲豁免有限責任公司，其股份於聯交所上市（股份代號：6158） Zhenro Properties Group Limited, an exempted company incorporated in the Cayman Islands with limited liability on 21 July 2014, whose shares are listed on the Stock Exchange (stock code: 6158)
「正榮地產集團」 “Zhenro Properties Group”	指	正榮地產及其附屬公司 Zhenro Properties and its subsidiaries
「正榮地產控股」 “Zhenro Properties Holdings”	指	正榮地產控股有限公司（前稱為正榮地產控股股份有限公司），於二零一五年七月二十二日在中國成立的有限責任公司，為正榮地產的全資附屬公司 Zhenro Properties Holdings Company Limited* (正榮地產控股有限公司, formerly known as 正榮地產控股股份有限公司), a company established in the PRC with limited liability on 22 July 2015 and a wholly-owned subsidiary of Zhenro Properties
「%」 “%”	指	百分比 percent

\* 僅供識別

\* For identification only

# 公司資料

## Corporate Information

### 董事會

#### 執行董事

鄧歷先生 (行政總裁)

王威先生

#### 非執行董事

劉偉亮先生 (主席)

王志明先生

(於二零二五年七月一日獲委任)

#### 獨立非執行董事

歐陽寶豐先生

(於二零二六年一月二十八日辭任)

張偉先生

(於二零二五年九月一日辭任)

魏琴女士

鄭屹磊先生

(於二零二五年九月一日獲委任)

徐沫先生

(於二零二六年一月二十八日獲委任)

### 審計委員會

魏琴女士 (主席)

劉偉亮先生

鄭屹磊先生

(於二零二五年九月一日獲委任)

### 薪酬委員會

徐沫先生 (主席)

(於二零二六年一月二十八日獲委任)

王志明先生

(於二零二五年九月一日獲委任)

魏琴女士

### BOARD OF DIRECTORS

#### Executive Directors

Mr. Deng Li (*Chief Executive Officer*)

Mr. Wang Wei

#### Non-executive Directors

Mr. Liu Weiliang (*Chairman*)

Mr. Wang Zhiming

(*appointed on 1 July 2025*)

#### Independent Non-executive Directors

Mr. Au Yeung Po Fung

(*resigned on 28 January 2026*)

Mr. Zhang Wei

(*resigned on 1 September 2025*)

Ms. Wei Qin

Mr. Zheng Yilei

(*appointed on 1 September 2025*)

Mr. Xu Mo

(*appointed on 28 January 2026*)

### AUDIT COMMITTEE

Ms. Wei Qin (*Chairwoman*)

Mr. Zhang Wei

Mr. Zheng Yilei

(*appointed on 1 September 2025*)

### REMUNERATION COMMITTEE

Mr. Xu Mo (*Chairman*)

(*appointed on 28 January 2026*)

Mr. Wang Zhiming

(*appointed on 1 September 2025*)

Ms. Wei Qin

# 公司資料

## Corporate Information

### 提名委員會

劉偉亮先生 (主席)

魏琴女士

鄭屹磊先生

(於二零二五年九月一日獲委任)

### NOMINATION COMMITTEE

Mr. Liu Weiliang (Chairman)

Ms. Wei Qin

Mr. Zheng Yilei

(appointed on 1 September 2025)

### 公司秘書

王奕先生

練少娥女士

(於二零二六年三月二十六日辭任)

### COMPANY SECRETARY

Mr. Wang Yi

Ms. Lin Sio Ngo

(resigned on 26 March 2026)

### 授權代表

鄧歷先生

王奕先生

練少娥女士 (替任授權代表)

### AUTHORISED REPRESENTATIVES

Mr. Deng Li

Mr. Wang Yi

Ms. Lin Sio Ngo (Alternate authorised representative)

### 核數師

中正天恆會計師事務所

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

### AUDITOR

CCTH CPA Limited

Certified Public Accountants

Registered Public Interest Entity Auditor

27/F, One Taikoo Place

979 King's Road

Quarry Bay, Hong Kong

### 開曼群島主要股份過戶登記總處 及轉讓代理人

Walkers Corporate Limited

190 Elgin Avenue

George Town

Grand Cayman KY1-9008

Cayman Islands

### PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE AND TRANSFER AGENT IN THE CAYMAN ISLANDS

Walkers Corporate Limited

190 Elgin Avenue

George Town

Grand Cayman KY1-9008

Cayman Islands

# 公司資料

## Corporate Information

### 香港證券登記處

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

### HONG KONG SHARE REGISTRAR

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

### 開曼群島註冊辦事處

Walkers Corporate Limited  
190 Elgin Avenue  
George Town  
Grand Cayman KY1-9008  
Cayman Islands

### REGISTERED OFFICE IN THE CAYMAN ISLANDS

Walkers Corporate Limited  
190 Elgin Avenue  
George Town  
Grand Cayman KY1-9008  
Cayman Islands

### 中國主要營業地點及總部

中國上海市  
閔行區  
申虹路666弄  
虹橋正榮中心7號樓1樓

### PRINCIPAL PLACE OF BUSINESS AND HEADQUARTERS IN CHINA

1/F, Building 7, Hongqiao Zhenro Center  
Lane 666 Shenhong Road  
Minhang District  
Shanghai, PRC

### 香港主要營業地點

香港  
灣仔  
皇后大道東248號  
大新金融中心40樓

### PRINCIPAL PLACE OF BUSINESS IN HONG KONG

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

### 主要往來銀行

中國建設銀行莆田荔城支行  
中國建設銀行南昌青雲譜支行  
中國銀行江蘇省分行  
中國建設銀行上海曹楊路支行  
中國工商銀行虹橋商務區支行

### PRINCIPAL BANKS

China Construction Bank, Putian Licheng Branch  
China Construction Bank, Nanchang Qingyunpu Branch  
Bank of China, Jiangsu Province Branch  
China Construction Bank, Shanghai Caoyang Road Branch  
Industrial and Commercial Bank of China, Hongqiao Business District Branch

### 公司網址

[www.zhenrosv.com](http://www.zhenrosv.com)

### COMPANY'S WEBSITE

[www.zhenrosv.com](http://www.zhenrosv.com)

### 股份代號

6958

### STOCK CODE

6958

# 主席報告

## Chairman's Statement

尊敬的各位股東、合作夥伴及全體同仁：

本人欣然向各位股東提呈本集團於報告期之年度業績。

### 業績回顧

報告期內，本集團的收入約人民幣1,062.6百萬元，較二零二四年同期收入約人民幣1,113.9百萬元而言減少約4.6%；本集團的虧損約為人民幣228.9百萬元，而二零二四年同期的虧損約人民幣235.4百萬元；母公司擁有人應佔的虧損約人民幣230.5百萬元，而二零二四年同期的虧損約人民幣235.9百萬元。

### 二零二五年經營回顧：穩盤固基、精進蓄力，穩健穿越行業調整週期

二零二五年，中國物業服務與商業運營行業進入深度調整與結構重塑階段，行業發展由規模擴張轉向質效提升、精細運營、科技賦能、價值增長的高質量發展新週期。面對複雜的外部環境與內部轉型任務，正榮服務始終堅守「正直構築繁榮」的核心價值觀，堅持穩經營、防風險、提質效、促創新的總體方略，在承壓中穩守基本盤，在變革中鍛造核心能力，為集團二零二六年高質量發展築牢戰略根基。

Dear Shareholders, Partners and all Colleagues:

I am pleased to present to you the annual results of the Group for the Reporting Period.

### RESULTS REVIEW

During the Reporting Period, the revenue of the Group was approximately RMB1,062.6 million, representing a decrease of approximately 4.6% as compared with the revenue of approximately RMB1,113.9 million for the same period of 2024; the loss of the Group was approximately RMB228.9 million, as compared with the loss of approximately RMB235.4 million for the same period of 2024; the loss attributable to owners of the parent was approximately RMB230.5 million, as compared with the loss of approximately RMB235.9 million for the same period of 2024.

### 2025 BUSINESS REVIEW: STABILIZING THE FOUNDATION, REFINING AND ACCUMULATING STRENGTH, AND STEADILY NAVIGATING INDUSTRY ADJUSTMENT CYCLES

In 2025, China's property service and commercial operation industry entered a stage of profound adjustment and structural reshaping. The industrial development shifted from scale expansion to a new cycle of high-quality development featuring **quality and efficiency enhancement, refined operation, technology empowerment and value growth**. Faced with complex external environment and internal transformation tasks, Zhenro Services has always been adhering to the core value of "attaining prosperity with integrity" (正直構築繁榮), and insisting on the overall strategy of **stabilizing operations, preventing risks, improving quality and efficiency, and promoting innovation**. By maintaining our core base amidst pressure and forging our core capabilities through transformation, we laid a solid strategic foundation for the Group's high-quality development in 2026.

# 主席報告

## Chairman's Statement

### 一、基礎服務提質穩盤

物業服務持續深化品質標準與精細化管理，以幸福光譜2.0為核心，落地八大專項品質提升行動，上線AI助手，客戶滿意度保持行業優良水平；商業運營強化招商與運營協同，優化業態結構、強化商戶賦能，重點項目經營持續改善，輕資產輸出模式穩步落地。

### 二、市場外拓成效凸顯

物業服務聚焦長三角、粵港澳大灣區、津魯豫、成渝地區、中南區域等重點區域，深耕商辦、學校、金融、產業園等賽道，在強勢資源區域推行「區域一把手工程」拓展機制，於軌道交通、城市更新領域實現重大突破。商業運營確立以「輕資產賦能，規模化增效」的拓展策略。版圖穩步擴張，意向儲備項目50+；推出「精彩定制+」服務體系，外部拓展利潤優於預期；合作模式日臻成熟，為規模擴張築牢堅實根基。

### 三、增值業務協同增效

社區零售、生活服務等業務多點開花，在到家服務、成本集約等方面成效顯著，成功鏈接跨行業頭部資源，於健康管理、文化體驗等領域引入戰略合作夥伴；構建需求匹配與自營業務協同的利潤增長機制，有效優化利潤結構，生活服務生態體系日益完善。

### I. Improve the quality of basic services to stabilize foundations

Property services continued to deepen quality standards and refined management. With Happiness Spectrum 2.0 as the core, we implemented eight special quality improvement initiatives and launched AI assistants, making our customer satisfaction maintain at an excellent level in the industry. In commercial operations, we strengthened the synergy between tenants attraction and operations, optimized business structure, strengthened the empowerment of merchants, continued to improve the operation of key projects, and stably implemented the asset-light export model.

### II. Market expansion efforts yield significant results

The property services focused on key regions such as the Yangtze River Delta, the Guangdong-Hong Kong-Macau Greater Bay Area, Tianjin-Shandong-Henan, Chengdu-Chongqing regions and Central and Southern Region, deepened the development in sectors such as commercial and office buildings, school, finance and industrial parks, implemented an expansion mechanism of “Regional Head Responsibility” in areas with strong resource advantages, and achieved major breakthroughs in the fields of rail transit and urban renewal. The commercial operation adopted an expansion strategy of “empowering with asset-light model and improving efficiency through large-scale operation”. The footprint was steadily expanded with over 50 potential projects in the pipeline; the “Wonderful Customization+” service system was launched, with profits from external expansion exceeding expectations; and the cooperation model became increasingly mature, laying a solid foundation for scale expansion.

### III. Enhanced efficiency through value-added services

Businesses such as community retail and lifestyle services flourished in many areas, and remarkable achievements were made in the aspects of door-to-door service and cost reduction. We successfully linked up with leading resources across the industry and introduced strategic partners in the areas of health management and cultural experience. By establishing a profit growth mechanism that synergizes demand matching with self-operated business, the profit structure has been effectively optimized, and the ecosystem of lifestyle services has been increasingly improved.

# 主席報告 Chairman's Statement

## 四、組織與管理迭代升級

圍繞「優總部、精平台、強項目」理念，優化組織架構與業務流程，強化業績導向的用人機制，幹部梯隊與團隊專業度持續提升，組織韌性與發展活力不斷釋放。

## 二零二六年戰略規劃：提質增效、創新躍升，開啟高質量發展新征程

今年是集團戰略深化、能力升級、價值躍升的關鍵之年。公司將錨定高質量發展主線，以存量提效、增量擴容、創新驅動、數字賦能、組織激活作為核心策略，全方位提升經營質量、服務品質與盈利水平，達成可持續、有韌性、高價值的發展目標。

### 一、深耕基礎服務，築牢品質根基

物業全面推行「一戶一策」精細化管理舉措，強化神秘客評價與業主滿意度考核機制，將問題解決能力與情緒價值納入管家服務KPI體系；商業加速從「重招商」向「招商與運營並重」轉型步伐，聚焦出租率、收繳率與經營效益的協同提升，對困難項目精準施策、為穩定項目提質增效。

## IV. Iterative upgrading of organization and management

Focusing on the philosophy of “optimizing our headquarter, refining our platforms and strengthening our projects”, we optimized organizational structure and business processes, and strengthened performance-oriented employment mechanism, which continuously improved the professionalism of our cadre team and workforce, and unleashed our organizational resilience and development vitality.

## 2026 STRATEGIC PLAN: IMPROVING QUALITY AND EFFICIENCY, INNOVATING AND LEAPING FORWARD, EMBARKING ON A NEW JOURNEY OF HIGH-QUALITY DEVELOPMENT

This year is a pivotal year for the Group's strategic deepening, capability upgrading, and value leap. The Company will focus on high-quality development, employing core strategies such as improving existing efficiency, expanding new capacity, innovation-driven growth, digital empowerment, and organizational activation to comprehensively enhance operational quality, service quality, and profitability, achieving sustainable, resilient, and high-value development goals.

### I. Deeply cultivating basic services to solidify our foundation for quality

In property segment, we will comprehensively implement the refined management measures of “one household, one policy”, strengthen the assessment mechanism through mystery shopper evaluations and owner satisfaction surveys, and incorporate problem-solving skills and emotional value into the KPI system for the manager service; while in commercial businesses segment, we will accelerate the transformation from “focusing on tenants attraction” to “emphasizing both tenants attraction and operations,” and focus on the synergistic improvement of occupancy rates, collection rates and operating efficiency, implementing targeted measures for underperforming projects, and improving the quality and efficiency for stable projects.

# 主席報告 Chairman's Statement

## 二、強化市場外拓，鞏固領先優勢

持續深耕核心區域與優勢業態，着力發展產業園、城市服務、特色業態，完善投決與風控體系，提升外拓質量與利潤貢獻；商業輕資產加速標準化輸出與規模化拓展，構建輕重協同發展模式，提升市場佔有率與行業影響力。

## 三、做大創新業務，打造增長引擎

增值服務以質量發展為核心，涵蓋生活服務、資產委託、新零售等核心業務，針對「一老一小」、文化娛樂等需求服務整合資源。並對標行業先進，創新業務模式，深化物業與商業聯動、健康諮詢、園區能源管理、增值外拓等具備新賽道孵化的創新業務，提升自營業務佔比與投入產出效率，構建穩定盈利的第二增長曲線。

## 四、數字賦能與AI應用，提升運營精度

全面推進AI工具應用、一戶一冊建檔及數據化對標管理，以科技賦能服務、經營與決策流程，實現流程提效、成本集約、管理透明化、服務精準化。

## II. Strengthening market expansion to consolidate leading advantages

We will continue to deepen core regions and advantageous business types, focus on the development of industrial parks, urban services and featured business types, improve the investment decision and risk control system to improve the quality and profit contribution of external expansion; and we will accelerate the standardization output and large-scale expansion of commercial light-assets, and establish a synergistic development model of asset-light and asset-heavy businesses to enhance market share and industrial influence.

## III. Expanding innovative businesses to create a growth engine

With quality development as the core, the value-added services cover core businesses such as lifestyle services, asset entrustment and new retail, and integrate resources to address the needs of “the elderly and the young” as well as cultural and entertainment services. The Group will benchmark against advanced, innovate business models in the industry, deepen innovative businesses with the potential of growing in new sectors, such as property and business linkage, health consulting, park energy management and value-added outreach, so as to increase the proportion of self-operated business and input-output efficiency, and build a stable and profitable second growth curve.

## IV. Digital empowerment and AI applications to improve operational accuracy

We will comprehensively promote the application of AI tools, establish individual files for each household, and implement data-driven benchmarking management to empower service, operation, and decision-making processes with technology, thereby improving process efficiency, reducing costs, increasing management transparency, and enhancing service precision.

# 主席報告 Chairman's Statement

## 五、升級組織與激勵，激活內生動力

推動組織從「攻堅戰」轉向「能力構建戰」，落地新戰略價值評價與增量激勵體系，配套效能指標與績效賽馬機制，資源向攻堅團隊和高貢獻人才精準傾斜。堅持「能者上、平者讓、庸者下」，通過幹部規劃、人才儲備與培訓賦能，打造能打勝仗的隊伍。堅守「追求美好、堅守底線」價值觀，以高效組織能力保障戰略落地，釋放長期價值。

## 結語

二零二六年本集團將始終以客戶為中心、以價值為導向、以發展為目標，提質增效、創新躍升。凝心聚力、篤行實幹，以更高標準、更優業績回報股東、合作夥伴與全體員工，共同開創高質量發展的嶄新篇章！

最後，謹向全體股東、投資者、合作夥伴及正榮服務全體員工在全年的堅守與付出致以誠摯感謝！行穩致遠，進而有為！

正榮服務集團有限公司  
董事會主席  
劉偉亮

## V. Upgrading the organization and incentives to activate internal motivation

We will promote the organization from “solving problems” to “capacity building”, implement a new strategic value evaluation and incremental incentive system, support effectiveness indicators and rank-based performance evaluation system, and precisely allocate resources to problem-solving teams and high-contribution talents. Adhering to the principle of “the capable are promoted, the average step aside, and the underperformers are replaced”, we will build a team capable of winning battles through cadre planning, talent pool and training empowerment. Adhering to the values of “pursuing excellence and adhering to the bottom line”, we will secure the implementation of strategies with efficient organizational capabilities and unlock long-term value.

## CONCLUSION

In 2026, the Group will remain customer-centric, value-oriented and development-driven, and will strive to improve quality and efficiency as well as achieve leapfrog innovation. We will unite our efforts and work hard to reward our shareholders, partners and employees with higher standards and better performance, and jointly create a new chapter in high-quality development!

Finally, I would like to express my sincere gratitude to all shareholders, investors, partners and all employees of Zhenro Services for their perseverance and dedication throughout the year! May we move steadily towards a brighter future and achieve great things!

Zhenro Services Group Limited  
Liu Weiliang  
Chairman of the Board

# 管理層討論及分析

## Management Discussion and Analysis

### 經營回顧

#### 本集團的業務模式

本集團擁有四條業務線，即(i)物業管理服務；(ii)非業主增值服務；(iii)社區增值服務；及(iv)商業運營管理服務，構成提供給客戶的綜合服務，涵蓋整個物業管理價值鏈。

- 物業管理服務。本集團向物業開發商、業主、住戶及商業物業租戶提供一系列的物業管理服務。本集團的物業管理服務主要包括住宅及非住宅物業及商業物業的(i)清潔服務；(ii)安全秩序服務；(iii)園藝服務；及(iv)工程維修服務。
- 非業主增值服務。本集團向非業主（主要包括物業開發商）提供全方位的物業相關業務解決方案。本集團的非業主增值服務主要包括(i)協銷服務（涉及協助物業開發商展示及推廣其物業、清潔及保養服務以及安全秩序及訪客管理服務）；(ii)為滿足客戶特定需求而按需要量身定制的額外定制服務及商品銷售；(iii)房屋維修服務；(iv)前期規劃及設計諮詢服務；及(v)交付前檢驗服務。
- 社區增值服務。本集團向業主和住戶提供社區增值服務。社區增值服務主要包括(i)家居生活服務；(ii)車位管理、租賃協助和其他服務；及(iii)公共區域增值服務，以提升客戶居住體驗，促進客戶物業的保值和增值。
- 商業運營管理服務。本集團向租戶與客戶提供商業運營管理服務，主要包括(i)品牌及管理輸出服務；及(ii)轉租服務。

### BUSINESS REVIEW

#### Business model of the Group

The Group has four business lines, namely, (i) property management services; (ii) value-added services to non-property owners; (iii) community value-added services; and (iv) commercial operational management services, offering integrated services to its customers that covers the entire value chain of property management.

- Property management services. The Group provides a wide range of property management services to property developers, property owners, residents and commercial property tenants. The Group's property management services primarily include (i) cleaning services; (ii) security services; (iii) landscaping services; and (iv) repair and maintenance services for both residential and non-residential properties and commercial properties.
- Value-added services to non-property owners. The Group offers a comprehensive range of property-related business solutions to non-property owners, which primarily include property developers. The Group's value-added services to non-property owners primarily consist of (i) sales assistance services (involving assistance to property developers in showcasing and marketing their properties, cleaning and maintenance services, security and visitor management services); (ii) additional tailored services customised to meet specific needs of customers on an as-needed basis and sales of goods; (iii) housing repair services; (iv) preliminary planning and design consultancy services; and (v) pre-delivery inspection services.
- Community value-added services. The Group provides community value-added services to property owners and residents. The community value-added services primarily include (i) home-living services; (ii) car park management, leasing assistance and other services; and (iii) common area value-added services to improve the living experience of customers and to maintain and enhance the value of their properties.
- Commercial operational management services. The Group provides commercial operational management services to the tenants and the customers, which primarily include (i) brand and management output services; and (ii) sublease services.

# 管理層討論及分析

## Management Discussion and Analysis

本集團認為物業管理服務業務線乃本集團產生收入、擴大業務規模及增加業主及住戶社區增值服務客戶群體的基礎。本集團的非業主增值服務有助於本集團盡早接觸物業開發項目以及與物業開發商建立及培養業務關係，從而提升本集團的競爭優勢，確保獲得物業管理服務訂約。本集團全面的社區增值服務業務線有助於增強本集團與客戶的關係，提升客戶滿意度及忠誠度。本集團認為本集團的四條業務線將繼續助力本集團獲得更大市場份額及擴大其在中國的業務範圍。

### 物業管理服務

#### 面積規模持續優化

本集團堅持穩步擴大管理面積的戰略目標，通過多輪驅動實現合約建築面積和在管建築面積的穩步增長。於二零二五年十二月三十一日，本集團的合約建築面積約為101.5百萬平方米，較二零二四年十二月三十一日減少6.6%，合約項目數量為419個。於二零二五年十二月三十一日，本集團物業管理服務的在管建築面積約為75.7百萬平方米，較二零二四年十二月三十一日減少約5.7%。於二零二五年十二月三十一日，本集團在管項目數量為344個。

The Group believes that its property management service business line serves as the basis for the Group to generate revenue, expand its business scale, and increase its customer base for its community value-added services to property owners and residents. The Group's provision of value-added services to non-property owners enables it to gain early access to property development projects and establish and cultivate business relationships with the property developers, enhancing the Group's competitive advantage in securing engagements for property management services. The comprehensive range of the Group's community value-added services business line helps to enhance its relationship with customers and improve their satisfaction and loyalty. The Group believes that its four business lines will continue to enable it to gain greater market shares and expand its business presence in China.

### PROPERTY MANAGEMENT SERVICES

#### Continual Optimization in Both Area and Scale

The Group adhered to the strategic target to steadily expand its management coverage area, and has achieved steady growth in contracted GFA and GFA under management through multiple efforts. As at 31 December 2025, the Group's contracted GFA amounted to approximately 101.5 million sq.m., representing a decrease of 6.6% as compared with that as at 31 December 2024, and the number of contracted projects totalled 419. As at 31 December 2025, GFA under management of the Group's property management services was approximately 75.7 million sq.m., representing a decrease of approximately 5.7% as compared with that as at 31 December 2024. As at 31 December 2025, the number of projects under management by the Group totalled 344.

# 管理層討論及分析

## Management Discussion and Analysis

下表載列截至二零二五年及二零二四年十二月三十一日止年度本集團的合約建築面積及在管建築面積之變動：

The table below indicates the movement in the Group's contracted GFA and GFA under management for the years ended 31 December 2025 and 2024 respectively:

		截至十二月三十一日止年度			
		For the year ended 31 December			
		二零二五年		二零二四年	
		2025		2024	
		合約	在管	合約	在管
		建築面積	建築面積	建築面積	建築面積
		Contracted	GFA under	Contracted	GFA under
		GFA	management	GFA	management
		(平方千米)	(平方千米)	(平方千米)	(平方千米)
		('000 sq.m.)	('000 sq.m.)	('000 sq.m.)	('000 sq.m.)
於期初	As of the beginning of the period	108,716	80,307	109,643	80,763
新訂約 <sup>(1)</sup>	New engagements <sup>(1)</sup>	1,104	172	159	105
終止 <sup>(2)</sup>	Terminations <sup>(2)</sup>	(8,271)	(4,784)	(1,086)	(561)
於期末	As of the end of the period	101,549	75,695	108,716	80,307

附註：

- (1) 有關本集團管理的住宅社區，新訂約主要包括由物業開發商新開發的新物業的前期管理合同及代替彼等前物業管理服務供應商的住宅社區物業管理服務合同。
- (2) 該等終止包括本集團的若干自願不續約物業管理服務合同，其乃由於本集團重新分配本集團的資源至盈利能力更強的訂約，以優化本集團的物業管理組合。

Notes:

- (1) With respect to residential communities the Group managed, new engagements primarily included preliminary management contracts for new properties developed by property developers and property management service contracts for residential communities replacing their previous property management service providers.
- (2) These terminations included the Group's voluntary non-renewal of certain property management service contracts as it reallocated its resources to more profitable engagements in an effort to optimise its property management portfolio.

# 管理層討論及分析

## Management Discussion and Analysis

### 本集團的地理分佈

於二零二五年十二月三十一日，本集團的地理分佈已擴展至中國46座城市。

下表載列於所示日期本集團的在管總建築面積，以及截至二零二五年及二零二四年十二月三十一日止年度按地理區域劃分產生自物業管理服務的總收入明細：

### Geographic presence of the Group

As at 31 December 2025, the Group had geographic presence in 46 cities in China.

The table below sets forth a breakdown of the Group's total GFA under management as at the dates indicated and total revenue generated from property management services by geographic location for the years ended 31 December 2025 and 2024 respectively:

	於十二月三十一日或截至十二月三十一日止年度					
	二零二五年			二零二四年		
	在管 建築面積	收入	區域收入 佔總收入之 Regional revenue as a percentage of total revenue	在管 建築面積	收入	區域收入 佔總收入之 Regional revenue as a percentage of total revenue
	GFA under management (平方千米) (‘000 sq.m.)	Revenue 人民幣千元 RMB‘000	%	GFA under management (平方千米) (‘000 sq.m.)	Revenue 人民幣千元 RMB‘000	%
Yangtze River Delta						
長三角洲地區 <sup>(1)</sup> Region <sup>(1)</sup>	24,142	349,419	44.8	26,323	358,848	41.6
環渤海地區 <sup>(2)</sup> Bohai Rim Region <sup>(2)</sup>	2,490	34,694	4.4	2,734	48,394	5.7
Midwest Economic Region						
中西部經濟區 <sup>(3)</sup> Midwest Economic Region <sup>(3)</sup>	24,070	193,933	24.9	25,629	196,579	25.5
海峽西岸地區 <sup>(4)</sup> Western Straits Region <sup>(4)</sup>	24,993	202,197	25.9	25,572	226,444	27.2
<b>總計</b> <b>Total</b>	<b>75,695</b>	<b>780,243</b>	<b>100.0</b>	<b>80,258</b>	<b>830,265</b>	<b>100.0</b>

附註：

- (1) 本集團在長江三角洲地區擁有物業管理項目的城市包括上海、南京、蘇州、合肥、嘉興、泰州、滁州、六安、蕪湖、湖州、宣城、巢湖、阜陽、台州、徐州、宿遷及無錫。
- (2) 本集團在環渤海地區擁有物業管理項目的城市包括天津、濟南、洛陽及鄭州。

Notes:

- (1) Cities in which the Group has property management projects in the Yangtze River Delta Region include Shanghai, Nanjing, Suzhou, Hefei, Jiaying, Taizhou, Chuzhou, Lu'an, Wuhu, Huzhou, Xuancheng, Chaohu, Fuyang, Taizhou, Xuzhou, Suqian and Wuxi.
- (2) Cities in which the Group has property management projects in the Bohai Rim Region include Tianjin, Jinan, Luoyang and Zhengzhou.

# 管理層討論及分析

## Management Discussion and Analysis

- (3) 本集團在中西部經濟區擁有物業管理項目的城市包括南昌、宜春、長沙、武漢、西安、贛州、隨州、岳陽、重慶、成都、吉安、黃岡、十堰、襄樊、廣元、昆明及咸陽。
- (4) 本集團在海峽西岸地區擁有物業管理項目的城市包括福州、莆田、南平、泉州、三明、漳州、廈門及佛山。
- (3) Cities in which the Group has property management projects in the Midwest Economic Region include Nanchang, Yichun, Changsha, Wuhan, Xi'an, Ganzhou, Suizhou, Yueyang, Chongqing, Chengdu, Ji'an, Huanggang, Shiyan, Xiangfan, Guangyuan, Kunming and Xianyang.
- (4) Cities in which the Group has property management projects in the Western Straits Region include Fuzhou, Putian, Nanping, Quanzhou, Sanming, Zhangzhou, Xiamen and Foshan.

### 非業主增值服務

本集團向非業主提供的增值服務主要包括(i)協銷服務(涉及協助物業開發商展示及推廣其物業、清潔及保養服務以及安全秩序及訪客管理服務);(ii)為滿足客戶特定需要量身定制的額外定制服務及商品銷售;(iii)房屋維修服務;(iv)前期規劃及設計諮詢服務;及(v)交付前檢驗服務。該等非業主大部分為物業開發商。

截至二零二五年十二月三十一日止年度，非業主增值服務的收入較二零二四年同期的約人民幣58.5百萬元下降24.9%至約人民幣43.9百萬元，主要是由於本集團和合作開發商地產開發的地產預售項目對協銷服務及房屋維修服務等服務的需求減少所致。截至二零二五年十二月三十一日止年度，非業主增值服務收入在本集團總收入中的佔比達到4.4%。

### VALUE-ADDED SERVICES TO NON-PROPERTY OWNERS

The Group provides value-added services to non-property owners, which mainly comprise (i) sales assistance services (involving providing assistance to property developers in showcasing and marketing their properties, cleaning and maintenance services, and security and visitor management services); (ii) additional tailored services customised to meet specific needs of its customers on an as-needed basis, and sales of goods; (iii) housing repair services; (iv) preliminary planning and design consultancy services; and (v) pre-delivery inspection services. Most of these non-property owners are property developers.

For the year ended 31 December 2025, revenue from value-added services provided to non-property owners decreased by 24.9% to approximately RMB43.9 million compared to approximately RMB58.5 million in the same period of 2024, mainly due to the decreased demand for services such as sales assistance services and housing repair services in the real estate pre-sale projects developed by the Group and the partner property developers. For the year ended 31 December 2025, the revenue from value-added services to non-property owners accounted for 4.4% of the total revenue of the Group.

## 管理層討論及分析 Management Discussion and Analysis

下表載列截至二零二五年及二零二四年十二月三十一日止年度非業主增值服務產生的收入明細：

The following table sets forth the revenue breakdown of value-added services provided to non-property owners for the years ended 31 December 2025 and 2024:

		截至十二月三十一日止年度 For the year ended 31 December			
		二零二五年 2025		二零二四年 2024	
		人民幣千元 RMB'000	%	人民幣千元 RMB'000	%
協銷服務	Sales assistance services	22,753	51.8	32,563	55.8
額外定制服務	Additional tailored services	19,808	45.1	15,872	27.1
房屋維修服務	Housing repair services	281	0.6	8,621	14.7
前期規劃及 設計諮詢服務	Preliminary planning and design consultancy services	152	0.3	74	0.1
交付前檢驗服務	Pre-delivery inspection services	905	2.1	1,340	2.3
<b>總計</b>	<b>Total</b>	<b>43,899</b>	<b>100.0</b>	<b>58,470</b>	<b>100.0</b>

### 社區增值服務

本集團向在管物業的業主及住戶提供的社區增值服務主要包括(i)家居生活服務；(ii)車位管理、租賃協助和其他服務；及(iii)公共區域增值服務。

截至二零二五年十二月三十一日止年度，社區增值服務收入較二零二四年同期約人民幣148.4百萬元增加7.6%至約人民幣159.7百萬元，主要由於服務用戶的需求增長及提供的多樣化家居生活產品增加所致。截至二零二五年十二月三十一日止年度，來自於社區增值服務的收入在本集團總收入的佔比達到15.0%。

### COMMUNITY VALUE-ADDED SERVICES

The Group provides community value-added services to property owners and residents of properties under management, which mainly comprise (i) home-living services; (ii) car park management, leasing assistance and other services; and (iii) common area value-added services.

For the year ended 31 December 2025, the revenue from community value-added services increased by 7.6% to approximately RMB159.7 million compared to approximately RMB148.4 million in the same period of 2024, mainly due to the increase in the demand of service users and the increase in the offering of diversified home living products. For the year ended 31 December 2025, revenue from community value-added services accounted for 15.0% of the total revenue of the Group.

# 管理層討論及分析

## Management Discussion and Analysis

下表載列截至二零二五年及二零二四年十二月三十一日止年度社區增值服務的收入明細：

The following table sets forth the revenue breakdown of community value-added services for the years ended 31 December 2025 and 2024:

		截至十二月三十一日止年度			
		For the year ended 31 December			
		二零二五年		二零二四年	
		2025		2024	
		人民幣千元	%	人民幣千元	%
		RMB'000	%	RMB'000	%
家居生活服務 <sup>(1)</sup>	Home-living services <sup>(1)</sup>	108,466	67.9	111,277	75.0
車位管理、租賃協助 和其他服務 <sup>(2)</sup>	Car park management, leasing assistance and other services <sup>(2)</sup>	21,423	13.4	18,944	12.8
公共區域增值服務 <sup>(3)</sup>	Common area value-added services <sup>(3)</sup>	29,786	18.7	18,193	12.2
<b>總計</b>	<b>Total</b>	<b>159,675</b>	<b>100.0</b>	<b>148,414</b>	<b>100.0</b>

附註：

- (1) 其主要包括清潔、團購、交鑰匙裝修、家居維修服務、商業租戶增值服務及公共事業收費服務。
- (2) 其主要包括管理及協助停車場的租賃、向業主提供物業及停車位相關的房產經紀服務和其他服務。
- (3) 其主要包括公共區域廣告位以及公共區域租賃服務收入。

Notes:

- (1) It mainly includes services such as cleaning, group purchase, turnkey furnishing, home maintenance, value-added services related to tenants of commercial properties and utility fee collection services.
- (2) It mainly includes management and assistance of parking lot leasing, provision of real estate brokerage services related to properties and parking spaces to owners and other services.
- (3) It mainly includes common area advertising space and service income from common area leasing.

### 商業運營管理服務

自本集團於二零二一年併購正榮商業管理有限公司，本集團向租戶與客戶提供的商業運營管理服務主要包括(i)品牌及管理輸出服務；及(ii)轉租服務。

於二零二五年十二月三十一日，本集團的商業運營在管項目數量達33個，且在管總建築面積達約1.7百萬平方米。報告期內，商業運營在管項目位於福州、長沙、莆田、上海、泰興、株州及西安等。報告期內，商業運營管理服務收入約為人民幣78.8百萬元。

### COMMERCIAL OPERATIONAL MANAGEMENT SERVICES

Since the Group's acquisition of Zhenro Commercial Management Co., Ltd. in 2021, it has engaged in the provision of commercial operational management services to tenants and customers, which primarily include (i) brand and management output services; and (ii) sublease services.

As at 31 December 2025, the number of commercial operation projects under management of the Group was 33, and the total GFA under management was approximately 1.7 million sq.m.. During the Reporting Period, the commercial operation projects under management were located in, among other cities, Fuzhou, Changsha, Putian, Shanghai, Taixing, Zhuzhou and Xi'an. During the Reporting Period, the revenue of commercial operational management services was approximately RMB78.8 million.

# 管理層討論及分析

## Management Discussion and Analysis

### 財務回顧

#### 收入

本集團收入主要來自四大業務：(i)物業管理服務；(ii)非業主增值服務；(iii)社區增值服務；及(iv)商業運營管理服務。報告期內，本集團的收入約為人民幣1,062.6百萬元，較二零二四年同期的人民幣1,113.9百萬元而言減少約4.6%。

下表載列於所示期間各業務分部的收入貢獻：

### FINANCIAL REVIEW

#### Revenue

The Group's revenue is mainly derived from four major businesses: (i) property management services; (ii) value-added services to non-property owners; (iii) community value-added services; and (iv) commercial operational management services. During the Reporting Period, the Group's revenue amounted to approximately RMB1,062.6 million, representing a decrease of approximately 4.6% as compared with RMB1,113.9 million in the same period of 2024.

The following table sets out the revenue contribution of each business segment during the periods indicated:

		截至十二月三十一日止年度				
		For the year ended 31 December				
		二零二五年	收入佔比	二零二四年	收入佔比	增長率
		2025	Percentage	2024	Percentage	Growth
		人民幣千元	of revenue	人民幣千元	of revenue	rate
		RMB'000	%	RMB'000	%	%
物業管理服務	Property management services	780,243	73.4	830,266	74.5	(6.0)
非業主增值服務	Value-added services to non-property owners	43,899	4.1	58,470	5.2	(24.9)
社區增值服務	Community value-added services	159,675	15.0	148,414	13.3	7.6
商業運營管理服務	Commercial operational management services	78,759	7.5	76,783	7.0	2.6
<b>總計</b>	<b>Total</b>	<b>1,062,576</b>	<b>100.0</b>	<b>1,113,933</b>	<b>100.0</b>	<b>(4.6)</b>

物業管理服務仍是本集團的最大收入來源。報告期內，物業管理服務收入達到約人民幣780.2百萬元，佔本集團總收入的73.4%。有關收入減少是由於市場競爭加劇，導致公司項目數量和在管面積的下降所致，本集團持續致力於優化現有物業管理服務組合，退出表現不佳的項目。非業主增值服務的減少，主要是由於本集團和合作開發商地產開發的地產預售項目對協銷服務和房屋維修服務的需求減少。社區增值服務收入的減少，主要是由於本集團服務的客戶人群數量減少，提供的家居生活用品的需求低迷所致。商業運營管理服務收入的減少，主要是由於商業項目出租率下降，及向租戶提供租金優惠所致。

Property management services has remained the largest source of income for the Group. During the Reporting Period, revenue from property management services reached approximately RMB780.2 million, accounting for 73.4% of the total revenue of the Group. The decrease in revenue was due to the decrease in the number of the Company's projects and GFA under management as a result of intensified market competition. The Group continued to optimize its existing property management service portfolio and exited the underperforming projects. The decrease in value-added services to non-property owners was mainly due to the decreased demand for services such as sales assistance services and housing repair services in the real estate pre-sale projects developed by the Group and the partner property developers. The decrease in revenue from community value-added services was mainly attributable to the shrunk customer base served by the Group and the sluggish demand for the home-living products offered. The decrease in revenue from commercial operational management services was mainly due to the decrease in occupancy rate of commercial projects, as well as the rental concessions offered to tenants.

# 管理層討論及分析

## Management Discussion and Analysis

### 銷售成本

本集團的銷售成本主要包括員工成本、分包費用、綠化及園藝成本、水電開支、稅項及附加費、折舊及攤銷、辦公室開支及社區活動成本。

報告期內，本集團的銷售成本約為人民幣889.2百萬元，較二零二四年同期的約人民幣881.0百萬元基本不變。

### 毛利及毛利率

報告期內，本集團的毛利約為人民幣173.3百萬元，較二零二四年同期約人民幣232.9百萬元下降約25.6%。

報告期內，本集團的毛利率為16.3%，較二零二四年同期的20.9%下降4.6個百分點。

本集團按業務線劃分之毛利率如下：

### Cost of Sales

The cost of sales of the Group mainly includes staff costs, subcontracting costs, greening and landscaping costs, utilities expenses, tax and surcharges, depreciation and amortisation, office expenses and community activity costs.

During the Reporting Period, the cost of sales of the Group was approximately RMB889.2 million, remaining largely unchanged from approximately RMB881.0 million in the same period of 2024.

### Gross profit and gross profit margin

During the Reporting Period, the Group's gross profit decreased by approximately 25.6% from approximately RMB232.9 million for the same period in 2024 to approximately RMB173.3 million.

During the Reporting Period, the gross profit margin of the Group decreased by 4.6 percentage points to 16.3% from 20.9% for the same period in 2024.

The gross profit margin of the Group by business line is as follows:

		截至十二月三十一日止年度		
		For the year ended 31 December		
		二零二五年	二零二四年	毛利率變動
				Changes in
				gross profit
				margin
				百分點
				Percentage
				points
		2025	2024	
		毛利率	毛利率	
		Gross profit	Gross profit	
		margin	margin	
		%	%	
物業管理服務	Property management services	16.4	19.1	(2.7)
非業主增值服務	Value-added services to non-property owners	14.9	14.2	0.7
社區增值服務	Community value-added services	24.4	25.3	(0.9)
商業運營管理服務	Commercial operational management services	30.7	36.6	(5.9)
<b>總計</b>	<b>Total</b>	<b>18.2</b>	<b>20.9</b>	<b>(2.7)</b>

# 管理層討論及分析

## Management Discussion and Analysis

### 其他收入及收益

報告期內，本集團的其他收入及收益約為人民幣8.8百萬元，較二零二四年同期的約人民幣23.2百萬元減少約61.9%。該減少主要由於本集團的商業轉租賃項目於二零二四年一次性確認使用權資產收益所致。

### 行政開支

報告期內，本集團的行政開支約為人民幣137.1百萬元，較二零二四年同期的約人民幣138.0百萬元減少約1.0%，報告期內，行政開支佔收入的比例為12.9%，較二零二四年同期的12.4%增加0.5個百分點，主要由於公司加強運營效率，優化管理架構，提高人均效能，嚴格控制成本支出。

### 商譽減值

報告期內，本集團的商譽減值約人民幣119.7百萬元（二零二四年：人民幣214.8百萬元）。由於市場競爭的加劇，正榮商業管理有限公司（其於二零二一年被本集團收購）所運營的商業項目的出租率下降，租戶租金優惠力度上升，導致本年度的收入和利潤不及預期，本集團計提了相應的商譽減值。後續本集團已與整租方進行了商業洽談，以獲得更優惠的整租條款，並將致力於提升運營效率和招商力度，確保商業運營穩定增長。

江蘇省蘇鐵物業管理有限責任公司（其於二零一九年被本集團收購）的在管項目數量減少，物業收繳率下降，導致本年度的收入和利潤不及預期，本集團亦已計提了相應的商譽減值。

### 所得稅

報告期內，本集團的所得稅開支為約人民幣12.4百萬元，較二零二四年同期的約人民幣30.6百萬元減少約59.6%。該減少主要由於物業總司產生的利潤下降。

### Other income and gains

During the Reporting Period, the other income and gains of the Group decreased by approximately 61.9% from approximately RMB23.2 million for the same period in 2024 to approximately RMB8.8 million. The decrease was mainly due to the one-off recognition of gain on right-of-use assets for commercial sublease projects of the Group in 2024.

### Administrative expenses

During the Reporting Period, the administrative expenses of the Group decreased by approximately 1.0% from approximately RMB138.0 million for the same period in 2024 to approximately RMB137.1 million. During the Reporting Period, administrative expenses accounted for 12.9% of the revenue, representing an increase of 0.5 percentage points as compared with 12.4% in the same period in 2024, mainly due to the Company's efforts to enhance operational efficiency, optimize management structure, improve per capita effectiveness and strictly control cost expenditure.

### Impairment of goodwill

During the Reporting Period, the goodwill impairment of the Group was approximately RMB119.7 million (2024: RMB214.8 million). Due to intensified market competition, the occupancy rate of the commercial projects decreased, which were operated by Zhenro Commercial Management Co., Ltd. (previously acquired by the Group in 2021), and the rental concessions offered to tenants increased, resulting in lower revenue and profit for the year than expected, and the Group therefore recognized corresponding impairment on goodwill. Subsequently, the Group has engaged in commercial negotiations with the leaseholder to secure more favorable lease terms, and will strive to improve operational efficiency and enhance tenant recruitment efforts to ensure steady growth in commercial operations.

Jiangsu Sutie Property Management Co., Ltd., which was acquired by the Group in 2019, experienced a decrease in the number of projects under management and a decline in the property collection rate, resulting in lower revenue and profit for the year than expected, and the Group therefore recognized corresponding impairment on goodwill.

### Income tax

During the Reporting Period, the income tax expense of the Group decreased by approximately 59.6% from approximately RMB30.6 million for the same period in 2024 to approximately RMB12.4 million. The decrease was mainly due to decrease in profits generated from the property segment.

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### 母公司擁有人應佔虧損

報告期內，母公司擁有人應佔期內虧損約為人民幣230.5百萬元，而二零二四年同期約為人民幣235.9百萬元。

### 物業及設備

本集團的物業及設備主要包括房屋建築物、辦公設備、電子設備及其他資產。於二零二五年十二月三十一日，本集團的物業及設備約為人民幣17.0百萬元，較二零二四年十二月三十一日的約人民幣12.6百萬元增長約人民幣4.4百萬元或增長35.0%。此項增加主要是由於本公司將改良支出資本化為物業及設備。

### 貿易應收款項

本集團的貿易應收款項主要來自物業管理服務及非業主增值服務的收入。於二零二五年十二月三十一日，本集團的貿易應收款項約為人民幣386.1百萬元，較二零二四年十二月三十一日的約人民幣342.4百萬元增加約人民幣43.7百萬元或增長約12.8%。該增長乃主要由於對原關聯方的應收款計入貿易應收款，同時本年度收繳率有所下降，導致貿易應收款餘額增加。

### 預付款項、按金及其他應收款項

本集團的預付款項、按金及其他應收款項主要包括代付業主的款項，如水電費及公共設施維修基金付款，以及地方當局保證金，與公開招投標有關的按金。於二零二五年十二月三十一日，本集團的預付款項、按金及其他應收款項約為人民幣97.6百萬元，較二零二四年十二月三十一日的約人民幣97.7百萬元基本持平。

### Loss attributable to owners of the parent

During the Reporting Period, the loss attributable to owners of the parent for the period was approximately RMB230.5 million, as compared to approximately RMB235.9 million for the same period in 2024.

### Property and equipment

The property and equipment of the Group mainly included buildings, office equipment, electronic equipment and other assets. As at 31 December 2025, the property and equipment of the Group was approximately RMB17.0 million, representing an increase of approximately RMB4.4 million or 35.0% as compared to approximately RMB12.6 million as at 31 December 2024. The increase was mainly due to the Company's capitalisation of the improvement expenditure as property and equipment.

### Trade receivables

The Group's trade receivables mainly derived from its revenue from property management services and value-added services provided to non-property owners. As at 31 December 2025, the Group's trade receivables amounted to approximately RMB386.1 million, representing an increase of approximately RMB43.7 million or approximately 12.8% as compared to approximately RMB342.4 million as at 31 December 2024. The increase was mainly due to the fact that receivables from former related parties were included in trade receivables and the collection rate decreased during the year, resulting in an increase in the balance of trade receivables.

### Prepayments, deposits and other receivables

The Group's prepayments, deposits and other receivables primarily consisted of payments made on behalf of our property owners such as payments for the utility bills and public facility maintenance fund, as well as security deposits with local authorities and deposits in relation to the public biddings. As at 31 December 2025, the Group's prepayments, deposits and other receivables amounted to approximately RMB97.6 million, which was quite stable as compared with approximately RMB97.7 million as at 31 December 2024.

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### 貿易應付款項

於二零二五年十二月三十一日，本集團的貿易應付款項約為人民幣191.9百萬元，較二零二四年十二月三十一日的約人民幣134.9百萬元增長約42.2%。該增長主要是由於公司加強資金支付管理，延長合作賬期所致。

### 流動資金及財務資源

本集團對其財政政策採取審慎的財務管理方法。董事會密切監察本集團的流動資金狀況，以確保本集團資產、負債及其他承擔的流動性結構於可預見的將來能夠滿足本集團的資金需求。

報告期內，本集團現金主要用於營運資金及收購附屬公司的資金，主要以營運所得現金流量與本公司首次公開發售的募集資金撥支。

本集團的計息及其他借款均以人民幣計值，並按固定利率計息。於二零二五年十二月三十一日，本集團借款為人民幣42.6百萬元，而於二零二四年十二月三十一日本集團借款為人民幣59.7百萬元。自各提取日期起，本集團於二零二五年十二月三十一日須於一年內償還的計息及其他借款達人民幣42.6百萬元，而本集團於二零二四年十二月三十一日須於一年內償還的借款達人民幣56.7百萬元及二至五年內償還的借款達人民幣3.0百萬元。除本文所披露者外及除集團內部負債外，於二零二五年十二月三十一日，本集團並無任何未償還貸款資金、銀行透支及負債或其他類似債務、債權、按揭、抵押或貸款。

### Trade payables

As at 31 December 2025, the Group's trade payables amounted to approximately RMB191.9 million, representing an increase of approximately 42.2% from approximately RMB134.9 million as at 31 December 2024. The increase was mainly attributable to the Company's strengthening of fund payment management and extension of payment terms for cooperation.

### LIQUIDITY AND FINANCIAL RESOURCES

The Group has adopted a prudent financial management approach towards its treasury policy. The Board closely monitors the Group's liquidity position to ensure that the liquidity structure of the Group's assets, liabilities and other commitments can meet the funding requirements of the Group in the foreseeable future.

During the Reporting Period, the Group's cash was mainly used for working capital and acquisition of subsidiaries, which was mainly funded from cash flow generated from operations and proceeds raised from the Company's initial public offering.

The Group's interest-bearing and other borrowings were all denominated in RMB and bore interest at fixed rates. As at 31 December 2025, the borrowings of the Group amounted to RMB42.6 million, compared to RMB59.7 million as at 31 December 2024. From the respective drawdown dates, the Group's interest-bearing and other borrowings repayable within one year were RMB42.6 million as at 31 December 2025, while the Group's borrowings repayable within one year were RMB56.7 million and repayable within 2 to 5 years were RMB3.0 million as at 31 December 2024. Except as disclosed herein and apart from intra-group liabilities, the Group did not have any outstanding loan capital, bank overdrafts and liabilities, or other similar indebtedness, debentures, mortgages, charges or loans as at 31 December 2025.

# 管理層討論及分析

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### 資產抵押

於二零二五年十二月三十一日，本集團金額為人民幣3,020,000元（二零二四年十二月三十一日：人民幣9,060,000元）的銀行借款乃以附屬公司江蘇省蘇鐵物業管理有限責任公司的70%股權作質押。

於二零二五年十二月三十一日，本集團的銀行借款人民幣32,800,000元（二零二四年十二月三十一日：人民幣43,850,000元）由本集團的停車位作抵押。

### 財務風險

#### 利率風險

本集團的利率變動風險主要與本集團的計息銀行及其他借款相關。本集團不會受與市場利率變動直接有關的重大風險影響。本集團並無使用衍生金融工具對沖利率風險，並以固定利率獲取所有銀行借款。

#### 外匯風險

本集團主要於中國經營其業務。本集團用以計值及對其交易進行清算的貨幣主要為人民幣。人民幣出現任何貶值均會對本集團支付予中國境外股東任何股息的價值產生不利影響。本集團無以外幣列值的銀行現金。本集團現時未從事旨在或意在管理外匯匯率風險的對沖活動。

### PLEDGE OF ASSETS

As at 31 December 2025, the Group's bank borrowings, in the amount of RMB3,020,000 (31 December 2024: RMB9,060,000) were pledged by 70% equity interests of Jiangsu Sutie Property Management Co., Ltd., a subsidiary of the Group.

As at 31 December 2025, the Group's bank borrowings of RMB32,800,000 (31 December 2024: RMB43,850,000) were pledged by the Group's car park spaces.

### FINANCIAL RISKS

#### INTEREST RATE RISK

The Group's exposure to risk for changes in interest rates is primarily related to the Group's interest-bearing bank and other borrowings. The Group was not exposed to material risk directly relating to changes in market interest rates. The Group did not use derivative financial instruments to hedge interest rate risk. The Group's all bank borrowings were obtained with fixed interest rates.

#### FOREIGN EXCHANGE RISK

The Group primarily operates its business in the PRC. The currency in which the Group denominates and settles its transactions is mainly RMB. Any depreciation of RMB would adversely affect the value of any dividends the Group pays to shareholders outside of the PRC. The Group has no cash at banks denominated in foreign currencies. The Group currently does not engage in hedging activities designed or intended to manage foreign exchange rate risk.

# 管理層討論及分析

## Management Discussion and Analysis

### 資產負債比率

於二零二五年十二月三十一日，本集團的資產負債比率為0.07倍，與二零二四年十二月三十一日資產負債比率持平。資產負債比率等於計息銀行及其他借款除以權益總額。

### DEBT TO ASSET RATIO

As at 31 December 2025, the Group's debt to asset ratio was 0.07 times, which was the same as at 31 December 2024. Debt to asset ratio equals interest-bearing bank and other borrowings divided by total equity.

### 重大收購及出售附屬公司、合營企業及聯營公司

報告期內，本集團概無重大收購及出售附屬公司、聯營公司及合營企業。

### MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, JOINT VENTURES AND ASSOCIATES

The Group did not have any material acquisition or disposal of subsidiaries, associates and joint ventures during the Reporting Period.

### 或然負債

於二零二五年十二月三十一日，本集團尚無重大或然負債。

### CONTINGENT LIABILITIES

As at 31 December 2025, the Group had no material contingent liabilities.

### 本集團所持有重大投資

報告期內，本集團概無持有重大投資。

### SIGNIFICANT INVESTMENTS HELD BY THE GROUP

During the Reporting Period, there were no significant investments held by the Group.

### 未來重大投資或資本資產計劃

於二零二五年十二月三十一日，除其計劃投資由本報告「首次公開發售所得款項用途」項下所描述的所得款項淨額撥支的信息管理系統及「榮智慧」服務軟件，本集團並無任何重大投資或資本資產的未來計劃。

### FUTURE PLANS FOR MATERIAL INVESTMENTS OR CAPITAL ASSETS

As at 31 December 2025, save as its planned investments in the information management system and “Rong Wisdom (榮智慧)” service software funded by the net proceeds as described under “USE OF PROCEEDS FROM THE INITIAL PUBLIC OFFERING” in this report, the Group had no future plans for material investments or capital assets.

# 管理層討論及分析

## Management Discussion and Analysis

### 僱員

於二零二五年十二月三十一日，本集團約有3,109名僱員（二零二四年十二月三十一日：約3,270名僱員）。報告期內，總員工成本約為人民幣388.7百萬元（二零二四年十二月三十一日：約人民幣411.8百萬元）。

在人才培訓方面，本集團將通過內部及外部資源進一步加強僱員培訓計劃。僱員培訓計劃主要涵蓋本集團業務運營中的關鍵領域，該等培訓為現有不同級別的僱員提供持續的培訓，使其專業化並強化彼等的技能。

本集團採納與同業相近的薪酬政策。應付員工薪酬參考其職責及該地區當前市場水準釐定。經評估後向僱員支付酌情表現花紅，以為彼等所作貢獻給予獎勵。本集團亦參與地方政府組織的社會保險供款計劃或其他退休計劃，代表僱員支付每月社會保險基金，以支付養老金基金、醫療保險、工傷保險、生育保險和失業保險及住房公積金，或代表僱員定期向強積金計劃做出供款。

在釐定董事及高級管理層的薪酬及報酬待遇時，本集團將考慮可資比較公司所付的薪金、董事的時間投入及職責以及本集團的表現。

### 首次公開發售所得款項用途

本公司於二零二零年七月進行股份首次公開發售（包括行使超額配股權）而籌集的所得款項淨額約為1,267.7百萬元（相當於約人民幣1,141.7百萬元）（「所得款項淨額」）。

### EMPLOYEES

As at 31 December 2025, the Group had approximately 3,109 employees (31 December 2024: approximately 3,270 employees). During the Reporting Period, the total staff costs were approximately RMB388.7 million (31 December 2024: approximately RMB411.8 million).

In terms of talent training, the Group will further enhance its employee training program with internal and external resources. The employee training program primarily covers key areas in the Group's business operations, which provides continuous training to its existing employees at different levels to specialise and strengthen their skill sets.

The Group adopts remuneration policies similar to its peers in the industry. The remuneration payable to its staff is fixed by reference to the duties and the prevailing market rates in the region. Discretionary performance bonus is paid to employees after assessments to reward their contributions. The Group also participates in social insurance contribution plans or other pension schemes prescribed by the local governments and is required to pay on behalf of its employees a monthly social insurance funds covering pension fund, medical insurance, work-related injury insurance, maternity insurance and unemployment insurance, and the housing provident fund, or to contribute regularly to mandatory provident fund schemes on behalf of its employees.

In determining the remuneration and compensation packages of the Directors and senior management, the Group will take into account salaries paid by comparable companies, time commitment and responsibilities of the Directors and performance of the Group.

### USE OF PROCEEDS FROM THE INITIAL PUBLIC OFFERING

The net proceeds raised in connection with the initial public offering of the Company in July 2020 (including the exercise of the over-allotment option) amounted to approximately HK\$1,267.7 million (equivalent to approximately RMB1,141.7 million) (the "Net Proceeds").

## 管理層討論及分析 Management Discussion and Analysis

所得款項淨額的擬定用途（於二零二一年五月十九日重新分配及公佈）及截至二零二五年十二月三十一日的所得款項淨額實際用途載列如下：

The proposed use of the Net Proceeds (as reallocated and announced on 19 May 2021) and the actual usage of the Net Proceeds up to 31 December 2025 are set out below:

所得款項淨額擬定用途 Proposed use of Net Proceeds	所得款項 淨額重新分配 Net Proceeds Re-allocated	二零二五年 一月一日至 二零二五年 十二月三十一日		二零二五年 十二月三十一日		預計使用 完畢時間*
		尚未動用所得 款項淨額 Unutilized Net Proceeds as at 1 January 2025	已動用 款項淨額 Utilized Net Proceeds from 1 January 2025 to 31 December 2025	尚未動用 所得款項淨額 Unutilized Net Proceeds as at 31 December 2025	已動用 所得款項淨額 Utilized Net Proceeds from 31 December 2025 to 31 December 2025	
	人民幣百萬元 RMB million	人民幣百萬元 RMB million	人民幣百萬元 RMB million	人民幣百萬元 RMB million	人民幣百萬元 RMB million	Expected time of full utilization*
開發本集團的 信息管理系統 Development of the Group's information management system	228.3	67.6	40.7	26.9	26.9	於二零二六年 十二月三十一日前 Before 31 December 2026
進一步開發本集團的 「榮智慧」服務軟件 Further development of the Group's "Rong Wisdom (榮智慧)" service software	171.2	50.9	24.5	26.4	26.4	於二零二六年 十二月三十一日前 Before 31 December 2026
一般業務運營及 營運資金 General business operations and working capital	114.2	-	-	-	-	不適用 Not applicable
收購正榮商業管理 Acquisition of Zhenro Commercial Management	628.0	-	-	-	-	不適用 Not applicable
<b>總計</b> Total	<b>1,141.7</b>	<b>118.5</b>	<b>65.2</b>	<b>53.3</b>	<b>53.3</b>	

\* 因信息管理系統及「榮智慧」服務軟件開發進度慢於預期，預計使用完畢時間將延後至二零二六年十二月三十一日前。

As the development progress of the information management system and "Rong Wisdom (榮智慧)" service software takes longer time than expected, the expected time of full utilization will be postponed to before 31 December 2026.

# 董事及高級管理層履歷

## Biographies of the Directors and Senior Management

### 董事

#### 執行董事

鄧歷先生，46歲，於二零二三年七月一日獲委任為執行董事及行政總裁，彼亦為董事會薪酬委員會成員。鄧先生擁有逾二十一年公司營運管理及綜合管理等相關事宜方面經驗。鄧先生於二零二零年六月加入正榮地產（一家於聯交所上市的公司，股份代號：6158），並於其附屬公司擔任多個高級管理職位。於二零二零年六月至二零二三年二月，鄧先生曾任正榮地產蘇滬區域常務副總經理及總經理。於二零二三年三月至二零二三年六月，彼曾任正榮地產總裁助理，分管服務品質。

在加入正榮地產前，鄧先生於多家公司擔任高級管理相關職位。於二零零二年七月至二零一四年二月，彼曾就職於合生創展集團，先後分別擔任城市公司工程經理、華北區域工程總監、華北區域公司濱江帝景總經理。於二零一四年二月至二零二零年四月，彼曾就職於華夏幸福孔雀城住宅集團，先後分別擔任片區總經理、分公司總經理。

鄧先生於二零零二年七月畢業於河海大學取得學士學位。彼亦於二零二零年三月畢業於上海交通大學，獲得管理學碩士學位。

### DIRECTORS

#### Executive Directors

**Mr. Deng Li (鄧歷)**, aged 46, was appointed as an executive Director and chief executive officer on 1 July 2023. He is also a member of the remuneration committee of the Board. Mr. Deng has over 21 years of experience in corporate operation management, general management and other related matters. Mr. Deng joined Zhenro Properties, a company listed on the Stock Exchange (stock code: 6158), in June 2020 and had held various senior management positions within its subsidiaries. From June 2020 to February 2023, Mr. Deng served as a standing deputy manager and a general manager of Suzhou and Shanghai region for Zhenro Properties. From March 2023 to June 2023, he served as an assistant to President for Zhenro Properties, in charge of service quality.

Prior to joining Zhenro Properties, Mr. Deng held senior management related positions in various corporations. From July 2002 to February 2014, he had worked for Hopson Development Holdings\*(合生創展集團) and successively served as the project manager in municipal company, project director in Northern China, and general manager in Regal Park in Northern China Company\*(華北區域公司濱江帝景). From February 2014 to April 2020, he had worked for China Fortune Peacock City Residential Group\*(華夏幸福孔雀城住宅集團) and successively served as the district general manager, and general manager of branch company.

In July 2002, Mr. Deng graduated from Hohai University with a bachelor's degree, and in March 2020, he graduated from Shanghai Jiao Tong University with a master's degree in management.

## 董事及高級管理層履歷 Biographies of the Directors and Senior Management

王威先生，44歲，於二零二三年七月一日獲委任為執行董事。彼於二零一六年三月加入正榮商業管理，並一直擔任公司總經理一職，自二零二一年六月三十日起正榮商業管理已為本公司的非全資附屬公司，王先生同時升任為本集團總裁助理。在加入正榮商業管理前，王先生於多家公司擔任高級管理相關職位。於二零零七年八月至二零一零年七月，彼曾任北京金融街購物中心有限公司，招商部總監。於二零一零年八月至二零一四年六月，彼曾任中糧地產(天津)有限公司，招商運營部總監。於二零一四年七月至二零一六年二月，彼曾任大連萬達商業地產股份有限公司，商業地產研究部主任。

王先生於二零零三年七月畢業於黑龍江科技學院取得學士學位。

**Mr. Wang Wei (王威)**, aged 44, was appointed as an executive Director on 1 July 2023. He joined Zhenro Commercial Management in March 2016 and has served as a general manager since. Since 30 June 2021, Zhenro Commercial Management has been a non-wholly owned subsidiary of the Company. In the meantime, Mr. Wang was promoted to be the Assistant to President of the Group. Prior to joining Zhenro Commercial Management, Mr. Wang held senior management related positions in various corporations. From August 2007 to July 2010, he served as a manager of investment promotion department for Beijing Seasons Place Shopping Centre Co., Ltd.\*(北京金融街購物中心有限公司). From August 2010 to June 2014, he served as a manager of the investment promotion operation department for COFCO Properties (Tianjin) Co., Ltd.\*(中糧地產(天津)有限公司). From July 2014 to February 2016, he served as the head of commercial property research department for Dalian Wanda Commercial Properties Co., Ltd.\*(大連萬達商業地產股份有限公司).

In July 2003, Mr. Wang graduated from Heilongjiang Institute of Science and Technology with a bachelor's degree.

# 董事及高級管理層履歷

## Biographies of the Directors and Senior Management

### 非執行董事

劉偉亮先生（「劉先生」），41歲，於二零二二年十一月十一日獲委任為非執行董事並於二零二三年一月二十日獲委任為董事會主席。彼亦為提名委員會主席及審計委員會成員。彼亦為正榮地產（其股份於聯交所主板上市（股份代號：6158））的執行董事兼董事會主席。

劉先生擁有逾十六年房地產行業經驗。彼於二零零七年在長沙理工大學取得工程管理學士學位。劉先生於二零一六年六月加入正榮地產，先後擔任多個重要職位，包括：(i)由二零一六年六月至二零一七年八月擔任正榮（長沙）置業有限公司副總經理兼正榮地產控股有限公司（「正榮地產控股」）宜春項目的項目經理；(ii)由二零一七年八月至二零一九年五月擔任正榮地產控股戰略投資中心併購部總經理及其後擔任戰略投資中心總經理；(iii)由二零一九年五月至二零二一年一月擔任正榮地產控股副總裁；及(iv)由二零一九年十一月起於正榮地產控股擔任董事。由二零一八年十一月至今，劉先生於正榮集團公司擔任多個職務。彼相繼擔任戰略運營中心副總經理、人力部總經理、總裁助理及常務副總裁。

加入正榮地產集團之前，劉先生在中國的若干地產公司任職，包括(i)二零零八年七月至二零一二年五月先後在恒大地產長沙置業公司擔任開發經理及郴州置業公司擔任副總經理；及(ii)二零一二年五月至二零一六年六月在合能地產長沙置業公司擔任副總經理。

### Non-executive Director

Mr. Liu Weiliang (劉偉亮) (“Mr. Liu”), aged 41, was appointed as a non-executive Director on 11 November 2022 and chairman of the Board on 20 January 2023. He is also the chairman of the Nomination Committee and a member of the Audit Committee. He is also an executive director and chairman of the board of Zhenro Properties, whose shares are listed on the Main Board of the Stock Exchange (stock code: 6158).

Mr. Liu has over 16 years of experience in the real estate industry. He obtained a bachelor's degree in engineering management from Changsha University of Science & Technology in 2007. Mr. Liu joined Zhenro Properties in June 2016 and has held various key positions successively, including: (i) the deputy general manager of Zhenro (Changsha) Real Estate Co., Ltd. (正榮(長沙)置業有限公司) and the project manager for Yichun project of Zhenro Properties Holdings Company Limited\* (正榮地產控股有限公司) (“Zhenro Properties Holdings”) from June 2016 to August 2017; (ii) the general manager of the merger department of the strategic investment centre and subsequently the general manager of the strategic investment centre of Zhenro Properties Holdings from August 2017 to May 2019; (iii) the vice president of Zhenro Properties Holdings from May 2019 to January 2021; and (iv) a director of Zhenro Properties Holdings since November 2019. Mr. Liu has held several positions in Zhenro Group Company since November 2018. He served successively as the deputy general manager of the strategic operation centre, the general manager of the human resources department, the assistant to the president and the executive vice president.

Before joining Zhenro Properties Group, Mr. Liu worked in several real estate companies in the PRC, including (i) the development manager of Evergrande Properties Changsha Real Estate Co., Ltd. (恒大地產長沙置業公司) and the deputy general manager of Chenzhou Real Estate Co., Ltd. (郴州置業公司) successively from July 2008 to May 2012; and (ii) the deputy general manager of Heneng Properties Changsha Real Estate Co., Ltd. (合能地產長沙置業公司) from May 2012 to June 2016.

## 董事及高級管理層履歷 Biographies of the Directors and Senior Management

王志明先生(「王先生」)，55歲，於二零二五年七月一日獲委任為非執行董事並於二零二五年九月一日獲委任為薪酬委員會委員。

王先生在管理及業務發展方面擁有豐富經驗。於一九九一年一月至一九九九年十二月，王先生曾擔任福州市公安局的官員。於一九九九年十二月至二零一三年六月，王先生曾擔任中國七星購物有限公司(一間於聯交所上市的公司，股份代號：245，現稱為中薇金融控股有限公司)的執行董事，彼於擔任董事期間主要從事媒體購物及廣告業務。自二零一四年五月起，王先生一直擔任中福海峽(平潭)發展有限公司(「平潭發展公司」)(一間於深圳證券交易所上市的公司，股份代號：000592，前稱為福建中福實業股份有限公司)的董事兼總經理，該公司主要從事林木業、林木產品加工及銷售、煙草及化肥貿易以及木材貿易。

**Mr. Wang Zhiming (王志明) (“Mr. Wang”)**, aged 55, was appointed as a non-executive Director on 1 July 2025 and a member of the remuneration committee on 1 September 2025.

Mr. Wang has extensive experience in management and business development. From January 1991 to December 1999, Mr. Wang served as an officer of Fuzhou Municipal Public Security Bureau\* (福州市公安局). From December 1999 to June 2013, Mr. Wang served as an executive director of China Seven Star Shopping Limited\* (中國七星購物有限公司) (a company listed on the Stock Exchange, stock code: 245, currently known as China Vered Financial Holding Corporation Limited\* (中薇金融控股有限公司)), which was principally engaged in media shopping and advertising during his directorship. Since May 2014, Mr. Wang has been serving as a director and a general manager of Zhongfu Haixia (Pingtan) Development Company Limited\* (中福海峽(平潭)發展有限公司) (“**Pingtan Fazhan Company**”) (a company listed on the Shenzhen Stock Exchange, stock code: 000592, formerly known as Fujian Zhongfu Industrial Co., Ltd.\* (福建中福實業股份有限公司), which was principally engaged in forestry, forest product processing and sales, tobacco and fertilizer trade, and timber trade.

## 董事及高級管理層履歷

### Biographies of the Directors and Senior Management

根據中國證券監督管理委員會福建監管局（「福建證監局」）於2023年7月發佈的《關於對王志明、劉平山採取出具警示函措施的決定》（[2023]38號）（「警示函」），福建證監局向王先生發出警示函，指其違反《上市公司收購管理辦法》（2014年修訂）（「中國收購守則」）第74條。於2019年4月17日，透過與孫仕琪先生的代理安排，王先生獲授香港山田國際投資有限公司（「山田國際公司」）的全部投票權。山田國際公司為福建山田實業發展有限公司（「福建山田公司」）的控股股東，而福建山田公司又為平潭發展公司的控股股東。於2019年4月17日至2020年4月16日期間，福建山田公司所持平潭發展公司的部分股份被質押權人廈門國際信託有限公司（「廈門信託」）處置，導致其於平潭發展公司的持股量減少2.82%。由於該減持發生於平潭發展公司控制權變更後的12個月內，故構成違反中國收購守則第74條。由於王先生被視為於事件發生時的最終控股股東之一，福建證監局向（其中包括）王先生發出警示函，並要求王先生加強對相關證券法律法規的理解，以避免日後發生任何不合規事件。

於本報告日期，山田投資有限公司持有本公司253,141,168股股份，佔其已發行股份總數約24.4%。王先生於山田投資有限公司的49%股權中擁有權益，因此王先生透過受控法團（定義見香港法例第571章證券及期貨條例第XV部）於本公司253,141,168股股份中擁有權益。

王先生於二零二四年六月取得南洋理工大學商業管理碩士學位。

#### 獨立非執行董事

魏琴女士，47歲，於二零二四年十二月三十一日獲委任為獨立非執行董事，彼亦為審計委員會成員及提名委員會成員。

According to the “Decision on the Measure of Issuing a Warning Letter in relation to Wang Zhiming and Liu Pingshan” ([2023] No. 38) (《關於對王志明、劉平山採取出具警示函措施的決定》([2023]38號)) (“Warning Letter”) published by Fujian Regulatory Bureau of China Securities Regulatory Commission (中國證券監督管理委員會福建監管局) (the “Fujian Regulatory Bureau of CSRC”) in July 2023, the Fujian Regulatory Bureau of CSRC issued a warning letter to Mr. Wang where he was found in breach of Article 74 of Administrative Measures on Takeover of Listed Companies (Amended in 2014)\* (《上市公司收購管理辦法》(2014年修訂)) (the “PRC Takeover Codes”). On April 17, 2019, through a proxy arrangement with Mr. Sun Shiqi (孫仕琪), Mr. Wang was delegated with the entire voting rights of Hong Kong Shantian International Investment Limited\* (香港山田國際投資有限公司) (“Shantian International Company”). Shantian International Company was a controlling shareholder of Fujian Shantian Industrial Development Company Limited\* (福建山田實業發展有限公司) (“Fujian Shantian Company”), which in turn was the controlling shareholder of Pingtan Fazhan Company. For the period from April 17, 2019 to April 16, 2020, part of the shares of Pingtan Fazhan Company held by Fujian Shantian Company were disposed of by the pledgee, Xiamen International Trust Company Limited\* (廈門國際信託有限公司) (“Xiamen Trust”), resulting in a reduction of 2.82% of its shareholding in Pingtan Fazhan Company. As the reduction occurred within 12 months following the change of control of Pingtan Fazhan Company, it constituted a breach of Article 74 of the PRC Takeovers Code. As Mr. Wang was considered as one of the ultimate controlling shareholders at the time of the incident, the Fujian Regulatory Bureau of CSRC issued the Warning Letter to, among others, Mr. Wang and requested Mr. Wang to enhance his understanding of the relevant securities laws and regulations to avoid any future non-compliance events.

As of the date of this report, Shan Tian Investment Limited held 253,141,168 shares of the Company, representing approximately 24.4% of its total number of issued shares. Mr. Wang was interested in 49% of the equity interest in Shan Tian Investment Limited and hence Mr. Wang was interested in 253,141,168 shares of the Company through a controlled corporation within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong).

Mr. Wang obtained a master’s degree in business management from Nanyang Technological University in June 2024.

#### Independent non-executive Directors

Ms. Wei Qin (魏琴), aged 47, was appointed as an independent non-executive Director on 31 December 2024. She is also a member of the Audit Committee and a member of the Nomination Committee.

## 董事及高級管理層履歷 Biographies of the Directors and Senior Management

魏女士現為立信會計師事務所(特殊普通合夥)合夥人, 杭州市國有資本投資諮詢專家庫專家及杭州電子科技大學及浙江工商大學研究生實務導師。於加入本集團前, 魏女士擁有逾二十年專業經驗。於二零零二年七月至二零零三年十二月, 彼就職於浙江東方會計師事務所。自二零零四年一月至今, 彼於立信會計師事務所擔任過多個職位, 包括二零零四年一月至二零零六年十月的審計經理、二零零六年十一月至二零一五年五月的高級審計經理及自二零一五年六月起的審計合夥人。魏女士於審計、首次公開發售及重組領域擁有豐富經驗。

魏女士於二零零二年六月畢業於杭州電子工業學院, 獲得管理學學士學位, 並於二零一八年九月畢業於浙江大學, 獲得工程碩士專業學位。魏女士是中國註冊會計師協會會員。

鄭屹磊先生, 46歲, 於二零二五年九月一日獲委任為本公司獨立非執行董事, 在企業法律實務方面擁有豐富經驗。

於二零零三年十二月至二零零六年八月, 鄭先生曾任職於金杜律師事務所上海分所擔任律師; 於二零零六年九月至二零零八年九月, 彼曾任職於眾達律師事務所上海代表處擔任高級中國法律顧問; 於二零零八年九月至二零一一年八月, 彼曾任職於方達律師事務所北京辦公室擔任資深律師; 於二零一一年八月至二零一八年一月, 彼曾任職於競天公誠律師事務所擔任合夥人。自二零一八年一月起至今, 鄭先生一直擔任天元律師事務所合夥人。此外, 於二零一六年五月至二零二一年八月, 鄭先生亦曾擔任美好發展集團有限公司(前稱奕達國際集團有限公司及承興國際控股有限公司, 曾為聯交所上市公司, 股份代號: 2662, 於二零二一年九月二日起上市地位已被取消)之獨立非執行董事。

Ms. Wei is currently a partner at BDO China Shu Lun Pan Certified Public Accountants LLP (立信會計師事務所(特殊普通合夥)), an expert in the expert pool for state-owned capital investment consulting in Hangzhou (杭州市國有資本投資諮詢專家庫專家), and an instructor for postgraduate students in practice of Hangzhou Dianzi University (杭州電子科技大學) and Zhejiang Gongshang University (浙江工商大學). Prior to joining the Group, Ms. Wei has over 20 years of professional experience. From July 2002 to December 2003, she worked at Zhejiang Dongfang Certified Public Accountants (浙江東方會計師事務所). From January 2004 to the present, she has held various positions at BDO China Shu Lun Pan Certified Public Accountants, including audit manager from January 2004 to October 2006, senior audit manager from November 2006 to May 2015, and audit partner since June 2015. Ms. Wei possesses extensive experience in the fields of auditing, IPOs, and restructuring.

Ms. Wei graduated from Hangzhou Electronic Industry College (杭州電子工業學院) in June 2002 with a Bachelor's degree in Management, and Zhejiang University (浙江大學) in September 2018 with a Master's degree in Engineering. Ms. Wei is a member of the Chinese Institute of Certified Public Accountants (中國註冊會計師協會).

Mr. Zheng Yilei, aged 46, was appointed as an independent non-executive Director of the Company on 1 September 2025, has extensive experience in corporate law practice.

From December 2003 to August 2006, Mr. Zheng served as a lawyer at King & Wood Mallesons Shanghai Office\* (金杜律師事務所上海分所). From September 2006 to September 2008, Mr. Zheng served as a senior Chinese legal advisor at Jones Day Shanghai Office\* (眾達律師事務所上海代表處). From September 2008 to August 2011, Mr. Zheng served as a senior associate at Fangda Partners Beijing Office\* (方達律師事務所北京辦公室). From August 2011 to January 2018, Mr. Zheng served as a partner at Jingtian & Gongcheng\* (競天公誠律師事務所). Since January 2018, Mr. Zheng has been serving as a partner at Tian Yuan Law Firm\* (天元律師事務所). From May 2016 to August 2021, Mr. Zheng served as an independent non-executive director at MH Development Limited (美好發展集團有限公司) (formerly known as Fittec International Group Limited (奕達國際集團有限公司) and Camsing International Holding Limited (承興國際控股有限公司)), a company formerly listed on the Stock Exchange with stock code: 2662 and the listing of its shares has been canceled since 2 September 2021.

## 董事及高級管理層履歷

### Biographies of the Directors and Senior Management

鄭先生於二零零一年獲得北京大學法學學士學位。彼於二零零三年獲得韓國國際法律經營大學之法學碩士學位，及於二零一一年獲得加州伯克萊大學法學院之法學碩士學位。

徐沫先生，40歲，於二零二六年一月二十八日獲委任為獨立非執行董事，彼亦為薪酬委員會主席，在公司法實務領域擁有豐富經驗。彼於二零零七年九月至二零一一年五月在君合律師事務所上海辦公室擔任律師。於二零一一年五月至二零一四年八月在方達律師事務所上海辦公室擔任律師。於二零一五年五月至二零一五年八月在美國高蓋茨律師事務所西雅圖辦公室擔任交換律師。於二零一五年九月至二零一七年四月在君合律師事務所北京辦公室擔任高級律師。自二零一七年五月起，徐先生為中倫律師事務所上海辦公室的合夥人。

徐先生於二零零七年獲得上海對外經貿大學法學士學位。彼於二零一五年獲得加州大學柏克萊分校法學碩士學位。

Mr. Zheng obtained a bachelor's degree in law from Peking University in 2001. He obtained an LL.M degree from the Transnational Law & Business University in 2003 and also an LL.M degree from the Law School of University of California, Berkeley in 2011.

**Mr. Xu Mo**, aged 40, was appointed as an independent non-executive Director on 28 January 2026. He is also the chairman of the Remuneration Committee. has extensive experience in corporate law practice. From September 2007 to May 2011, Mr. Xu served as an associate at Junhe Law Firm Shanghai Office\* (君合律師事務所上海辦公室). From May 2011 to August 2014, Mr. Xu served as an associate at Fangda Partners Shanghai Office\* (方達律師事務所上海辦公室). From May 2015 to August 2015, Mr. Xu served as a foreign exchange lawyer at the Seattle office of the law firm of K&L Gates. From September 2015 to April 2017, Mr. Xu served as a senior associate at Junhe Law Firm Beijing Office\* (君合律師事務所北京辦公室). Since May 2017, Mr. Xu has been serving as a partner at Zhong Lun Law Firm Shanghai Office\* (中倫律師事務所上海辦公室).

Mr. Xu obtained a bachelor's degree in law from Shanghai University of International Business and Economics in 2007. He obtained the master of Laws degree from University of California, Berkeley in 2015.

# 董事及高級管理層履歷

## Biographies of the Directors and Senior Management

### 高級管理層

#### 公司秘書

王奕先生，男，為本公司的公司秘書。

王奕先生，44歲，於財務管理、內部監控及風險管理以及審計相關事宜方面擁有逾15年經驗。於二零零五年五月至二零一二年十二月，王先生擔任國旅聯合股份有限公司（一家於上海證券交易所上市的公司，股份代號：600358）的區域財務負責人。在此期間，彼主要負責財務管理、財務及審計相關事宜。於二零一二年十二月至二零一四年八月，彼擔任觀致汽車有限公司的財務經理。於二零一四年八月至二零一六年四月，王先生擔任大連萬達集團股份有限公司（一家總部位於中國北京的跨國企業集團）的審計總監。王先生於二零一六年九月加入正榮地產（一家於聯交所上市的公司，股份代號：6158），並於其附屬公司擔任多個高級管理職位。於二零一六年九月至二零一七年四月，彼擔任正榮地產控股財務部財務總監。於二零一七年四月至二零一七年十二月，彼擔任鄭州正榮置業發展有限公司的財務總監。自二零一七年十二月起直至緊接於二零二零年八月加入本公司之前，彼先後擔任正榮地產控股財務部副總經理及總經理。

王先生於二零零二年畢業於中國南京審計大學，取得管理學學士學位。

### SENIOR MANAGEMENT

#### Company Secretary

Mr. Wang Yi, male, is the company secretary of the Company.

Mr. Wang Yi (王奕), aged 44, has over 15 years of experience in financial management, internal control and risk management, as well as audit related matters. From May 2005 to December 2012, Mr. Wang worked as regional financial controller at China United Travel Co., Ltd. (國旅聯合股份有限公司), a company listed on the Shanghai Stock Exchange (stock code: 600358), during which he was mainly responsible for financial management, financial and auditing related matters. From December 2012 to August 2014, he served as financial manager of Qoros Automotive Co. Ltd. (觀致汽車有限公司). From August 2014 to April 2016, Mr. Wang served as audit director at Dalian Wanda Group Co., Ltd. (大連萬達集團股份有限公司), a multinational conglomerate headquartered in Beijing, PRC. Mr. Wang joined Zhenro Properties, a company listed on the Stock Exchange (stock code: 6158), in September 2016 and had held various senior management positions within its subsidiaries. From September 2016 to April 2017, he served as the chief financial officer of the finance department at Zhenro Properties Holdings. From April 2017 to December 2017, he served as the chief financial officer of Zhengzhou Zhenro Real Estate Development Co., Ltd. (鄭州正榮置業發展有限公司). From December 2017 until immediately prior to joining the Company in August 2020, he served successively as deputy general manager and general manager of the finance department at Zhenro Properties Holdings.

Mr. Wang graduated from Nanjing Audit University in the PRC with a bachelor's degree in management in 2002.

# 董事會報告書

## Directors' Report

### 主要業務

本集團擁有四條業務線，即(i)物業管理服務；(ii)非業主增值服務；(iii)社區增值服務；及(iv)商業運營管理服務構成提供給客戶的綜合服務產品，涵蓋整個物業管理價值鏈。

本集團於截至二零二五年十二月三十一日止年度之主要業務分析載於本年報「管理層討論及分析」一節。

### 經營回顧

#### 一般事項

本集團於本年度之經營回顧及本集團未來業務發展之討論分別載於本年報第9至13頁的主席報告及14至29頁的管理層討論及分析內。有關採用財務關鍵表現指標對本集團年內的表現作出的分析載於本年報第14至29頁的管理層討論及分析內。

#### 報告期後事項

- (1) 歐陽寶豐先生因其他業務及工作承擔，已於二零二六年一月二十八日起辭任獨立非執行董事及本公司薪酬委員會主席；及
- (2) 徐沫先生於二零二六年一月二十八日獲委任為獨立非執行董事及本公司薪酬委員會主席。

除上述披露外，自報告期末至本報告日期，概無發生任何影響本公司及附屬公司的重大事項。

#### 主要風險及不確定因素

本集團面臨的主要風險及不確定因素包括(i)其未必能按計劃實現未來增長；(ii)無法確定能按有利條款取得新的物業管理服務協議或重續現有物業管理服務協議，或根本無法取得或重續該等協議；(iii)無法確定未來的收購是否會成功且本集團在將所

### PRINCIPAL ACTIVITIES

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

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

### BUSINESS REVIEW

#### General

A review of the business of the Group during the year and a discussion on the Group's future business development are set out in the Chairman's Statement, as well as the Management Discussion and Analysis on pages 9 to 13 and pages 14 to 29, respectively, of this annual report. An analysis of the Group's performance during the year using financial key performance indicators is set out in the Management Discussion and Analysis on pages 14 to 29 of this annual report.

#### EVENTS AFTER THE REPORTING PERIOD

- (1) Mr. Au Yeung Po Fung has resigned as the independent non-executive Director and the chairman of the remuneration committee of the Company with effect from 28 January 2026, due to his other business and work commitments; and
- (2) Mr. Xu Mo has been appointed as the independent non-executive Director and the chairman of the remuneration committee of the Company with effect from 28 January 2026.

Save as disclosed above, from the end of the Reporting Period to the date of this report, no significant event affecting the Company and its subsidiaries has taken place.

#### Principal Risks and Uncertainties

Principal risks and uncertainties the Group faces include (i) its future growth may not materialize as planned; (ii) uncertainty as to securing new or renewing the existing property management service agreements on favourable terms, or at all; (iii) uncertainty related to acquisitions which may not be successful and the Group may face difficulties in integrating acquired operations with its existing operations; (iv) no control over a majority of revenue generated from connected

# 董事會報告書

## Directors' Report

收購業務與其現有業務進行整合方面或會面臨困難；(iv)無法控制來自本公司關連人士的大部分收益；(v)與中國物業管理服務的政府政策及法規的發展相關的風險；及(vi)與原材料價格及勞工成本上升相關的風險。

本集團並無面臨重大信用風險及流動資金風險。本集團的財務風險主要為外匯匯率風險。本集團的大部分業務於中國進行並以人民幣計值。外幣交易主要包括收取上市所得款項及支付專業費用（以港元和美元計值）。於二零二五年十二月三十一日，主要非人民幣資產為以港元計值的現金及現金等價物人民幣0.1百萬元。人民幣兌外幣的匯率波動可能影響本集團的經營業績。本集團現時並無外幣對沖政策，而通過密切監察外匯匯率變動管理其外匯風險。

該等財務風險以及本集團所使用的相關風險管理政策及常規於本年報綜合財務報表附註33「財務風險管理目標及政策」中論述。

### 環境政策及表現

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

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

於截至二零二五年十二月三十一日止年度，本集團並無收到任何與違反任何環保法律或法規有關的重大罰款或處罰。

二零二五年環境、社會及管治報告將獨立刊發。

persons of the Company; (v) risks related to development in the government policies and regulations regarding the PRC property management services; and (vi) risks related to the increasing raw materials price and labor costs.

The Group is not subject to significant credit risk and liquidity risk. The financial risks of the Group is mainly foreign exchange rate risk. A substantial portion of the Group's businesses are conducted in the PRC and denominated in RMB. Foreign currency transaction included mainly receipts of proceeds from the Listing and payment of professional fees which are denominated in Hong Kong dollars and US dollars. As at 31 December 2025, major non-RMB assets are cash and cash equivalents denominated in Hong Kong dollars in the amount of RMB0.1 million. Fluctuation of the exchange rates of RMB against foreign currency could affect the Group's results of operations. The Group currently does not have a foreign currency hedging policy, and manages its foreign currency risk by closely monitoring the movement of foreign currency rate.

These financial risks, and the related risk management policies and practices used by the Group are discussed in note 33 headed "Financial Risk Management Objectives and Policies" to the consolidated financial statements of this annual report.

### Environmental Policies and Performance

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

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

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

The 2025 Environmental, Social and Governance Report will be published separately.

# 董事會報告書 Directors' Report

## 遵守法律及法規

本集團繼續保持更新及遵守適用的相關法律及法規規定，以確保合規。本集團已在所有重大方面遵守所有相關法律及法規並已從相關監管機關取得所有適用的重要執照、批准及許可證。於截至二零二五年十二月三十一日止年度，本集團概無嚴重違反或不遵守相關法律及法規。

## 與僱員的關係

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

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

## 與供應商的關係

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

有關主要供應商的進一步詳情，請參閱「董事會報告書－主要客戶及供應商」一節。

## 與客戶的關係

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

有關本集團主要客戶的詳情，請參閱「董事會報告書－主要客戶及供應商」一節。

## Compliance with Laws and Regulations

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

## Relationship with Employees

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

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

## Relationship with Suppliers

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

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

## Relationship with Customers

Customers' satisfaction with our services and products has a profound effect on our profitability. Our dedicated sales team is in constant communication with our customers and potential customers to uncover and create customer needs and help customers make informed decisions. Identification of customers' pain points alongside grasping the market trend are critical for the Group to timely adjust the Group's operating strategies to fit the market requirement.

For details regarding the Group's major customers, please refer to the sections headed "Directors' Report – Major Customers and Suppliers".

# 董事會報告書 Directors' Report

## 財務報表

本集團截至二零二五年十二月三十一日止年度的業績及本集團於該日的財務狀況載於財務報表第104至243頁。

## 末期股息

董事會決議不建議派發截至二零二五年十二月三十一日止年度的任何末期股息（二零二四年：無）。

## 股東週年大會及暫停辦理股份過戶登記手續

本公司的股東週年大會將於二零二六年六月二十六日（星期五）召開，而召開股東週年大會之通告將於本公司網站及聯交所網站刊發，並寄發予本公司股東（倘要求）。為釐定出席股東週年大會及於會上發言並投票的資格，本公司將於二零二六年六月二十三日（星期二）至二零二六年六月二十六日（星期五）期間（首尾兩日包括在內）暫停辦理股東登記，期內將不會辦理任何本公司股份過戶登記。為出席股東週年大會及於會上發言並投票，所有股份過戶文件連同相關股票必須於二零二六年六月二十二日（星期一）下午四時三十分（香港時間）前，送達本公司的香港證券登記分處香港中央證券登記有限公司，地址為香港灣仔皇后大道東183號合和中心17樓1712-1716號舖。於二零二六年六月二十六日（星期五）（即股東週年大會記錄日期）為本公司股東名冊上之股東將有權出席股東週年大會並於會上投票。

## FINANCIAL STATEMENTS

The results of the Group for the year ended 31 December 2025 and the Group's financial position as at that date are set out in the financial statements on pages 104 to 243.

## FINAL DIVIDEND

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

## AGM AND CLOSURE OF REGISTER OF MEMBERS

The annual general meeting of the Company will be held on Friday, 26 June 2026. A notice convening the AGM will be published on the Company's website and the Stock Exchange's website and dispatched to the shareholders of the Company (if requested). For the purpose of determination of eligibility to attend, speak and vote at the AGM, the register of members of the Company will be closed from Tuesday, 23 June 2026 to Friday, 26 June 2026 (both days inclusive), during which period no transfer of shares of the Company will be registered. In order to be eligible to attend, speak and vote at the AGM, all transfer of shares accompanied by the relevant share certificates must be lodged with the Company's Hong Kong branch share registrar, Computershare Hong Kong Investor Services Limited, at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, no later than 4:30 p.m. (Hong Kong time) on Monday, 22 June 2026. The Shareholders whose names appear on the register of members of the Company on Friday, June 26, 2026, being the record date of the AGM, will be entitled to attend and vote at the AGM.

# 董事會報告書 Directors' Report

## 儲備

本集團於截至二零二五年十二月三十一日止年度的儲備變動詳情載於綜合權益變動表及綜合財務報表附註28。

## 物業、廠房及設備

本集團及本公司於截至二零二五年十二月三十一日止年度的物業、廠房及設備變動載於綜合財務報表附註13。

## 附屬公司

本公司之附屬公司於二零二五年十二月三十一日的詳情載於綜合財務報表附註1。

## 捐款

本集團於截至二零二五年十二月三十一日止年度作出的捐款合共約為零。

## 財務概要

本集團過去五個財政年度的業績及資產及負債摘要載於本年報第244頁。

## RESERVES

Details of movement in reserves of the Group during the year ended 31 December 2025 are set out in the consolidated statement of changes in equity and note 28 to the consolidated financial statements.

## PROPERTY, PLANT AND EQUIPMENT

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

## SUBSIDIARIES

Particulars of the Company's subsidiaries as at 31 December 2025 are set out in note 1 to the consolidated financial statements.

## DONATIONS

Donations made by the Group during the year ended 31 December 2025 amounted to approximately nil.

## FINANCIAL SUMMARY

A summary of the results and of the assets and liabilities of the Group for the last five financial years is set out on page 244 of this annual report.

# 董事會報告書 Directors' Report

## 購買、出售或贖回本公司上市證券

截至二零二五年十二月三十一日止年度，本公司或其任何附屬公司尚無購買、出售或贖回本公司任何上市證券（包括出售具上市規則定義的庫存股份）。於報告期末，本公司並無持有任何庫存股份。

## 董事

於截至二零二五年十二月三十一日止年度及直至本年報日期，本公司董事如下：

### 董事姓名

Directors Name

鄧歷先生

Mr. Deng Li

王威先生

Mr. Wang Wei

劉偉亮先生

Mr. Liu Weiliang

王志明先生

Mr. Wang Zhiming

歐陽寶豐先生

Mr. Au Yeung Po Fung

張偉先生

Mr. Zhang Wei

魏琴女士

Ms. Wei Qin

鄭屹磊先生

Mr. Zheng Yilei

徐沫先生

Mr. Xu Mo

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

During the year ended 31 December 2025, neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the listed securities of the Company (including the sale of treasury shares as defined by the Listing Rules). As at the end of the Reporting Period, the Company did not hold any treasury shares.

## DIRECTORS

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

### 職位

Position

行政總裁兼執行董事

Chief executive officer and executive Director

執行董事

Executive Director

董事會主席兼非執行董事

Chairman of the Board and non-executive Director

非執行董事 (於二零二五年七月一日獲委任)

Non-executive Directors (appointed on 1 July 2025)

獨立非執行董事 (於二零二六年一月二十八日辭任)

Independent non-executive Directors (resigned on 28 January 2026)

獨立非執行董事 (於二零二五年九月一日辭任)

Independent non-executive Director (resigned on 1 September 2025)

獨立非執行董事

Independent non-executive Director

獨立非執行董事 (於二零二五年九月一日獲委任)

Independent non-executive Director (appointed on 1 September 2025)

獨立非執行董事 (於二零二六年一月二十八日獲委任)

Independent non-executive Director (appointed on 28 January 2026)

# 董事會報告書

## Directors' Report

根據組織章程細則第108(a)條，在每屆股東週年大會上，三分之一的董事須輪值退任（各董事須至少每三年輪值退任一次。）並合資格重選連任。鄧歷先生、王威先生及魏琴女士將於股東週年大會上自董事會輪值退任，並合資格膺選連任。

根據組織章程細則第112條，董事會有權不時並於任何時間委任任何人士為董事，以填補空缺或增加董事會成員，由董事會根據組織章程細則第112條委任的任何董事任期僅直至獲委任後的第一次股東週年大會，並有資格重選。董事會根據組織章程細則第112條委任的王志明先生、鄭屹磊先生、徐沫先生將於股東週年大會上退任董事，並合資格膺選連任。

概無建議於股東週年大會重選連任的董事與本公司或其任何附屬公司訂立於一年內不可在不予賠款（一般法定責任除外）的情況下終止尚未屆滿的服務合同。

董事及本公司高級管理層的履歷載於本年報「董事及高級管理層履歷」。

截至二零二五年十二月三十一日止年度，概無董事放棄或同意放棄任何酬金。

### 董事於交易、安排及合同的權益

除綜合財務報表附註30所披露的關聯方交易外，本公司或其任何附屬公司於截至二零二五年十二月三十一日止年度之年末或年內任何時間，概無訂立任何董事直接或間接擁有重大權益且存續的重大交易、安排或合同。

In accordance with Article 108(a) of the Articles of Association, one-third of the Directors will retire by rotation at every annual general meeting (provided that every Director shall be subject to retirement by rotation at least once every three years) and, being eligible, offer themselves for re-election. Mr. Deng Li, Mr. Wang Wei and Ms. Wei Qin will retire from the Board by rotation at the AGM and, being eligible, offer themselves for re-election.

In accordance with Article 112 of the Articles of Association, the Board shall have power from time to time and at any time to appoint any person as a Director either to fill a vacancy or as an additional Director. Any Director appointed by the Board as an addition pursuant to Article 112 of the Articles of Association shall hold office only until the first annual general meeting after his/her appointment and shall then be eligible for re-election. Mr. Wang Zhiming, Mr. Zheng Yilei and Mr. Xu Mo, who were appointed by the Board pursuant to Article 112 of the Articles of Association, will retire from office as Directors at the AGM and, being eligible, offer themselves for re-election.

No Director proposed for re-election at the AGM has an unexpired service contract that is not determinable by the Company or any of its subsidiaries within one year without payment of compensation, other than under normal statutory obligations.

The biographical details of the Directors and senior management of the Company are set out in "Biographies of the Directors and Senior Management" in this annual report.

During the year ended 31 December 2025, none of the Directors has waived or agreed to waive any emoluments.

### DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS AND CONTRACTS

Save for the related party transactions as disclosed in note 30 to the consolidated financial statements, no transactions, arrangements or contracts of significance to which the Company or any of its subsidiaries was a party and in which a Director had a material interest, whether directly or indirectly, subsisted at the end of the year ended 31 December 2025 or at any time during the year.

# 董事會報告書

## Directors' Report

### 董事及最高行政人員於本公司或其相聯法團的股份、相關股份及債權證的權益及淡倉

於二零二五年十二月三十一日，本公司董事及本公司最高行政人員於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、相關股份及債權證中擁有任何根據證券及期貨條例第XV部第7及第8分部須知會本公司及聯交所的權益及淡倉（包括彼等根據證券及期貨條例的有關條文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條的規定載入該條所述登記冊內的權益及淡倉，或將根據標準守則須知會本公司及聯交所的權益及淡倉如下：

股東姓名／名稱	權益性質	持有股份數目 <sup>(1)</sup>	權益概約百分比 <sup>(1)</sup>
Name of Director	Nature of interest	Number of Shares held <sup>(1)</sup>	Approximate percentage of interest <sup>(1)</sup>
王志明先生 <sup>(2)</sup> Mr. Wang Zhiming <sup>(2)</sup>	受控法團權益 Interest in a controlled corporation	253,141,168	24.40%

附註：

Notes

(1) 字母「L」表示該人士於該等股份的好倉。乃基於於二零二五年十二月三十一日已發行股份總數1,037,500,000股股份計算。

(1) The letter "L" denotes the person's long position in such Shares. The calculation is based on the total number of 1,037,500,000 shares in issue as at 31 December 2025.

(2) 山田投資有限公司由王志明先生控制49%，根據證券及期貨條例第XV部，王志明先生被視為於山田投資有限公司擁有權益的股份中擁有權益。

(2) Shan Tian Investment Limited is controlled as to 49% by Mr. Wang Zhiming. Mr. Wang Zhiming is deemed to be interested in the Shares in which Shan Tian Investment Limited is interested in by virtue of Part XV of the SFO.

除上文所披露外，於二零二五年十二月三十一日，本公司董事或最高行政人員概無於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、相關股份或債權證中擁有或被視為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香港聯交所的任何權益或淡倉（包括根據證券及期貨條例有關條文被當作或視為擁有的權益及淡倉）；或根據證券及期貨條例第352條須登記於將由本公司存置之登記冊的任何權益或淡倉；或根據標準守則須知會本公司及香港聯交所的任何權益或淡倉。

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

# 董事會報告書 Directors' Report

## 主要股東及其他人士於股份及相關股份的權益及淡倉

於二零二五年十二月三十一日，下列人士（本公司董事及最高行政人員除外）於股份或相關股份中擁有根據證券及期貨條例第336條規定本公司須存置的登記冊所記錄的權益或淡倉：

## SUBSTANTIAL SHAREHOLDERS' AND OTHER PERSONS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31 December 2025, the following persons (other than the Directors or the chief executive of the Company) have interests or short positions in the Shares or underlying Shares as recorded in the register required to be kept by the Company under section 336 of the SFO:

股東姓名／名稱	權益性質	持有股份數目 <sup>(1)</sup>	權益概約百分比 <sup>(1)</sup>
Name of Shareholder	Nature of interest	Number of Shares held <sup>(1)</sup>	Approximate percentage of interest <sup>(1)</sup>
歐國偉先生 <sup>(2)</sup> Mr. Ou Guowei <sup>(2)</sup>	受控法團權益 Interest in a controlled corporation	260,707,332 (L)	25.13%
Warm Shine Limited <sup>(2)</sup> Warm Shine Limited <sup>(2)</sup>	實益擁有人 Beneficial owner	260,707,332 (L)	25.13%
歐國強先生 <sup>(3)</sup> Mr. Ou Guoqiang <sup>(3)</sup>	受控法團權益 Interest in a controlled corporation	200,212,500 (L)	19.30%
李熹女士 <sup>(4)</sup> Ms. Li Xi <sup>(4)</sup>	配偶權益 Interest of spouse	200,212,500 (L)	19.30%
偉強控股有限公司 <sup>(5)</sup> WeiQiang Holdings Limited <sup>(5)</sup>	實益擁有人 Beneficial owner	200,212,500 (L)	19.30%
山田投資有限公司 <sup>(5)</sup> Shan Tian Investment Limited <sup>(5)</sup>	實益擁有人 Beneficial owner	253,141,168 (L)	24.40%

# 董事會報告書

## Directors' Report

附註：

- (1) 字母「L」表示該人士於該等股份的好倉。乃基於二零二五年十二月三十一日已發行股份總數1,037,500,000股股份計算。
- (2) Warm Shine Limited，在英屬維爾京群島註冊成立的有限責任公司，其由歐國偉先生全資擁有。根據證券及期貨條例第XV部，歐國偉先生被視為於Warm Shine Limited擁有權益的股份中擁有權益。
- (3) 偉強控股有限公司，於二零一八年十二月十三日在英屬維爾京群島註冊成立的有限責任公司，其由歐國強先生全資擁有。根據證券及期貨條例第XV部，歐國強先生被視為於偉強控股有限公司擁有權益的股份中擁有權益。
- (4) 李熹女士為歐國強先生的配偶。根據證券及期貨條例第XV部，李熹女士被視為於歐國強先生擁有權益的股份中擁有權益。
- (5) 根據公開可獲得記錄，山田投資有限公司由劉平山先生控制51%，餘下49%由王志明先生控制。

除上文所披露者外，於二零二五年十二月三十一日，董事及最高行政人員概不知悉任何並非本公司董事或最高行政人員的其他人士於本公司股份或相關股份中擁有根據證券及期貨條例第336條規定本公司須存置的登記冊所記錄的權益或淡倉。

除上文所披露者外，於二零二五年十二月三十一日，概無董事為於股份或相關股份中擁有須根據證券及期貨條例第XV部第2及3分部條文向本公司披露的權益或淡倉的一家公司董事或僱員。

### 管理合同

概無有關本公司任何業務整體或任何重大環節的管理及行政方面的合同於截至二零二五年十二月三十一日止年度訂立或仍然有效。

Notes:

- (1) The letter "L" denotes the person's long position in such Shares. The calculation is based on the total number of 1,037,500,000 shares in issue as at 31 December 2025.
- (2) Warm Shine Limited, a limited liability company incorporated in the British Virgin Islands, which is wholly owned by Mr. Ou Guowei. By virtue of Part XV of the SFO, Mr. Ou Guowei is deemed to be interested in the Shares in which Warm Shine Limited is interested in.
- (3) WeiQiang Holdings Limited, a limited liability company incorporated in the British Virgin Islands on 13 December 2018, which is wholly-owned by Mr. Ou Guoqiang. By virtue of Part XV of the SFO, Mr. Ou Guoqiang is deemed to be interested in the Shares in which WeiQiang Holdings Limited is interested in.
- (4) Ms. Li Xi is the spouse of Mr. Ou Guoqiang. By virtue of Part XV of the SFO, Ms. Li Xi is deemed to be interested in the Shares in which Mr. Ou Guoqiang is interested in.
- (5) Based on publicly available record, Shan Tian Investment Limited is controlled as to 51% by Mr. Liu Pingshan and the remaining 49% by Mr. Wang Zhiming.

Save as disclosed above, as at 31 December 2025, the Directors or chief executive are not aware of any other person, not being a Director or chief executive of the Company, who has an interest or short position in the Shares or the underlying Shares of the Company as recorded in the register required to be kept by the Company under section 336 of the SFO.

Save as disclosed above, as at 31 December 2025, none of the Directors was a director or employee of a company that had an interest or short position in the Shares or underlying Shares which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO.

### MANAGEMENT CONTRACTS

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

# 董事會報告書 Directors' Report

## 主要客戶及供應商

於二零二五年，因本集團業性質使然，其五大客戶獲得的收益佔總收益30%以下，且其五大供應商的採購金額佔總採購成本30%以下。

## 審計委員會

本公司已遵照上市規則第3.21條及企業管治守則成立審計委員會。審計委員會已檢討本集團採納的會計原則及政策，並與管理層討論本集團的風險管理、內部監控及財務申報事宜。審計委員會已審閱本集團截至二零二五年十二月三十一日止年度的經審核綜合財務報表並認為編製該等報表時已遵守適用會計準則及規定，並已作出足夠披露。

## 優先購買權及稅項寬免

儘管開曼群島法律並無對優先購買權施加限制，但組織章程細則亦無有關該等權利的規定。

本公司並不知悉股東因持有本公司證券而可享有任何稅項寬免及豁免。

## 僱員及薪酬政策

於二零二五年十二月三十一日，本集團約有3,109名僱員（二零二四年十二月三十一日：約3,270名僱員）。報告期內，總員工成本約為人民幣388.7百萬元（二零二四年十二月三十一日：約人民幣411.8百萬元）。

在人才培訓方面，本集團將通過內部及外部資源進一步加強員工培訓計劃。員工培訓計劃主要涵蓋集團業務運營中的關鍵領域，該等培訓為現有不同級別的員工提供持續的培訓，使其專業化並強化彼等的技能。

## MAJOR CUSTOMERS AND SUPPLIERS

In 2025, due to the nature of the Group's business, revenue derived from its top five customers accounted for less than 30% of total revenue, and the purchases from its top five suppliers accounted for less than 30% of total purchase cost.

## AUDIT COMMITTEE

The Company has established the Audit Committee in compliance with Rule 3.21 of the Listing Rules and the Corporate Governance Code. The Audit Committee has reviewed the accounting principles and policies adopted by the Group and discussed the Group's risk management, internal controls and financial reporting matters with the management. The Audit Committee has reviewed the audited consolidated financial statements of the Group for the year ended 31 December 2025 and considered that such statements have been prepared in accordance with applicable accounting standards and requirements with sufficient disclosure.

## PRE-EMPTIVE RIGHTS AND TAX RELIEF

There is no provision for pre-emptive rights under the Articles of Association, although there are no restrictions against such rights under the laws in the Cayman Islands.

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

## EMPLOYEES AND REMUNERATION POLICY

As at 31 December 2025, the Group had approximately 3,109 employees (31 December 2024: approximately 3,270 employees). During the Reporting Period, the total staff costs were approximately RMB388.7 million (31 December 2024: approximately RMB411.8 million).

In terms of talent training, the Group will further enhance its employee training program with internal and external resources. The employee training programs primarily cover key areas in the Group's business operations, which provide continuous training to its existing employees at different levels to specialise and strengthen their skill sets.

# 董事會報告書

## Directors' Report

本集團認為其增長及業務策略的成功實現有賴於經驗豐富、積極進取及訓練有素的各級別管理人員及員工組成的團隊，因此本集團採納正規及透明的薪酬政策，以釐定本公司及其附屬公司的董事及僱員的薪酬待遇。

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

The Group adopts a formal and transparent remuneration policy to determine the remuneration packages of Directors and employees of the Company and its subsidiaries as the Group believes that the successful implementation of its growth and business strategies rests on a team of experienced, motivated and well-trained managers and employees at all levels.

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

# 董事會報告書

## Directors' Report

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

本公司與全體員工簽訂勞動合同。本公司向員工提供具有競爭力的薪酬，包括基本薪水、酌情花紅、基於績效的薪酬及年終花紅。為激勵員工以及促進本公司的長期發展，本公司有條件地採納購股權計劃（「購股權計劃」）。購股權計劃之詳情載於「董事會報告－購股權計劃」一節。

於截至二零二五年十二月三十一日止年度，本集團概無任何重大勞資糾紛或招募員工的困難。

### 僱員退休福利

本集團僱員毋須參與香港的強積金計劃。

中國附屬公司的僱員均參與中國政府經營的國家管理退休福利計劃。中國附屬公司的僱員須按他們薪金的若干百分比向退休福利計劃供款。本集團僅負責按計劃向退休福利計劃供款。本公司不得動用國家管理退休福利計劃中已被沒收的供款，以減低現有的供款水準。

本集團僱員退休福利的詳情載於綜合財務報表附註6。

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

The Company enters into labor contracts with all of its employees. The Company offers its employees competitive remuneration packages that include basic salaries, discretionary bonuses, performance-based payments and year-end bonuses. To incentivize its employees and promote the long-term growth of the Company, the Company has conditionally adopted a share option scheme (the "Share Option Scheme"). Details of the Share Option Scheme are set out in the section headed "Director's report – Share Option Scheme".

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

### EMPLOYEE RETIREMENT BENEFITS

The Group does not have any employee who is required to participate in the Mandatory Provident Fund in Hong Kong.

The employees of the PRC subsidiaries are members of the state-managed retirement benefits scheme operated by the PRC government. The employees of the PRC subsidiaries are required to contribute a certain percentage of their payroll to the retirement benefits scheme. The only obligation of the Group with respect to this retirement benefits scheme is to make the required contributions under the scheme. The Company is not allowed to use the contributions to the state-managed retirement benefits scheme which have been forfeited to reduce the current level of contributions.

Particulars of the employee retirement benefits of the Group are set out in note 6 to the consolidated financial statements.

# 董事會報告書 Directors' Report

## 購股權計劃

於二零二零年六月十五日，本公司當時的股東有條件批准並採納購股權計劃，該購股權計劃須自上市日期起生效。購股權計劃旨在為本公司提供途徑激勵參與者（定義見下文）及挽留本集團僱員，並鼓勵僱員致力工作提升本公司的價值及推動本公司的長期增長。

根據購股權計劃的條款，董事會有權於購股權視為已授出並獲接納的日期後及自該日起十年期間內（不得超過上市日期起計十年）隨時向由董事會全權認為已對或將對本集團作出貢獻的任何本集團董事或本集團僱員（「參與者」）授出購股權。截至二零二五年十二月三十一日，購股權計劃的剩餘年期約為四年零五個月。

在上市規則禁止的情況下，當參與者將會或可能會被上市規則或任何適用規則、規例或法律禁止買賣股份時，不得作出要約，且不得向任何參與者授出購股權。特別是，於緊接下列日期（以較早者為準）前一個月起計期間內，將不會授出購股權：(i)於批准本集團的年度業績或本集團的半年、季度或任何其他中期業績（不論是否遵照上市規則的規定）的董事會會議日期（即根據上市規則首次知會聯交所的日期）；及(ii)本公司刊發其年度業績或半年、季度或任何其他中期（不論是否遵照上市規則的規定）業績公告的最後期限，直至實際刊發有關年度、半年、季度或中期業績公告（視情況而定）當日止期間。

## SHARE OPTION SCHEME

On 15 June 2020, the Share Option Scheme was conditionally approved and adopted by the then shareholders of the Company and it shall become effective from the Listing Date. The purpose of the Share Option Scheme is to provide the Company with a means to motivate the Participants (as defined below) and retain employees of the Group, and to encourage employees to work towards enhancing the value of the Company and promote the long-term growth of the Company.

Subject to the terms of the Share Option Scheme, the Board shall have the right to grant options to any director or employee of the Group (the "Participant") who, in the sole opinion of the Board, have contributed or will contribute to the Group at any time after the date on which the option is deemed to have been granted and accepted and for a period of 10 years from that date (not exceeding 10 years from the Listing Date). As of 31 December 2025, the remaining life of the Share Option Scheme is approximately 4 years and 5 months.

No offer shall be made and no option shall be granted to any Participant in circumstances prohibited by the Listing Rules at a time when the Participant would or might be prohibited from dealing in the Shares by the Listing Rules or by any applicable rules, regulations or law. In particular, no options may be granted during the period commencing one month immediately preceding the earlier of: (i) the date of the meeting of the Board of Directors (i.e. the date of first notification to the Stock Exchange in accordance with the Listing Rules) approving the Group's results for any annual, half-year, quarterly or other interim period (whether in compliance with the Listing Rules or not); and (ii) the deadline for the Company to publish its results announcement for any annual, half-year, quarterly or any other interim period (whether in accordance with the Listing Rules or not) until the date of actual publication of the relevant announcements for annual, half-year, quarterly or interim results, as the case may be.

# 董事會報告書

## Directors' Report

根據購股權計劃及本公司任何其他購股權計劃可能授出的購股權所涉及的股份數目上限，合共不得超過100,000,000股股份，相當於全球發售完成後已發行股份總數的10%及本年報日期已發行股份總數的約9.64%（「計劃授權上限」）。在任何十二個月期間直至授出日期，根據購股權計劃及本公司任何其他購股權計劃向每名合資格參與者授出的購股權（包括已行使及尚未行使的購股權）獲行使時，已發行及將予發行的股份總數不得超過授出日期已發行股份的1%，除非於股東大會上另行取得股東批准，且該名參與者及其聯繫人放棄投票。

購股權可根據購股權計劃的條款於購股權視為已授出並獲接納的日期後及自該日起十年屆滿前期間隨時行使。購股權的行使期由董事會全權酌情釐定，惟不得超過上市日期起計十年。於購股權計劃獲批准當日起十年後不得授出購股權。除非經本公司於股東大會或經董事會提前終止，否則購股權計劃自採納日期起計十年期間內有效。

購股權獲行使前並無最短持有期限的限制，而承授人於購股權可獲行使前毋須達成任何表現目標，惟須受董事會可能釐定的條款及條件所限。

根據購股權計劃授出任何特定購股權所涉每股份份的行使價須由董事會全權酌情釐定，惟該價格必須至少為下列各項的最高者：

- 股份於購股權授出日期（須為聯交所開市進行證券買賣業務的日子）於聯交所每日報價表所報的正式收市價；

The maximum number of shares involved in the share options that may be granted under the Share Option Scheme and any other share option schemes of the Company shall not exceed 100,000,000 shares in total, which is equivalent to 10% of the total number of shares issued after the completion of the Global Offering and approximately 9.64% of the total number of Shares issued as at the date of this annual report (“Scheme Mandate Limit”). During any 12-month period up to the grant date, the total number of Shares issued and which may fall to be issued upon exercise of the options granted under the Share Option Scheme and any other share option schemes of the Company (including both exercised and outstanding options) to each eligible Participant shall not exceed 1% of the issued shares on the grant date, unless otherwise separately approved by Shareholders in general meeting with such Participant and his associates abstaining from voting.

Share options can be exercised at any time during the period after the date on which the options are deemed to have been granted and accepted in accordance with the terms of the Share Option Scheme and before the expiration of ten years from that date. The exercise period of the share options is determined by the Board at its sole discretion, but it shall not exceed 10 years from the Listing Date. No share options may be granted after 10 years from the date of the Share Option Scheme was approved. Subject to earlier terminations by the Company in general meetings or by the Board, the Share Option Scheme shall be valid and effective for a period of ten years commencing on the adoption date.

Subject to such terms and conditions as the Board may determine, there is no minimum period for which an option must be held before it can be exercised and no performance target needs to be achieved by the grantee before the options can be exercised.

The exercise price for each share involved in any particular share option granted under the Share Option Scheme shall be determined by the Board at its sole discretion, provided that the price must be at least the highest of the following:

- the official closing price of the shares as reported in the daily quotation sheet of the Stock Exchange on the date of grant of the share options (which must be the day when the Stock Exchange opens for securities trading business);

# 董事會報告書

## Directors' Report

- 緊接購股權授出日期前五個營業日股份於聯交所每日報價表所報的正式收市價平均數；及
- 一股股份的面值。

參與者須支付1.00港元作為接納彼等所獲授的每個購股權代價。

購股權計劃主要條款的進一步詳情載於招股章程。

自採納購股權計劃起直至本年報日期，本公司概無根據購股權計劃授出或同意授出購股權。於二零二五年一月一日及二零二五年十二月三十一日（即回顧年度的年初及年末），根據購股權計劃可供授予的購股權數目為100,000,000份購股權。計劃授權上限並無設立服務提供者分項限額。

### 公眾持股量

於本年報日期及根據本公司公開可得資料，並就董事所知，本公司維持上市規則規定的最低25%公眾持股量。

### 核數師

安永會計師事務所（「安永」）已於二零二五年十一月十四日辭任本公司核數師，經審計委員會推薦，本公司已決議委任中正天恆會計師有限公司（「中正天恆」）為本公司新任核數師。本公司財務報表已由中正天恆審核，彼將於應屆股東週年大會上退任，並符合資格膺選連任。續聘核數師的決議案將於股東週年大會上提呈。

### 可供分派儲備

於二零二五年十二月三十一日，本公司可供分派予股東的儲備約為人民幣603.4百萬元。

- the average of the official closing prices of the shares quoted in the daily quotation sheet of the Stock Exchange on the five business days immediately before the date of grant of the share options; and
- par value of a share.

Participants are required to pay HK\$1.00 as consideration for the acceptance of an option granted to them.

Further details of the principal terms of the Share Option Scheme are set out in the Prospectus.

Since the adoption of the Share Option Scheme and up to the date of this annual report, no option had been granted or agreed to be granted by the Company pursuant to the Share Option Scheme. As at 1 January 2025 and 31 December 2025, being the beginning and the end of the year under review, the number of options available for grant under the Share Option Scheme was 100,000,000. There was no service provider sublimit set under the Scheme Mandate Limit.

### PUBLIC FLOAT

As at the date of this annual report and based on the information that is publicly available to the Company and to the knowledge of the Directors, the Company has maintained the minimum public float of 25% as required under the Listing Rules.

### AUDITOR

Ernst & Young (“EY”) has resigned as auditor of the Company on 14 November 2025. Upon the recommendation of the Audit Committee, the Company has resolved to appoint CCTH CPA Limited (“CCTH”) as the new auditor of the Company. The financial statements of the Company have been audited by CCTH who shall retire at the forthcoming AGM and, being eligible, offer themselves for re-appointment. A resolution for the re-appointment of auditor will be proposed at the AGM.

### DISTRIBUTABLE RESERVES

As at 31 December 2025, the reserves of the Company available for distribution to Shareholders amounted to approximately RMB603.4 million.

# 董事會報告書 Directors' Report

## 銀行及其他貸款

截至二零二五年十二月三十一日，本集團擁有尚未償還計息銀行及其他借款總額人民幣42.6百萬元，而截至二零二四年十二月三十一日則為人民幣59.7百萬元。本集團的借款主要以人民幣計值。

計息銀行及其他借款的詳情載於綜合財務報表附註25。

## 購買本公司證券的權利及股本掛鈎協議

除購股權計劃外，於截至二零二五年十二月三十一日止年度任何時間，本公司、或其任何控股公司或附屬公司、或其任何同系附屬公司概無參與作出任何安排，使董事或本公司最高行政人員或其各自的聯繫人（定義見上市規則）有權認購本公司或其任何相聯法團（定義見證券及期貨條例）的證券，或透過收購本公司或任何其他法團的股份或債券而獲得利益，且本公司亦無訂立任何股本掛鈎協議。

## 董事於競爭性業務的權益

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

## 根據上市規則第13.51B(1)條披露的董事及最高行政人員履歷詳情變動

除「董事及高級管理層履歷」一節所披露者外，自本公司二零二五年中期報告刊發之日起直至本年報日期，本公司並無其他根據上市規則第13.51B(1)條須予披露的董事履歷變動。

## BANK AND OTHER LOANS

As of 31 December 2025, the Group has total outstanding interest-bearing bank and other borrowings of RMB42.6 million, compared with RMB59.7 million as of 31 December 2024. The Group's borrowings are mainly denominated in Renminbi.

Details of the interest-bearing bank and other borrowings are set out in note 25 to the consolidated financial statements.

## RIGHTS TO ACQUIRE THE COMPANY'S SECURITIES AND EQUITY LINKED AGREEMENTS

Other than the Share Option Scheme, at no time during the year ended 31 December 2025 was the Company, or any of its holding companies or subsidiaries, or any of its fellow subsidiaries, a party to any arrangement to enable the Directors or chief executives of the Company or their respective associates (as defined under the Listing Rules) to have any right to subscribe for securities of the Company or any of its associated corporations (as defined in the SFO) or to acquire benefits by means of acquisition of shares in, or debentures of, the Company or any other body corporate, nor did the Company enter into any equity-linked agreement.

## DIRECTORS' INTERESTS IN COMPETING BUSINESS

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

## CHANGES IN DIRECTORS' AND CHIEF EXECUTIVES' BIOGRAPHICAL DETAILS UNDER RULE 13.51B(1) OF THE LISTING RULES

Save as disclosed in the section headed "Biographies of the Directors and Senior Management", there is no other change in Directors' biographical details which is required to be disclosed pursuant to rule 13.51B(1) of the Listing Rules during the period from the date of publication of the Company's 2025 interim report up to the date of this annual report.

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## 控股股東作出的不競爭承諾

為限制與本公司的業務競爭，本公司當時的控股股東歐宗榮先生（下稱「歐宗榮先生」）、偉正控股有限公司（下稱「偉正」，一家由歐宗榮先生全資擁有的公司）、偉耀控股有限公司（下稱「偉耀」，一家由歐宗榮先生全資擁有的公司）及偉天控股有限公司（下稱「偉天」，一家由歐宗榮先生全資擁有的公司）（統稱「契約人」）於二零二零年六月十五日訂立以本公司為受益人的不競爭契約（「不競爭契約」）。根據不競爭契約，契約人承諾（其中包括）不會與本集團的業務競爭，不競爭契約詳情載於招股章程「與控股股東的關係」一節「不競爭契約」分節。倘契約人及彼等各自的緊密聯繫人（定義見上市規則）不再持有（不論直接或間接）我們附有投票權的股份的30%或以上或我們的股份不再於聯交所上市，則不競爭契約將自動失效。

誠如本公司日期為二零二三年六月二十三日的公告所披露，偉正、偉耀及偉天將彼等持有的全部股份轉讓予Warm Shine Limited（下稱「Warm Shine」，一家由歐宗榮先生的兒子歐國偉先生全資擁有的公司）及偉強控股有限公司（下稱「偉強」，一家由歐宗榮先生的兒子歐國強先生全資擁有的公司）。於該等轉讓完成後，各契約人自二零二三年六月二十三日起不再於任何股份中擁有權益。由於Warm Shine及偉強各自並非契約人的緊密聯繫人（定義見上市規則），且契約人及彼等各自的緊密聯繫人不再持有（不論直接或間接）於二零二三年六月二十三日已發行股份的30%或以上，因此不競爭契約已於二零二三年六月二十三日自動失效。

各契約人已就於二零二三年一月一日至二零二三年六月二十三日止期間（含首尾兩日）（「有關期間」）遵守不競爭契約中的承諾（「承諾」）向董事會作出書面確認。

## NON-COMPETITION UNDERTAKING BY CONTROLLING SHAREHOLDERS

In order to restrict competition activities with the Company, the then Controlling Shareholders of the Company, namely Mr. Ou Zongrong ("Mr. ZR Ou"), WeiZheng Holdings Limited ("WeiZheng") (a company wholly-owned by Mr. ZR Ou), WeiYao Holdings Limited ("WeiYao") (a company wholly-owned by Mr. ZR Ou) and WeiTian Holdings Limited ("WeiTian") (a company wholly-owned by Mr. ZR Ou) (collectively, the "Covenants"), entered into a deed of non-competition (the "Deed of Non-competition") in favor of the Company on 15 June 2020. Pursuant to the Deed of Non-competition, the Covenants have undertaken, among others, not to compete with the business of the Group, and details of the Deed of Non-competition are set out in the subsection headed "Deed of Non-competition" in the section headed "Relationship with Controlling Shareholders" of the Prospectus. The Deed of Non-competition will lapse automatically if the Covenants and their respective close associates (as defined in the Listing Rules) cease to hold, whether directly or indirectly, 30% or above of our Shares with voting rights or our Shares cease to be listed on the Stock Exchange.

As disclosed in the Company's announcement dated 23 June 2023, WeiZheng, WeiYao and WeiTian transferred all the Shares held by them to Warm Shine Limited ("Warm Shine") (a company wholly-owned by Mr. Ou Guowei, a son of Mr. ZR Ou) and WeiQiang Holdings Limited ("WeiQiang") (a company wholly-owned by Mr. Ou Guoqiang, a son of Mr. ZR Ou). Upon completion of such transfers, each of the Covenants had ceased to be interested in any Shares with effect from 23 June 2023. As each of Warm Shine and WeiQiang is not a close associate (as defined under the Listing Rules) of the Covenants, and the Covenants and their respective close associates have ceased to hold, directly or indirectly, 30% or more of the Shares in issue on 23 June 2023, the Deed of Non-competition has lapsed automatically on 23 June 2023.

Each of the Covenants has made a written confirmation to the Board in respect of their compliance with the undertakings in the Deed of Non-competition (the "Undertakings") for the period from 1 January 2023 to 23 June 2023 (both days inclusive) (the "Relevant Period").

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收到契約人的確認後，獨立非執行董事已進行審查作為年度審閱程序的一部分。在為釐定契約人於有關期間是否已全面遵守承諾而進行的年度評估中，獨立非執行董事注意到：(a) 契約人聲明彼等於有關期間已全面遵守承諾；(b) 契約人於有關期間並無報告新的競爭業務；及(c) 並無任何特定情況致使全面遵守承諾受到質疑。鑒於以上所述，獨立非執行董事確認，盡其所能肯定契約人已於有關期間遵守所有承諾。

### 獲准許的彌償條文

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

該等獲准許彌償條文已於截至二零二五年十二月三十一日止年度生效。本公司已就可能向董事提出的法律訴訟投購適當的董事責任保險。

### 關連交易

#### 租賃協議

茲提述本公司日期分別為二零二三年十二月二十九日及二零二四年二月九日的公告及通函，內容有關重續本集團相關成員公司（作為承租人）（「承租人」）及正榮地產集團相關成員公司（作為出租人）（「出租人」）之間的若干租賃協議（「租賃協議」）。租賃協議包括：

Upon receiving the confirmations from the Covenantors, the independent non-executive Directors had reviewed the same as part of the annual review process. In determining whether the Covenantors had fully complied with the Undertakings in the Relevant Period, the independent non-executive Directors noted that: (a) the Covenantors declared that they had fully complied with the Undertakings in the Relevant Period; (b) no new competing business was reported by the Covenantors during the Relevant Period; and (c) there was no particular situation rendering the full compliance of the Undertakings being questionable. In view of the above, the independent non-executive Directors confirmed that, as far as they can ascertain, all of the Undertakings were complied with by the Covenantors in the Relevant Period.

### PERMITTED INDEMNITY PROVISION

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

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

### CONNECTED TRANSACTIONS

#### Lease Agreements

References are made to the announcement and circular of the Company dated 29 December 2023 and 9 February 2024 respectively in relation to the renewal of certain lease agreements (the "Lease Agreements") between the relevant members of the Group (as lessees) (the "Lessees") and the relevant members of the Zhenro Properties Group (as lessors) (the "Lessors"). The Lease Agreements include:

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- (i) 正榮(閩侯)投資發展有限公司(「正榮閩侯投資」, 為正榮地產的全資附屬公司)(作為出租人)與福州正榮商業管理有限公司(「正榮商業管理(福州)」, 自二零二一年六月三十日起為本公司非全資附屬公司)(作為承租人)就位於福州市閩侯縣上街鎮馬保村新保路18號的用於住宅、零售、小型家居辦公室及辦公室用途的物業(包括購物商場)「福州馬保正榮財富中心」(「馬保物業」)的租賃訂立的日期為二零二零年十二月十六日的租賃管理協議;
- (ii) 正榮(馬尾)置業發展有限公司(「正榮置業(馬尾)」, 為正榮地產的全資附屬公司)(作為出租人)與福州市馬尾區正榮商業管理有限公司(「正榮商業管理(福州馬尾)」, 自二零二一年六月三十日起為本公司非全資附屬公司)(作為承租人)就位於福州市馬尾區羅星街道上歧路168號正榮財富中心的用於住宅及零售用途的物業(包括購物商場)「福州馬尾正榮財富中心」(「馬尾物業」)的租賃訂立的日期為二零二零年十二月十六日的租賃管理協議; 及
- (iii) 正榮財富(福建)置業有限公司(「正榮置業(福建)」, 為正榮地產的全資附屬公司)(作為出租人)與正榮(莆田)商業管理有限公司(「正榮商業管理(莆田)」, 自二零二一年六月三十日起為本公司非全資附屬公司)(作為承租人)就位於莆田市荔城區鎮海街道荔園東路1688號的用於住宅、零售、小型家居辦公室及辦公室用途的物業(包括購物商場)「莆田財富中心」(「莆田物業」), 連同毗鄰「莆田財富中心」的位於莆田市荔城區鎮海街道荔園東路1688號南區的購物街「莆田正榮街」(「莆田購物街」)的租賃訂立的日期為二零二零年十二月十日的租賃管理協議。
- (i) the lease management agreement dated 16 December 2020 entered into between Zhenro (Minhou) Investment Development Co., Ltd\* (正榮(閩侯)投資發展有限公司) (“Zhenro Minhou Investment”) (a wholly-owned subsidiary of Zhenro Properties) (as lessor) and Fuzhou Zhenro Commercial Management Co., Ltd\* (福州正榮商業管理有限公司) (“Zhenro Commercial Management (Fuzhou)”) (a non-wholly-owned subsidiary of the Company since 30 June 2021) (as lessee) in relation to the lease of a property for residential, retail, SOHO and office uses with shopping mall at No. 18, Xinbao Road, Mabao Village, Shangjie Town, Minhou County, Fuzhou City\* (福州市閩侯縣上街鎮馬保村新保路18號), which is known as “Fuzhou Mabao Zhenro Fortune Centre\* (福州馬保正榮財富中心)” (the “Mabao Property”);
- (ii) the lease management agreement dated 16 December 2020 entered into between Zhenro (Mawei) Real Estate Development Co., Ltd\* (正榮(馬尾)置業發展有限公司) (“Zhenro Real Estate (Mawei)”) (a wholly-owned subsidiary of Zhenro Properties) (as lessor) and Fuzhou Mawei Zhenro Commercial Management Co., Ltd\* (福州市馬尾區正榮商業管理有限公司) (“Zhenro Commercial Management (Fuzhou Mawei)”) (a non-wholly-owned subsidiary of the Company since 30 June 2021) (as lessee) in relation to the lease of a property for residential and retail uses with shopping mall at Zhenro Fortune Centre, No. 168 Shangqi Road, Luoxing Street, Mawei District, Fuzhou City\* (福州市馬尾區羅星街道上歧路168號正榮財富中心), which is known as “Fuzhou Mawei Zhenro Fortune Centre\* (福州馬尾正榮財富中心)” (the “Mawei Property”); and
- (iii) the lease management agreement dated 10 December 2020 entered into between Zhenro Fortune (Fujian) Real Estate Co., Ltd.\* (正榮財富(福建)置業有限公司) (“Zhenro Real Estate (Fujian)”) (a wholly-owned subsidiary of Zhenro Properties) (as lessor) and Zhenro (Putian) Commercial Management Co., Ltd.\* (正榮(莆田)商業管理有限公司) (“Zhenro Commercial Management (Putian)”) (a non-wholly-owned subsidiary of the Company since 30 June 2021) (as lessee) in relation to the lease of a property for residential, retail, SOHO and office uses with shopping mall at No. 1688, Liyuan East Road, Zhenhai Street, Licheng District, Putian City\* (莆田市荔城區鎮海街道荔園東路1688號), which is known as “Putian Fortune Centre\* (莆田財富中心)” (the “Putian Property”), together with a shopping street adjacent to “Putian Fortune Centre\* (莆田財富中心)” at South Zone, No. 1688, Liyuan East Road, Zhenhai Street, Licheng District, Putian City\* (莆田市荔城區鎮海街道荔園東路1688號南區), which is known as “Putian Zhenro Street\* (莆田正榮街)” (the “Putian Shopping Street”).

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根據租賃協議，各相關承租人自相關出租人租賃相關物業，並有權在相關物業中促成租戶及分租任何單位，並於有關物業從事廣告、管理及經營活動，租期自租賃協議各自簽署日期起至二零二五年十二月三十一日止（包括首尾兩日）。

由於租賃協議將於二零二四年十二月三十一日屆滿，承租人及出租人於二零二三年十二月二十九日就相關物業的租賃訂立重續租賃協議（「二零二四年租賃協議」），租期兩年，於二零二五年十二月三十一日到期，包括：

- (i) 正榮閩侯投資（作為出租人）與正榮商業管理（福州）（作為承租人）就租賃馬保物業訂立的日期為二零二三年十二月二十九日的租賃管理協議，截至二零二四年及二零二五年十二月三十一日止年度，年租金分別為人民幣18,499,950元及人民幣19,054,949元；
- (ii) 正榮置業（馬尾）（作為出租人）與正榮商業管理（福州馬尾）（作為承租人）就租賃馬尾物業訂立的日期為二零二三年十二月二十九日的租賃管理協議，截至二零二四年及二零二五年十二月三十一日止年度，年租金分別為人民幣1,212,750元及人民幣1,249,132.5元；
- (iii) 正榮置業（福建）（作為出租人）與正榮商業管理（莆田）（作為承租人）就租賃莆田物業訂立的日期為二零二三年十二月二十九日的租賃管理協議，截至二零二四年及二零二五年十二月三十一日止年度，年租金分別為人民幣39,357,439.91元及人民幣40,538,163.11元；及

Pursuant to the Lease Agreements, each of the relevant Lessees leased the relevant properties from the relevant Lessors, and had the right to procure tenants and sub-lease any units in the relevant properties, and to engage in advertising, management and operation activities in respect of the relevant properties, for a term from the respective signing date of the Lease Agreements to 31 December 2025 (both days inclusive).

As the Lease Agreements were due to expire on 31 December 2024, the Lessees and the Lessors entered into renewed lease agreements (the “2024 Lease Agreements”) on 29 December 2023 in respect of the lease of the relevant properties for a term of two years ending 31 December 2025, including:

- (i) the lease management agreement dated 29 December 2023 between Zhenro Minhou Investment (as lessor) and Zhenro Commercial Management (Fuzhou) (as lessee) in relation to the lease of the Mabao Property for the annual rent of RMB18,499,950 and RMB19,054,949 for the years ending 31 December 2024 and 2025, respectively;
- (ii) the lease management agreement dated 29 December 2023 between Zhenro Real Estate (Mawei) (as lessor) and Zhenro Commercial Management (Fuzhou Mawei) (as lessee) in relation to the lease of the Mawei Property for the annual rent of RMB1,212,750 and RMB1,249,132.5 for the years ending 31 December 2024 and 2025, respectively;
- (iii) the lease management agreement dated 29 December 2023 entered into between Zhenro Real Estate (Fujian) (as lessor) and Zhenro Commercial Management (Putian) (as lessee) in relation to the lease of the Putian Property for the annual rent of RMB39,357,439.91 and RMB40,538,163.11 for the years ending 31 December 2024 and 2025, respectively; and

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(iv) 正榮置業(福建)(作為出租人)與正榮商業管理(莆田)(作為承租人)就租賃莆田購物街訂立的日期為二零二三年十二月二十九日的租賃管理協議，截至二零二四年及二零二五年十二月三十一日止年度，年租金分別為人民幣10,779,298.84元及人民幣11,102,677.80元。

根據香港財務報告準則第16號租賃，作為承租人訂立二零二四年租賃協議將要求本集團將二零二四年租賃協議項下物業的使用權確認為綜合財務狀況表內估計總值約人民幣122百萬元的使用權資產。

歐宗榮先生為正榮地產的控股股東，其家族成員(即歐國偉先生及歐國強先生)為本公司的主要股東。因此，出租人(即正榮地產的附屬公司)為本公司的關連人士。

因此，根據上市規則第14章及第14A章，訂立二零二四年租賃協議及其項下擬進行的交易被視為本集團的資產收購，構成本公司的主要及關連交易。

有關二零二四年租賃協議的進一步詳情，請參閱本公司日期分別為二零二三年十二月二十九日及二零二四年二月九日的公告及通函。

截至二零二五年十二月三十一日止年度，承租人根據租賃協議向出租人支付或應付的租金總額為人民幣27.5百萬元。

(iv) the lease management agreement dated 29 December 2023 entered into between Zhenro Real Estate (Fujian) (as lessor) and Zhenro Commercial Management (Putian) (as lessee) in relation to the lease of the Putian Shopping Street for the annual rent of RMB10,779,298.84 and RMB11,102,677.80 for the years ending 31 December 2024 and 2025, respectively.

Pursuant to Hong Kong Financial Reporting Standard 16 Leases, entering into the 2024 Lease Agreements as lessee will require the Group to recognise the right-of-use of the properties under the 2024 Lease Agreements as the right-of-use assets of an estimated aggregate value of approximately RMB122 million on its consolidated statement of financial position.

Mr. ZR Ou is the controlling shareholder of Zhenro Properties and his family members (namely Mr. Ou Guowei and Mr. Ou Guoqiang) are the substantial shareholders of the Company. Thus, the Lessors (being subsidiaries of Zhenro Properties) are connected persons of the Company.

Accordingly, entering into the 2024 Lease Agreements and the transactions contemplated thereunder is regarded as an acquisition of assets by the Group which constitute a major and connected transaction for the Company under Chapters 14 and 14A of the Listing Rules.

For further details on the 2024 Lease Agreements, please refer to the announcement and circular of the Company dated 29 December 2023 and 9 February 2024, respectively.

For the year ended 31 December 2025, the aggregate rental fees paid or payable by the Lessees to the Lessors under the Lease Agreements were RMB27.5 million.

# 董事會報告書 Directors' Report

## 持續關連交易

下列交易構成須遵守上市規則第十四A章之申報及年度審核規定之本集團截至二零二五年十二月三十一日止年度持續關連交易：

### 1. 交付前物業管理服務

#### (i) 正榮地產交付前物業管理服務

於二零一九年十二月三十一日，本公司與正榮地產訂立交付前物業管理服務框架協議（「正榮地產交付前物業管理服務框架協議」），據此，本集團同意在有關物業交付予業主前，就正榮地產的住宅物業項目提供交付前物業管理服務，包括但不限於安保、清潔、景觀美化、公共區域及共用設施的維修及保養（「正榮地產交付前物業管理服務」），自二零二零年一月一日起至二零二二年十二月三十一日（含首尾兩日）為期三年。

為重續於二零二二年十二月三十一日屆滿的正榮地產交付前物業管理服務框架協議，於二零二二年十一月十五日，本公司與正榮地產就本集團向正榮地產集團提供正榮地產交付前物業管理服務訂立二零二三年交付前物業管理服務協議，自二零二三年一月一日起至二零二五年十二月三十一日（含首尾兩日）為期三年。

## CONTINUING CONNECTED TRANSACTIONS

The following transactions constituted continuing connected transactions of the Group for the year ended 31 December 2025, which are subject to the reporting and annual review requirements under Chapter 14A of the Listing Rules:

### 1. Pre-Delivery Property Management Services

#### (i) Zhenro Properties Pre-Delivery Property Management Services

On 31 December 2019, the Company entered into a pre-delivery property management services framework agreement (the “Zhenro Properties Pre-Delivery Property Management Services Framework Agreement”) with Zhenro Properties, pursuant to which, the Group agreed to provide pre-delivery property management services for its residential property projects before the delivery of such properties to property owners, including but not limited to security, cleaning, landscaping, repair and maintenance of common area and shared facilities (the “Zhenro Properties Pre-Delivery Property Management Services”), for a term of three years from 1 January 2020 to 31 December 2022 (both days inclusive).

In order to renew the Zhenro Properties Pre-Delivery Property Management Services Framework Agreement which would expire on 31 December 2022, the Company and Zhenro Properties entered into the 2023 Pre-Delivery Property Management Services Agreement on 15 November 2022 in relation to the provision of Zhenro Properties Pre-Delivery Property Management Services by the Group to the Zhenro Properties Group, for a term of three years from 1 January 2023 to 31 December 2025 (both days inclusive).

# 董事會報告書

## Directors' Report

截至二零二五年十二月三十一日止年度，正榮地產集團就正榮地產交付前物業管理服務應付本集團的服務費年度上限為人民幣20.0百萬元。截至二零二五年十二月三十一日止年度，正榮地產集團就正榮地產交付前物業管理服務已付／應付本集團的服務費為人民幣2.0百萬元，未超過該年度的年度上限。

### (ii) 歐宗榮先生交付前物業管理服務

於二零二零年六月十八日，本公司與歐宗榮先生訂立交付前物業管理服務框架協議（「歐宗榮先生交付前物業管理服務框架協議」），據此，本集團同意在有關物業交付予業主前，就彼等的住宅物業項目向歐宗榮先生的聯繫人（不包括正榮地產集團，但包括其聯繫人）（「聯繫人」）提供交付前物業管理服務，包括但不限於安保、清潔、景觀美化、公共區域及共用設施的維修及保養（「歐宗榮先生交付前物業管理服務」），期限為自上市日期起至二零二二年十二月三十一日止（含首尾兩日）。

The annual cap for the service fees payable by Zhenro Properties Group to the Group in relation to the Zhenro Properties Pre-Delivery Property Management Services for the year ended 31 December 2025 was RMB20.0 million. The service fees paid/payable by the Zhenro Properties Group to the Group under the Zhenro Properties Pre-Delivery Property Management Services for the year ended 31 December 2025 was RMB2.0 million, which did not exceed the annual cap for the year.

### (ii) Mr. ZR Ou Pre-Delivery Property Management Services

On 18 June 2020, the Company entered into a pre-delivery property management services framework agreement with Mr. ZR Ou (the “**Mr. ZR Ou Pre-Delivery Property Management Services Framework Agreement**”), pursuant to which, the Group agreed to provide to Mr. ZR Ou’s associates (excluding Zhenro Properties Group but including its associates) (the “**Associates**”) pre-delivery property management services for their residential property projects before the delivery of such properties to property owners including but not limited to security, cleaning, landscaping, repair and maintenance of common area and shared facilities (the “**Mr. ZR Ou Pre-Delivery Property Management Services**”), for a term commencing on the Listing Date and ending on 31 December 2022 (both days inclusive).

# 董事會報告書 Directors' Report

於二零二二年十一月十五日，為重續於二零二二年十二月三十一日屆滿的歐宗榮先生交付前物業管理服務框架協議，本公司與歐宗榮先生就提供歐宗榮先生交付前物業管理服務訂立二零二三年歐宗榮先生交付前物業管理服務框架協議，期限為自二零二三年一月一日起至二零二五年十二月三十一日止（含首尾兩日）為期三年。

截至二零二五年十二月三十一日止年度，聯繫人就歐宗榮先生交付前物業管理服務應付本集團的服務費年度上限為人民幣3.0百萬元。截至二零二五年十二月三十一日止年度，聯繫人就歐宗榮先生交付前物業管理服務已付／應付本集團的服務費金額為人民幣1.8百萬元，未超過該年度的年度上限。

## 2. 管理服務

### (i) 正榮地產管理服務

於二零一九年十二月三十一日，本公司與正榮地產訂立管理服務框架協議（「正榮地產管理服務框架協議」），據此，本集團同意向正榮地產集團提供管理及相關服務，包括但不限於為正榮地產集團的住宅物業項目及其展示單位、銷售辦事處及社區俱樂部以及正榮地產集團經營的商業物業提供清潔、景觀美化、禮賓、公共秩序維護、安保服務以及其他相關增值服務（「正榮地產管理服務」），自二零二零年一月一日起至二零二二年十二月三十一日止（含首尾兩日）為期三年。

In order to renew the Mr. ZR Ou Pre-Delivery Property Management Services Framework Agreement which would expire on 31 December 2022, the Company and Mr. ZR Ou entered into the 2023 Mr. ZR Ou Pre-Delivery Property Management Services Framework Agreement on 15 November 2022 in relation to the provision of Mr. ZR Ou Pre-Delivery Property Management Services, for a term of three years from 1 January 2023 to 31 December 2025 (both days inclusive).

The annual cap for the service fees payable by the Associates to the Group in relation to the Mr. ZR Ou Pre-Delivery Property Management Services for the year ended 31 December 2025 was RMB3.0 million. The amount of service fees paid/payable by the Associates to the Group under the Mr. ZR Ou Pre-Delivery Property Management Services for the year ended 31 December 2025 was RMB1.8 million, which did not exceed the annual cap for the year.

## 2. Management Services

### (i) Zhenro Properties Management Services

On 31 December 2019, the Company entered into a management services framework agreement with Zhenro Properties (the “Zhenro Properties Management Services Framework Agreement”), pursuant to which, the Group agreed to provide to Zhenro Properties Group management and related services including but not limited to cleaning, landscaping, concierge, maintenance of public order, security services, and other related value-added services to the residential property projects of Zhenro Properties Group and their display units, sales offices and community clubhouses as well as commercial properties operated by Zhenro Properties Group (the “Zhenro Properties Management Services”), for a term of three years from 1 January 2020 to 31 December 2022 (both days inclusive).

# 董事會報告書

## Directors' Report

為重續於二零二二年十二月三十一日屆滿的正榮地產管理服務框架協議，於二零二二年十一月十五日，本公司與正榮地產就本集團向正榮地產集團提供正榮地產管理服務訂立二零二三年管理服務協議，自二零二三年一月一日起至二零二五年十二月三十一日止（含首尾兩日）為期三年。

截至二零二五年十二月三十一日止年度，正榮地產集團就正榮地產管理服務應付本集團的服務費年度上限為人民幣50.0百萬元。截至二零二五年十二月三十一日止年度，正榮地產集團就正榮地產管理服務已付／應付本集團的服務費金額為人民幣29.4百萬元，未超過該年度的年度上限。

### (ii) 歐宗榮先生管理服務

於二零二零年六月十八日，本公司與歐宗榮先生訂立管理服務框架協議（「歐宗榮先生管理服務框架協議」），據此，本集團同意向聯繫人提供管理及相關服務，包括但不限於為聯繫人的住宅物業項目及其展示單位、銷售辦事處及社區俱樂部以及彼等經營或佔用的商業物業（包括辦公室）及彼等為潛在項目持有的其他物業提供清潔、景觀美化、禮賓、公共秩序維護、安保服務以及其他相關增值服務（「歐宗榮先生管理服務」），期限為自上市日期起至二零二二年十二月三十一日止（含首尾兩日）為期三年。

In order to renew the Zhenro Properties Management Services Framework Agreement which would expire on 31 December 2022, the Company and Zhenro Properties entered into the 2023 Management Services Agreement on 15 November 2022 in relation to the provision of Zhenro Properties Management Services by the Group to the Zhenro Properties Group, for a term of three years from 1 January 2023 to 31 December 2025 (both days inclusive).

The annual cap for the service fees payable by Zhenro Properties Group to the Group in relation to the Zhenro Properties Management Services for the year ended 31 December 2025 was RMB50.0 million. The amount of service fees paid/payable by Zhenro Properties Group to the Group under the Zhenro Properties Management Services for the year ended 31 December 2025 was RMB29.4 million, which did not exceed the annual cap for the year.

### (ii) Mr. ZR Ou Management Services

On 18 June 2020, the Company entered into a management services framework agreement with Mr. ZR Ou (the “Mr. ZR Ou Management Services Framework Agreement”), pursuant to which, the Group agreed to provide to the Associates management and related services including but not limited to cleaning, landscaping, concierge, maintenance of public order, security services, and other related value-added services to the residential property projects of the Associates and their display units, sales offices and community clubhouses as well as commercial properties (including office) operated or occupied by them and other properties held by them for potential projects (the “Mr. ZR Ou Management Services”), for a term of three years from the Listing Date and ending on 31 December 2022 (both days inclusive).

# 董事會報告書

## Directors' Report

於二零二二年十一月十五日，為重續於二零二二年十二月三十一日屆滿的歐宗榮先生管理服務框架協議，本公司與歐宗榮先生就提供歐宗榮先生管理服務訂立二零二三年歐宗榮先生管理服務框架協議，期限為自二零二三年一月一日起至二零二五年十二月三十一日止（含首尾兩日）為期三年。

截至二零二五年十二月三十一日止年度，聯繫人就歐宗榮先生管理服務應付本集團的服務費年度上限為人民幣25.0百萬元。截至二零二五年十二月三十一日止年度，聯繫人就歐宗榮先生管理服務已付／應付本集團的服務費金額為人民幣7.2百萬元，未超過該年度的年度上限。

### 3. 諮詢服務

於二零二一年五月十九日，正榮商業管理與正榮地產訂立諮詢協議（「諮詢協議」），據此，正榮商業管理同意向正榮地產集團提供商業物業運營及諮詢服務（「諮詢服務」），包括但不限於(i)商業物業、辦公樓、公寓及酒店等土地（包括但不限於商業土地研究、商業相關諮詢及研究）的獲取前服務；(ii)為已獲得的商業物業項目（包括但不限於項目定位、業務計劃、店鋪位置、建築設計、機電工程技術優化、租戶招攬及開業計劃、商業租賃計劃、管理費預算及編製租賃文件）提供前期服務；(iii)為已獲得的商業物業項目（包括但不限於租戶招攬、營銷及推廣、開業前服務、工程改造）提供開業籌備服務；(iv)為已開業的物業項目提供管理服務；及(v)專業諮詢服務。諮詢協議有效期為自二零二一年六月二十八日起至二零二二年十二月三十一日止（含首尾兩日）。

In order to renew the Mr. ZR Ou Management Services Framework Agreement which would expire on 31 December 2022, the Company and Mr. ZR Ou entered into the 2023 Mr. ZR Ou Management Services Framework Agreement on 15 November 2022 in relation to the provision of Mr. ZR Ou Management Services, for a term of three years from 1 January 2023 to 31 December 2025 (both days inclusive).

The annual cap for the service fees payable by the Associates to the Group in relation to the Mr. ZR Ou Management Services for the year ended 31 December 2025 was RMB25.0 million. The amount of service fees payable by the Associates to the Group under the Mr. ZR Ou Management Services for the year ended 31 December 2025 was RMB7.2 million, which did not exceed the annual cap for the year.

### 3. Consultancy Services

On 19 May 2021, Zhenro Commercial Management entered into a consultancy agreement with Zhenro Properties (the “Consultancy Agreement”) pursuant to which Zhenro Commercial Management agreed to provide commercial property operational and consultancy services (the “Consultancy Services”) to Zhenro Properties Group, including but not limited to: (i) pre-acquisition services in respect of land for commercial properties, office buildings, apartments and hotels (including but not limited to commercial land researches, commercial related consultancy and studies); (ii) early-stage services for commercial property projects having been obtained (including but not limited to project positioning, business planning, store location, architectural design, optimisation of mechanical and electrical engineering technology, planning for tenant sourcing and opening, commercial lease planning, management fee estimation and preparation of lease documents); (iii) opening preparation services for commercial property projects having been obtained (including but not limited to tenant sourcing, marketing and promotion, pre-opening services, and renovation construction); (iv) management services for property projects that have commenced operations; and (v) specialised consultancy services. The Consultancy Agreement had a term from 28 June 2021 to 31 December 2022 (both days inclusive).

# 董事會報告書

## Directors' Report

為重續於二零二二年十二月三十一日屆滿的諮詢協議，於二零二二年十一月十五日，正榮商業管理與正榮地產就正榮商業集團向正榮地產集團提供諮詢服務訂立二零二三年諮詢服務協議（「二零二三年諮詢協議」），有效期為自二零二三年一月一日起至二零二五年十二月三十一日止（含首尾兩日）。

截至二零二五年十二月三十一日止年度，正榮地產集團就諮詢服務應付本集團的服務費年度上限為人民幣15.0百萬元。截至二零二五年十二月三十一日止年度，本集團與正榮地產集團未發生諮詢服務。

歐宗榮先生為正榮地產的控股股東，其家庭成員（即歐國偉先生及歐國強先生）為本公司的主要股東。因此，歐宗榮先生、聯繫人及正榮地產集團為本公司的關連人士。

因此，根據上市規則第14章及第14A章，二零二四年正榮地產交付前物業管理服務框架協議、二零二四年歐宗榮先生交付前物業管理服務框架協議、二零二四年正榮地產管理服務框架協議、二零二四年歐宗榮先生管理服務框架協議及二零二四年諮詢協議下的交易構成本公司的持續關連交易。

根據上市規則第14A.55條，所有獨立非執行董事均已審閱並確認上述持續關連交易乃：(i)於本集團正常及日常業務過程中訂立；(ii)按正常商業條款或更佳條款訂立；及(iii)根據規管該等交易的有關協議按公平合理的條款訂立，且符合股東的整體利益。

In order to renew the Consultancy Agreement which would expire on 31 December 2022, Zhenro Commercial Management and Zhenro Properties entered into the 2023 Consultancy Services Agreement on 15 November 2022 in relation to the provision of Consultancy Services by the Zhenro Commercial Group to the Zhenro Properties Group (the “2023 Consultancy Agreement”), for a term from 1 January 2023 to 31 December 2025 (both days inclusive).

The annual cap for the service fees payable by Zhenro Properties Group to the Group in relation to the Consultancy Services for the year ended 31 December 2025 was RMB15.0 million. There were no Consultancy Services between the Group and Zhenro Properties Group for the year ended 31 December 2025.

Mr. ZR Ou is the controlling shareholder of Zhenro Properties and his family members (namely Mr. Ou Guowei and Mr. Ou Guoqiang) are the substantial shareholders of the Company. Thus, Mr. ZR Ou, the Associates, and the Zhenro Properties Group are connected persons of the Company.

Accordingly, the transactions under the 2024 Zhenro Properties Pre-Delivery Property Management Services Framework Agreement, the 2024 Mr. ZR Ou Pre-Delivery Property Management Services Framework Agreement, the 2024 Zhenro Properties Management Services Framework Agreement, the 2024 Mr. ZR Ou Management Services Framework Agreement and the 2024 Consultancy Agreement constitutes continuing connected transactions for the Company under Chapters 14 and 14A of the Listing Rules.

Pursuant to Rule 14A.55 of the Listing Rules, all independent non-executive Directors have reviewed and confirmed that the above continuing connected transactions have been entered into (i) in the ordinary and usual course of business of the Group; (ii) on normal commercial terms or better; and (iii) according to the relevant agreements governing the transactions on terms that are fair and reasonable and in the interests of the Shareholders as a whole.

# 董事會報告書

## Directors' Report

就上市規則第14A.56條而言，本公司的核數師已向董事會遞交函件，確認並無注意到任何事項使其相信上述持續關連交易：(i)未獲董事會批准；(ii)在所有重大方面未根據本集團的定價政策訂立；(iii)在所有重大方面未根據規管該等交易的有關協議訂立；及(iv)已超過相關年度上限。

除上文所披露者外，於截至二零二五年十二月三十一日止年度，本集團並未訂立任何根據上市規則須於本年報披露的其他關連交易或持續關連交易。

### 關聯方交易

截至二零二五年十二月三十一日止年度，本集團的關聯方交易詳情載於綜合財務報表附註30。

載於綜合財務報表附註30之關聯方交易包括根據會計準則披露之關聯方交易及根據上市規則第十四A章亦構成本公司的持續關連交易之部分關聯方交易。關於本公司董事及最高行政人員之薪酬的關聯方交易已構成上市規則第十四A章所界定的持續關連交易。然而，根據上市規則第十四A章，這些交易可豁免申報、公告及獨立股東批准規定。關於本公司主要管理人員（董事和最高行政人員除外）報酬的關聯方交易並未落入上市規則第十四A章所界定的關連交易或持續關連交易。除本年報「關連交易」及「持續關連交易」一節所披露者外，董事認為，綜合財務報表附註30所載所有其他關聯方交易並不屬於上市規則第十四A章下「關連交易」或「持續關連交易」（視情況而定）的定義。本公司確認其於截至二零二五年十二月三十一日止年度已遵守上市規則第十四A章的披露規定。

For the purpose of Rule 14A.56 of the Listing Rules, the auditor of the Company has provided a letter to the Board, confirming that nothing has come to their attention that causes them to believe that the continuing connected transactions mentioned above (i) have not been approved by the Board; (ii) were not entered into, in all material respects, in accordance with the pricing policies of the Group; (iii) were not entered into, in all material respects, in accordance with the relevant agreements governing such transactions; and (iv) have exceeded the respective annual cap.

Save as disclosed above, for the year ended 31 December 2025, the Group had not entered into any other connected transactions or continuing connected transactions which are required to be disclosed in this annual report pursuant to the Listing Rules.

### RELATED PARTY TRANSACTIONS

Details of the related party transactions of the Group for the year ended 31 December 2025 are set out in note 30 to the consolidated financial statements.

The related party transactions set out in note 30 to consolidated financial statements include related party transactions disclosed under accounting standards and some of related party transactions which also constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules. The related party transactions in respect of the remuneration of Directors and chief executives of the Company constitute continuing connected transactions as defined in Chapter 14A of the Listing Rules. However, these transactions are exempt from reporting, announcement and independent shareholders' approval requirements under Chapter 14A of the Listing Rules. The related party transactions in respect of the remuneration of key management personnel (other than directors and chief executives) of the Company did not fall under the definition of connected transactions or continuing connected transactions as defined in Chapter 14A of the Listing Rules. Save as disclosed under the sections headed "Connected Transactions" and "Continuing Connected Transactions" in this annual report, the Directors believe, all other related party transactions set out in Note 30 to the consolidated financial statements do not fall within the definition of "connected transactions" or "continuing connected transactions" under Chapter 14A of the Listing Rules (as the case may be). The Company confirmed that it was in compliance with the disclosure requirements in Chapter 14A of the Listing Rules for the year ended 31 December 2025.

# 董事會報告書 Directors' Report

## 控股股東合約

除本年報「關連交易」、「持續關連交易」、「關聯方交易」及「管理層討論及分析」以及綜合財務報表附註30所披露者外，截至二零二五年十二月三十一日止年度，本公司或其任何附屬公司概無與控股股東或彼等各自的任何緊密聯繫人訂立重大合約且概無有關合約於年底存續，截至二零二五年十二月三十一日止年度，亦無就控股股東或其任何附屬公司向本公司或彼等各自的任何緊密聯繫人提供服務而訂立重大合約且概無有關合約於年底存續。

上文有關本年報其他章節、報告或附註的所有提述，構成本報告的一部分。

承董事會命  
董事會主席  
劉偉亮

香港，二零二六年三月二十五日

## CONTRACTS WITH CONTROLLING SHAREHOLDERS

Other than disclosed in the sections headed “Connected Transactions”, “Continuing Connected Transactions”, “Related Party Transactions” and “Management Discussion and Analysis” and note 30 to the consolidated financial statements contained in this annual report, no contract of significance was entered into between the Company or any of its subsidiaries and the Controlling Shareholders or any of their respective close associates during the year ended 31 December 2025 or subsisted at the end of the year and no contract of significance for the provision of services by a Controlling Shareholder or any of its subsidiaries to the Company or any of their respective close associates was entered into during the year ended 31 December 2025 or subsisted at the end of the year.

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

By order of the Board  
Liu Weiliang  
Chairman of the Board

Hong Kong, 25 March 2026

# 企業管治報告

## Corporate Governance Report

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

報告期內，本公司已遵守企業管治守則中載列的所有適用守則條文。董事會將繼續檢討及監察本公司的常規，以遵守企業管治守則及維持本公司高水準的企業管治常規。

### 董事會

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

董事會將不時根據現況檢討董事會架構及組成，以保持本公司的高水準企業管治慣例。

董事會具備適合本公司業務需要的技能和經驗。本公司亦已採納董事會多元化政策，其中載列實現董事會多元化的目標及方法。

於報告期內及直至本年報日期，董事會由兩名執行董事、兩名非執行董事及三名獨立非執行董事組成。

截至二零二五年十二月三十一日止年度及直至本年報日期，董事會的構成如下：

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

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

### BOARD OF DIRECTORS

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

The Board will review the structure and composition of the Board from time to time in light of prevailing circumstances, in order to maintain a high standard of corporate governance practices of the Company.

The Board has a balance of skills and experience appropriate for the requirements of the business of the Company. The Company has also adopted a board diversity policy which sets out the objective and approach to achieve diversity of the Board.

During the Reporting Period and up to the date of this annual report, the Board comprises two executive Directors, two non-executive Director and three independent non-executive Directors.

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

# 企業管治報告

## Corporate Governance Report

		委任日期 Date of appointment	現時任期 Current term of appointment
<b>執行董事</b>	<b>Executive Directors</b>		
鄧歷先生 (行政總裁)	Mr. Deng Li ( <i>Chief Executive Officer</i> )	二零二三年 七月一日 1 July 2023	3年 3 years
王威先生	Mr. Wang Wei	二零二三年 七月一日 1 July 2023	3年 3 years
<b>非執行董事</b>	<b>Non-executive Directors</b>		
劉偉亮先生 (主席)	Mr. Liu Weiliang ( <i>Chairman</i> )	二零二二年 十一月十一日 11 November 2022	3年 3 years
王志明先生	Mr. Wang Zhiming	二零二五年 七月一日 1 July 2025	3年 3 years
<b>獨立非執行董事</b>	<b>Independent non-executive Directors</b>		
歐陽寶豐先生 (於二零二六年一月二十八日辭任)	Mr. Au Yeung Po Fung ( <i>resigned on 28 January 2026</i> )	—	—
張偉先生 (於二零二五年九月一日辭任)	Mr. Zhang Wei ( <i>resigned on 1 September 2025</i> )	—	—
魏琴女士	Ms. Wei Qin	二零二四年 十二月三十一日 31 December 2024	3年 3 years
鄭屹磊先生	Mr. Zheng Yilei	二零二五年 九月一日 1 September 2025	3年 3 years
徐沫先生	Mr. Xu Mo	二零二六年 一月二十八日 28 January 2026	3年 3 years

董事履歷載於本年報第30至36頁。

The biographies of the Directors are set out on pages 30 to 36 of this annual report.

董事會成員與本公司其他董事會成員及行政總裁之間，並無存有任何關係，包括財務、業務、家屬或其他重大／相關的關係。

There are no relationships, including financial, business, family or other material/relevant relationships, between the Board members and the other Board members and the chief executive officer of the Company.

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

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

# 企業管治報告

## Corporate Governance Report

各執行董事（即鄧歷先生及王威先生）已於二零二三年七月一日與本公司訂立服務合約，且非執行董事及各獨立非執行董事已各自訂立委任函。該等服務合約及委任函的主要詳情為(a)最初固定任期自二零二三年七月一日（就執行董事而言）、二零二二年十一月十一日及二零二五年七月一日（就非執行董事而言）、二零二四年十二月三十一日，二零二五年九月一日及二零二六年一月二十八日（就獨立非執行董事而言）起計為期三年，且非執行董事劉偉亮先生已於二零二五年十一月十一日與本公司續訂委任函，非執行董事王志明先生已於二零二五年七月一日與本公司訂立委任函，獨立非執行董事魏琴女士，鄭屹磊先生及徐沫先生已分別於二零二四年十二月三十一日，二零二五年九月一日及二零二六年一月二十八日與本公司訂立委任函，為期三年；及(b)可根據彼等各自的條款予以終止。服務合約及委任函可根據組織章程細則及適用規章續訂。

截至二零二五年十二月三十一日止年度，向董事應付的薪酬總額（包括袍金、薪金、退休金計劃供款、以股份為基礎的薪酬開支、酌情花紅、住房及其他津貼以及其他實物福利）約為人民幣2.9百萬元。

董事及高級管理層薪酬乃經參考可資比較公司所支付的薪金、董事需付出的時間及職責以及本集團的業績予以釐定。二零二五年度董事及高級管理層薪酬詳情載於綜合財務報表附註8及9。此外，根據企業管治守則之守則條文第E.1.5，截至二零二五年十二月三十一日止年度，高級管理層成員年度薪酬按範圍載列如下：

Each of the executive Directors, namely Mr. Deng Li and Mr. Wang Wei, has entered into a service contract with the Company on 1 July 2023, the non-executive Director and each of the independent non-executive Directors has entered into their respective letters of appointment. The principal particulars of these service contracts and the letters of appointment are (a) for an initial fixed term of three years commencing from 1 July 2023 (for the executive Directors), 11 November 2022 and 1 July 2025 (for the non-executive Directors), 31 December 2024, 1 September 2025, 28 January 2026 (for the independent non-executive Directors), and the letter of appointment of Mr. Liu Weiliang, a non-executive Director, was renewed with the Company on 11 November 2025, Mr. Wang Zhiming, a non-executive Director, has entered into a letter of appointment with the Company on 1 July 2025, and the independent non-executive Directors, namely Ms. Wei Qin, Mr. Zheng Yilei and Mr. Xu Mo, have entered into a letter of appointment with the Company for a term of three years commencing from 31 December 2024, 1 September 2025 and 28 January 2026 respectively; and (b) are subject to termination in accordance with their respective terms. The service contracts and letters of appointment may be renewed in accordance with the Articles of Association and the applicable rules.

The aggregate remuneration (including fees, salaries, contributions to pension schemes, share-based compensation expenses, discretionary bonuses, housing and other allowances and other benefits in kind) payable to the Directors for the year ended 31 December 2025 was approximately RMB2.9 million.

The remuneration of the Directors and senior management is determined with reference to salaries paid by comparable companies, time commitment and responsibilities of the Directors and performance of the Group. Details of the remuneration of the Directors and senior management for 2025 are set out in notes 8 and 9 to the consolidated financial statements. In addition, pursuant to code provision E.1.5 of the Corporate Governance Code, the annual remuneration of members of the senior management by band for the year ended 31 December 2025 is set out below:

按範圍劃分之高級管理層薪酬	Remuneration to the senior management by band	高級管理層人數 Number of senior management
500,001港元至1,000,000港元	HK\$500,001 to HK\$1,000,000	1
<b>總計</b>	<b>Total</b>	<b>1</b>

# 企業管治報告

## Corporate Governance Report

截至二零二五年十二月三十一日止年度，本集團並無向董事或五位最高薪酬人士支付任何酬金，作為加入本集團或加入本集團後的獎勵或作為離職補償。

截至二零二五年十二月三十一日止年度，本公司共有三名獨立非執行董事，符合上市規則所規定獨立非執行董事人數須佔董事會成員人數至少三分之一且不得少於三人。

參考上市規則第3.13條所載的因素，本公司已收到來自各獨立非執行董事對其獨立性發出的書面確認，且認為彼等均為獨立。

董事可獲公司秘書提供服務，以確保董事會程序得到遵守。截至二零二五年十二月三十一日止年度，王奕先生及練少娥女士為我們的聯席公司秘書。王先生已於二零二三年八月一日獲聯交所確認符合上市規則第3.28條及8.17條規定出任本公司公司秘書的資格。練女士亦擁有上市規則第3.28條要求的公司秘書相關資格。練女士於本公司的主要聯繫人為王奕先生。

為遵守上市規則第3.29條的規定，截至二零二五年十二月三十一日止年度，王先生及練女士均已進行不少於15小時的相關專業培訓。

練少娥女士自2026年3月26日起辭任本公司的聯席公司秘書。

During the year ended 31 December 2025, no remuneration was paid by the Group to the Directors or the five highest paid individuals as an inducement to join or upon joining the Group or as a compensation for loss of office.

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

The Company has received a written confirmation of independence from each of the independent non-executive Directors with reference to the factors set out under Rule 3.13 of the Listing Rules, and considers them to be independent.

The Directors have access to the services of the company secretary to ensure that the Board procedures are followed. During the year ended 31 December 2025, Mr. Wang Yi and Ms. Lin Sio Ngo are our joint company secretaries. Mr. Wang has been confirmed by the Stock Exchange to be qualified to act as the company secretary of the Company under Rules 3.28 and 8.17 of the Listing Rules on 1 August 2023. Ms. Lin also possesses the relevant qualifications as a company secretary as required under Rule 3.28 of the Listing Rules. Ms. Lin's primary contact person at the Company was Mr. Wang Yi.

In compliance with Rule 3.29 of the Listing Rules, Mr. Wang and Ms. Lin Sio Ngo have undertaken no less than 15 hours of relevant professional training during the year ended 31 December 2025.

Ms. Lin Sio Ngo resigned as the joint company secretary of the Company with effect from 26 March 2026.

# 企業管治報告

## Corporate Governance Report

各董事於首次獲委任時，本公司已安排全面入職培訓，確保其對本公司的運營及業務有適當的了解，且充分知悉董事於上市規則及其他相關法定要求項下的責任。

董事應參與適當的持續專業發展，以拓展及更新其知識與技能，培訓內容應涵蓋以下主題：

- (a) 董事會、其委員會及其董事的角色、職能與責任，以及董事會的運作成效；
- (b) 本公司根據香港法例及上市規則所須履行的責任，以及董事根據相關法例及上市規則須承擔的職責，以及與履行該等責任和職責相關的重要法律及監管發展（包括上市規則的更新）；
- (c) 企業管治及ESG事項（包括與本公司及其業務相關的可持續發展或氣候相關風險及機遇方面的發展）；
- (d) 風險管理及內部監控；及
- (e) 與本公司相關的特定行業發展、業務趨勢及策略的最新情況。

本集團將定期舉辦研討會，及時向董事提供上市規則及其他相關法律法規的最新發展及變動。我們將安排內部簡報會供董事參與，並在適當情況下向董事提供相關主題的閱讀材料。我們鼓勵全體董事參加相關培訓課程，費用由本公司承擔。

董事確認已遵守上市規則有關董事培訓的規定，並已向本公司提交其所接受培訓的記錄。全體董事均通過以下方式參與持續專業發展，以拓展及更新其知識。

On the first occasion of each Director's appointment, the Company has arranged a comprehensive induction to ensure that he/she has a proper understanding of the Company's operations and business and is fully aware of the director's responsibilities under the Listing Rules and other relevant statutory requirements.

Directors should participate in appropriate continuing professional development to develop and refresh their knowledge and skills, which shall cover the following topics:

- (a) the roles, functions and responsibilities of the Board, its committees and its Directors, and Board effectiveness;
- (b) the Company's obligations and the Directors' duties under Hong Kong law and the Listing Rules, and key legal and regulatory developments (including Listing Rule updates) relevant to the discharge of such obligations and duties;
- (c) corporate governance and ESG matters (including developments on sustainability or climate-related risks and opportunities relevant to the Company and its business);
- (d) risk management and internal controls; and
- (e) updates on industry-specific developments, business trends and strategies relevant to the Company.

The Group will organize seminars regularly to provide Directors with the latest development and changes of Listing Rules and other relevant laws and regulations in a timely manner. Internally-facilitated briefings for Directors would be arranged and reading materials on relevant topics would be provided to Directors where appropriate. All Directors are encouraged to attend relevant training courses at the Company's expenses.

The Directors confirmed that they have complied with the Listing Rules on Directors' training and have provided a record of the training they received to the Company. All Directors have participated in continuous professional development by the following means to develop and refresh their knowledge.

# 企業管治報告

## Corporate Governance Report

截至二零二五年十二月三十一日止年度，董事參與持續專業發展情況如下表所示：

During the year ended 31 December 2025, Directors' participation in continuous professional development is set out in the table below:

		參與持續專業發展 <sup>附註1</sup>
		Participated in continuous professional development <sup>Note 1</sup>
<b>執行董事</b>	<b>Executive Directors</b>	
鄧歷先生	Mr. Deng Li	✓
王威先生	Mr. Wang Wei	✓
<b>非執行董事</b>	<b>Non-executive Director</b>	
劉偉亮先生	Mr. Liu Weiliang	✓
王志明先生 (於二零二五年七月一日獲委任)	Mr. Wang Zhiming (appointed on 1 July 2025)	✓
<b>獨立非執行董事</b>	<b>Independent Non-executive Directors</b>	
歐陽寶豐先生 (於二零二六年一月二十八日辭任)	Mr. Au Yeung Po Fung (resigned on 28 January 2026)	✓
張偉先生 (於二零二五年九月一日辭任)	Mr. Zhang Wei (resigned on 1 September 2025)	✓
魏琴女士	Ms. Wei Qin	✓
鄭屹磊先生 (於二零二五年九月一日獲委任)	Mr. Zheng Yilei (appointed on 1 September 2025)	✓

註：

Note:

1. 出席簡介會、培訓或研討會及閱讀材料

1. Attended briefings, trainings or seminars and read materials

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

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

董事會截至二零二五年十二月三十一日止年度舉行四次會議，以審核及批准本公司及其附屬公司截至二零二四年十二月三十一日止年度的經審核年度業績；審核及批准本公司及其附屬公司截至二零二五年六月三十日止六個月的中期業績；審核及批准董事會成員變更；討論並委任核數師及討論並審核公司戰略發展方略。

The Board held four meetings during the year ended 31 December 2025 for reviewing and approving the audited annual results of the Company together with its subsidiaries for the year ended 31 December 2024; the interim results of the Company together with its subsidiaries for the six months ended 30 June 2025; and the change of the members of the Board; for discussing and appointing the auditor; and for discussing and reviewing the strategic development framework of the Company.

# 企業管治報告

## Corporate Governance Report

企業管治守則的守則條文第F.2.2條規定，董事會應負責與股東持續保持對話，尤其是藉股東週年大會與股東溝通。

Code provision F.2.2 of the Corporate Governance Code requires that the board of directors should obtain communication with the shareholders, especially through participation in the annual general meeting.

本集團於二零二五年六月二十日舉行股東週年大會，所有董事會成員均參與了本次會議。

The Group held the annual general meeting on 20 June 2025, and all Board members attended the meeting.

下表載列於截至二零二五年十二月三十一日止年度各董事出席董事會會議、股東週年大會及股東特別大會的詳情。

The table below sets out details of the attendance of each of the Directors at the Board meetings, the annual general meeting and extraordinary general meeting during the year ended 31 December 2025.

		出席／應出席 董事會會議次數 Attended/ Eligible to attend Board meeting	出席／應出席 股東大會次數 Attended/ Eligible to attend general meeting
<b>執行董事</b>	<b>Executive Directors</b>		
鄧歷先生 (行政總裁)	Mr. Deng Li ( <i>Chief Executive Officer</i> )	4/4	1/1
王威先生	Mr. Wang Wei	4/4	1/1
<b>非執行董事</b>	<b>Non-executive Director</b>		
劉偉亮先生 (主席)	Mr. Liu Weiliang ( <i>Chairman</i> )	4/4	1/1
王志明先生 (於二零二五年七月一日獲委任)	Mr. Wang Zhiming ( <i>appointed on 1 July 2025</i> )	3/3	0/0
<b>獨立非執行董事</b>	<b>Independent Non-executive Directors</b>		
歐陽寶豐先生 (於二零二六年一月二十八日辭任)	Mr. Au Yeung Po Fung ( <i>resigned on 28 January 2026</i> )	4/4	1/1
張偉先生 (於二零二五年九月一日辭任)	Mr. Zhang Wei ( <i>resigned on 1 September 2025</i> )	3/3	1/1
魏琴女士	Ms. Wei Qin	4/4	1/1
鄭屹磊先生 (於二零二五年九月一日獲委任)	Mr. Zheng Yilei ( <i>appointed on 1 September 2025</i> )	1/1	0/0
徐沫先生 (於二零二六年一月二十八日獲委任)	Mr. Xu Mo ( <i>appointed on 28 January 2026</i> )	0/0	0/0

截至二零二五年十二月三十一日止年度，本公司主席與獨立非執行董事舉行一次會議，其他董事均未出席。

The chairman of the Company held a meeting with the independent non-executive Directors during the year ended 31 December 2025 without the other Directors present.

# 企業管治報告

## Corporate Governance Report

### 企業管治職能

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

### 董事委員會

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

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

### 審計委員會

本公司根據上市規則第3.21條及企業管治守則成立審計委員會並訂明其書面職權範圍。審計委員會包括三名成員，即獨立非執行董事魏琴女士及鄭屹磊先生（於二零二五年九月一日獲委任）以及非執行董事劉偉亮先生。魏琴女士為審計委員會主席，魏琴女士具有上市規則第3.10(2)條所要求的適當專業資格或相關財務管理專長。

審計委員會的主要職責包括但不限於：(i) 檢討及監督本集團的財務報告程序、內部監控系統、風險管理及內部審核；(ii) 向董事會提供建議及意見；(iii) 履行董事會可能分配的其他職責；(iv) 審核本公司的財務報表；及(v) 履行本公司的企業管治職能，旨在遵守企業管治守則所載企業管治報告的披露規定。

### CORPORATE GOVERNANCE FUNCTIONS

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

### BOARD COMMITTEES

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

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

### Audit Committee

The Company has established the Audit Committee with written terms of reference in compliance with Rule 3.21 of the Listing Rules and the Corporate Governance Code. The Audit Committee consists of three members, namely Ms. Wei Qin and Mr. Zheng Yilei (appointed on 1 September 2025), independent non-executive Directors, and Mr. Liu Weiliang, non-executive Director. Ms. Wei Qin is the chairman of the Audit Committee. Ms. Wei Qin has the appropriate professional qualifications or related financial management expertise as required under Rule 3.10(2) of the Listing Rules.

The primary duties of the Audit Committee include, but are not limited to, (i) reviewing and supervising financial reporting process, internal control system, risk management and internal audit of the Group; (ii) providing recommendations and advices to the Board; (iii) performing other duties and responsibilities as may be assigned by the Board; (iv) reviewing the Company's financial statement; and (v) performing the Company's corporate governance functions in order to comply with the disclosure requirements in the corporate governance report set out in the Corporate Governance Code.

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報告期內，審計委員會曾舉行3次會議及審計委員會成員的出席記錄載於下表：

During the Reporting Period, 3 meetings of the Audit Committee were held and the attendance record of the Audit Committee members is set out in the table below:

	出席／應出席 會議次數 Attended/Eligible to attend
張偉先生 (於二零二五年九月一日辭任)	Mr. Zhang Wei (resigned on 1 September 2025) 2/2
魏琴女士 (主席)	Ms. Wei Qin (Chairwoman) 3/3
劉偉亮先生	Mr. Liu Weiliang 3/3
鄭屹磊先生 (於二零二五年九月一日獲委任)	Mr. Zheng Yilei (appointed on 1 September 2025) 1/1

截至二零二五年十二月三十一日止年度，審計委員會已檢討財務報告系統、合規程序、內部監控 (包括資源的充足性、員工資格及經驗、本公司會計及財務報告部門的培訓計劃及預算)、風險管理系統、本公司內部審核職能的有效性以及流程以及重新委任外部核數師。董事會並未偏離審計委員會就外部核數師的甄選、委任、辭職或解僱所提出的任何建議。

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

審計委員會亦審閱本公司及其附屬公司於中期及財政年度的中期及年度業績，以及外部核數師就審計過程中的會計事項及主要調查結果而編製的審計報告。

The Audit Committee also reviewed interim and annual results of the Company and its subsidiaries for the interim period and the fiscal year as well as the audit report prepared by the external auditor relating to accounting issues and major findings in the course of audit.

### 提名委員會

本公司根據企業管治守則成立提名委員會並訂明其書面職權範圍。提名委員會包括三名成員，即獨立非執行董事鄭屹磊先生 (於二零二五年九月一日獲委任) 及魏琴女士以及非執行董事劉偉亮先生。劉偉亮先生為提名委員會主席。

### Nomination Committee

The Company established the Nomination Committee with written terms of reference in compliance with the Corporate Governance Code. The Nomination Committee consists of three members, namely Mr. Zheng Yilei (appointed on 1 September 2025) and Ms. Wei Qin, independent non-executive Directors, and Mr. Liu Weiliang, non-executive Director. Mr. Liu Weiliang is the chairman of the Nomination Committee.

提名委員會的主要職責包括但不限於(i)每年至少檢討一次董事會的結構、規模及組成 (包括技能、知識、經驗以及多元化角度)，協助董事會編製董事會技能表，並就董事會組成的任何建議變動向董事會提出建議，以配合本公司的企業策略；(ii)物色、選擇提名董事的人選或向董事會推

The primary duties of the Nomination Committee include, but are not limited to, (i) reviewing the structure, size and composition of the Board (including the skills, knowledge, experience and diversity of perspective) of the Board at least annually, assist the Board in maintaining a board skills matrix, and making recommendations to the Board regarding any proposed changes to the composition of the Board to complement the Company's corporate strategy; (ii) identifying, selecting or making recommendations to the Board on the

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薦有關人選的選擇，並確保董事會成員的多元化；(iii)評估獨立非執行董事的獨立性；(iv)就董事委任、續聘及罷免以及董事（尤其是主席及最高行政人員）繼任計劃的有關事宜向董事會提出建議；及(v)檢討董事會多元化政策（「董事會多元化政策」），包括董事會不時為執行董事會多元化政策而制定的可計量目標及達標程度及支援公司定期評估董事會表現。

報告期內，提名委員會曾舉行3次會議及提名委員會成員的出席記錄載於下表：

selection of individuals nominated for directorship, and ensuring the diversity of the Board members; (iii) assessing the independence of the independent non-executive Directors; (iv) making recommendations to the Board on relevant matters relating to the appointment, re-appointment and removal of the Directors and succession planning for the Directors (in particular the chairman and chief executive); and (v) reviewing the policy of the board diversity (the “Board Diversity Policy”), including any measurable objectives for implementing such Board Diversity Policy as may be adopted by the Board from time to time, and the progress on achieving the objective and to support the Company’s regular evaluation of the Board’s performance.

During the Reporting Period, 3 meetings of the Nomination Committee were held and the attendance record of the Nomination Committee members is set out in the table below:

	出席／應出席 會議次數 Attended/Eligible to attend
劉偉亮先生 (主席)	3/3
歐陽寶豐先生 (於二零二五年九月一日辭任)	3/3
魏琴女士	3/3
鄭屹磊先生 (於二零二五年九月一日獲委任)	0/0

截至二零二五年十二月三十一日止年度，提名委員會已檢討提名政策及董事會多元化政策；評估獨立非執行董事的獨立性；及就於股東週年大會上委任董事及高級管理層以及重選退任董事向董事會提出建議。截至二零二五年十二月三十一日止年度，王志明先生及鄭屹磊先生獲委任為非執行董事，分別自二零二五年七月一日及二零二五年九月一日起生效。王志明先生及鄭屹磊先生分別於二零二五年六月二十五日及二零二五年九月一日取得上市規則第3.09D條所指的意見，而王志明先生及鄭屹磊先生確證明白其作為本公司董事的責任。

截止本報告日，徐沫先生獲委任為獨立非執行董事，自二零二六年一月二十八日起生效。徐沫先生於二零二六年一月二十八日取得上市規則第3.09D條所指的意見，而徐沫先生確證明白其作為本公司董事的責任。

During the year ended 31 December 2025, the Nomination Committee has reviewed the nomination policy and the Board Diversity Policy; assessed the independence of independent non-executive Directors; and made recommendation to the Board in relation to appointment of the Directors and senior management and re-election of retiring Directors at the annual general meeting. During the year ended 31 December 2025, Mr. Wang Zhiming and Mr. Zheng Yilei were appointed as non-executive Directors with effect on 1 July 2025 and 1 September 2025 respectively. Mr. Wang Zhiming and Mr. Zheng Yilei obtained the legal advice referred to in Rule 3.09D of the Listing Rules on 25 June 2025 and 1 September 2025 respectively, and Mr. Wang Zhiming and Mr. Zheng Yilei confirmed that they understood their obligations as a director of the Company.

As of the date of this report, Mr. Xu Mo was appointed as an independent non-executive director with effect on 28 January 2026. Mr. Xu Mo obtained the legal advice referred to in Rule 3.09D of the Listing Rules on 28 January 2026, and Mr. Xu Mo confirmed that he understood his obligations as a director of the Company.

# 企業管治報告

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### 董事的時間投入與貢獻評估

提名委員會已根據以下因素，評估董事於報告期間對董事會的時間投入與貢獻：

- (a) 其他上市公司的董事職務及／或其他重大外部職務：所有非執行董事及獨立非執行董事已持續向董事會披露其於香港上市公司擔任的其他董事職務，以及任何其他重大職務。於二零二五年十二月三十一日，概無董事同時於超過六家其他香港上市公司擔任其他上市公司董事職務。
- (b) 出席紀錄：所有董事於報告期間的任期內，均已出席所有董事會及董事委員會會議；
- (c) 職責與技能：董事能夠憑藉其職責與技能，對董事會作出有效貢獻。

鑒於以上所述，提名委員會認為，董事能夠投入充足時間處理本公司的事務，而不會因其他上市公司的業務而過度繁忙。

### 薪酬委員會

本公司根據上市規則第3.25條及企業管治守則成立薪酬委員會並訂明其書面職權範圍。於本報告日期，薪酬委員會包括三名成員，即獨立非執行董事徐沫先生（於二零二六年一月二十八日獲委任）及魏琴女士以及非執行董事王志明先生。獨立非執行董事徐沫先生獲委任為薪酬委員會主席。

薪酬委員會的主要職責包括但不限於(i)訂立與檢討本集團有關董事及高級管理層薪酬的政策及架構，就制定有關薪酬政策設立正式及透明的程序，並就此向董事提供建議；(ii)釐定各董事及高級管理層成員的具體薪酬待遇條款；(iii)參考董事不時決議的公司目標及宗旨檢討及審批績效薪酬；及(iv)審閱及／或批准上市規則第17章所述有關股份計劃的事宜。

### Directors' Time Commitment and Contribution Assessment

The Nomination Committee has assessed the Directors' time commitment and contribution to the Board for the Reporting Period based on the following factors:

- (a) Other Listed Directorships and/or Other Significant External Commitments: All Non-executive Directors and Independent Non-executive Directors have continuously disclosed to the Board their other directorships held in Hong Kong listed companies, as well as any other significant commitments. As at 31 December 2025, none of the Directors concurrently holds more than six other listed company directorships in other listed companies in Hong Kong.
- (b) Attendance record: All Directors have attended all Board and Board Committee meetings during his/her tenure during the Reporting Period;
- (c) Responsibilities and Skills: Directors are able to contribute effectively to the Board through their responsibilities and skills.

In view of the above, the Nomination Committee believes that the Directors are able to devote sufficient time to the affairs of the Company without being over-occupied with the business of other listed companies.

### Remuneration Committee

The Company established the Remuneration Committee with written terms of reference in compliance with Rule 3.25 of the Listing Rules and the Corporate Governance Code. As of the date of this report, the Remuneration Committee consists of three members, namely Mr. Xu Mo (appointed on 28 January 2026) and Ms. Wei Qin, independent non-executive Directors, and Mr. Wang Zhiming, non-executive Director. Mr. Xu Mo, the independent non-executive Director, has been appointed as the chairman of the Remuneration Committee.

The primary duties of the Remuneration Committee include, but are not limited to (i) establishing, and reviewing the Group's policy and structure concerning remuneration of the Directors and senior management, establishing a formal and transparent procedure for developing policies concerning such remuneration policies and making recommendations thereon to the Board; (ii) determining the terms of the specific remuneration package of each Director and senior management member; (iii) reviewing and approving performance-based remuneration by reference to corporate goals and objectives resolved by the Directors from time to time; and (iv) reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules.

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薪酬委員會已於其職權範圍中採納企業管治守則的守則條文第E.1.2(c)(ii)條所述的標準。

報告期內，薪酬委員會曾舉行3次會議及薪酬委員會成員的出席記錄載於下表：

董事	Directors	出席／應出席 會議次數 Attended/Eligible to attend
歐陽寶豐先生 (主席) (於二零二六年一月二十八日辭任)	Mr. Au Yeung Po Fung (Chairman) (resigned on 28 January 2026)	3/3
徐沫先生 (主席) (於二零二六年一月二十八日獲委任)	Mr. Xu Mo (Chairman) (appointed on 28 January 2026)	0/0
張偉先生 (於二零二五年九月一日辭任)	Mr. Wang Wei (resigned on 1 September 2025)	2/2
魏琴女士 (於二零二五年九月一日獲委任)	Ms. Wei Qin (appointed on 1 September 2025)	1/1
鄧歷先生 (於二零二五年九月一日辭任)	Mr. Deng Li (resigned on 1 September 2025)	2/2
王志明先生 (於二零二五年九月一日獲委任)	Mr. Wang Zhiming (appointed on 1 September 2025)	1/1

截至二零二五年十二月三十一日止年度，薪酬委員會已討論及檢討本公司董事及高級管理層的服務協議、評估執行董事的表現、委任函及薪酬政策，並已就個別執行董事及高級管理層的服務協議、委任函及薪酬待遇向董事會提出建議。

### 董事進行證券交易的標準守則

本公司已採納標準守則，作為有關董事進行證券交易的行為守則。上市規則有關董事遵守進行證券交易的行為守則的條文自上市日期起適用於本公司。經本公司作出具體查詢後，全體董事確認，彼等已於整個報告期內遵守標準守則。

### 提名政策

本公司已採納一項董事會提名政策，以供提名委員會考慮並向股東推薦於股東大會甄選董事或委任董事填補臨時空缺。

The Remuneration Committee has adopted the model described in code provision E.1.2(c)(ii) of the Corporate Governance Code in its terms of reference.

During the Reporting Period, 3 meetings of the Remuneration Committee were held and the attendance record of the Remuneration Committee members is set out in the table below:

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

### MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

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

### NOMINATION POLICY

The Company has adopted a Board nomination policy for the Nomination Committee to consider and make recommendations to Shareholders for election as Directors at general meetings or appointment as Directors to fill casual vacancies.

# 企業管治報告

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### 甄選準則

提名委員會將考慮以下因素以評估建議候選人是否適合：(1)信譽；(2)於本集團從事業務的成就及經驗；(3)可投入的時間及對相關利益的承擔；(4)董事會各方面的多元化，包括但不限於種族、性別、年齡（18歲或以上）、教育背景、專業經驗、技能及服務任期；(5)資歷（包括與本公司業務及企業策略有關的專業資歷、技能、知識及經驗）；(6)目前擔任的董事職責及其他需要候選人關注的承擔；(7)董事會根據上市規則有關委任獨立非執行董事的規定並參照上市規則第3.13條所載的獨立指引規定考慮該候選人是否被視為獨立；(8)本公司董事會多元化政策及提名委員會就達致董事會多元化所採納之任何可計量目標；及(9)適用於本公司業務的其他方面。

### 董事提名程序

根據本公司組織章程細則條文及上市規則，倘董事會確認需要額外董事或高級管理層成員，須遵循以下程序：

(1)提名委員會及／或董事會須根據甄選準則所載的準則物色潛在候選人，必要時可尋求來自外部代理機構及／或顧問的協助；(2)提名委員會及／或本公司的公司秘書其後將根據上市規則、開曼群島公司法及其他監管規定，向董事會提供任何委任加入董事會的候選人的履歷詳情、與本公司及／或董事之間的關係、曾擔任過的董事職務、技能及經驗、其他涉及重大時間承諾的職位及其他詳情；(3)提名委員會隨後會就建議候選人及委任條款及條件向董事會提出建議；(4)提名委員會應確保建議候選人將使董事會更加多元化，尤其注意性別平衡；(5)就委任獨立非執行董事而言，提名委員會及／或董事會應獲取有關建議董事的所有資料令董事會足以根據上市規則第3.13條（經聯交所不時作出任何修訂）所載因素充分評估董事的獨立性；及(6)董事會隨後將根據提名委員會的推薦建議審慎考慮並決定提名。

### SELECTION CRITERIA

The factors listed below would be used as reference by the Nomination Committee in assessing the suitability of a proposed candidate: (1) reputation for integrity; (2) accomplishment and experience in the business in which the Group is engaged in; (3) commitment in respect of available time and relevant interest; (4) diversity in all its aspects, including but not limited to race, gender, age (18 years or above), educational background, professional experience, skills and length of service; (5) qualifications which include professional qualifications, skills, knowledge and experience that are relevant to the Company's business and corporate strategy; (6) the existing directorships and other commitments that may demand the attention of the candidate; (7) requirement for the Board to appoint independent non-executive Directors in accordance with the Listing Rules and whether the candidates would be considered independent with reference to the independence guidelines set out in Rules 3.13 of the Listing Rules; (8) Board diversity policy of the Company and any measurable objectives adopted by the Nomination Committee for achieving diversity on the Board; and (9) such other perspectives appropriate to the Company's business.

### DIRECTOR NOMINATION PROCEDURE

Subject to the provisions in the Articles of Association of the Company and the Listing Rules, if the Board recognises the need for an additional Director or a member of the senior management, the following procedure will be followed:

(1) the Nomination Committee and/or Board will identify potential candidates based on the criteria as set out in the selection criteria, possibly with assistance from external agencies and/or advisors; (2) the Nomination Committee and/or the company secretary of the Company will then provide the Board with the biographical details and details of the relationship between the candidate and the Company and/or Directors, directorships held, skills and experience, other positions which involve significant time commitment and any other particulars required by the Listing Rules, the Companies Act of the Cayman Islands and other regulatory requirements for any candidate for appointment to the Board; (3) the Nomination Committee would then make recommendation to the Board on the proposed candidate(s) and the terms and conditions of the appointment; (4) the Nomination Committee should ensure that the proposed candidate(s) will enhance the diversity of the Board, being particularly mindful of gender balance; (5) in the case of the appointment of an independent non-executive Director, the Nomination Committee and/or the Board should obtain all information in relation to the proposed Director to allow the Board to adequately assess the independence of the Director in accordance with the factors set out in Rule 3.13 of the Listing Rules, subject to any amendments as may be made by the Stock Exchange from time to time; and (6) the Board will then deliberate and decide on the nomination based upon the recommendation of the Nomination Committee.

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### 股息政策

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

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

本公司將不時檢討股息政策，且概不保證於任何特定期間擬派或宣派股息。

董事會就報告期間作出的股息決定乃根據股息政策而作出。

由於本公司目前處於虧損狀態，且董事會認為保留本集團的現金儲備以供本集團營運之用屬適當，故董事會不建議就報告期間派付末期股息。

概無股東已放棄或同意放棄任何股息的安排。

### 董事會多元化政策

本公司已採納董事會多元化政策，其中載列實現董事會多元化的方法。本公司深知董事會多元化帶來的益處並視董事會層面日益多元化為支持本集團達到戰略目標及維持可持續發展的關鍵元素。本集團尋求通過考慮多種因素來實現董事會多元化，包括但不限於專業經驗、技能、知識、教育背景、性別、年齡及種族。董事組合具備均衡的經驗，包括全面管理、品牌提

### DIVIDEND POLICY

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

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

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

The dividend decision made by the Board on account of the Reporting Period was made in accordance with the Dividend Policy.

The Board does not recommend the payment of a final dividend for the Reporting Period, as the Company is currently loss-making and the Board considers it appropriate to retain the Group’s cash reserve for the Group’s operations.

There is no arrangement under which a Shareholder has waived or agreed to waive any dividend.

### BOARD DIVERSITY POLICY

The Company has adopted the Board Diversity Policy which sets out the approach to achieve diversity of the Board. The Company recognises the benefits of having a diversified Board and sees increasing diversity at the Board level as an essential element in supporting the attainment of the Group’s strategic objectives and sustainable development. The Group seeks to achieve diversity of the Board through the consideration of a number of factors, including but not limited to professional experience, skills, knowledge, education background, gender, age and ethnicity. The Directors have a balanced mix of experiences, including overall management, brand improvement, business development,

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升、業務發展、法律、財務、審計及會計經驗。此外，董事的年齡範圍為40至54歲，學位由中國、韓國、新加坡、美國的教育機構授予，涵蓋經濟學、工商管理、法律等多個專業。

董事認為性別多元化尤其重要，董事會目前由七名董事組成，包括一名女性董事，董事會認為已符合董事會多元化政策下的董事會性別多元化。本公司已採納董事會多元化政策，根據本集團不時的情況，致力達致董事會成員適當的多元化水準。概括而言，董事會多元化政策載列，在提名委員會的協助下，於考慮提名及委任董事時，董事會將會考慮多個方面，包括但不限於專業經驗、技能、知識、教育背景、性別、年齡及種族，以更好地切合本公司需要及發展。董事會所有委任均以用人唯才為基準，並在考慮人選時考慮客觀標準及對董事會多元化的裨益。

提名委員會將討論及協定實現董事會多元化的可計量目標（倘必要），並將其推薦予董事會以供採納。董事會所有委任均以用人唯才為基準，並在考慮人選時充分考慮董事會多元化的裨益。

為實現可持續及均衡的發展，本公司視董事會層面日益多元化為支持達致其戰略目標及維持其可持續發展的關鍵元素。作為執行董事會多元化政策的可計量目標，董事會所有委任均須以用人唯才為基準，並在考慮人選時基於上述標準充分顧及董事會多元化的裨益，而非專注於單一多元化方面。董事會亦計劃始終有一名女性董事會成員，董事會將繼續尋找機會增加女性成員的比例。本公司將確保在招聘中高層員工時考慮性別多元化，並確保有足夠資源提供適當的培訓及職業發展，以培養董事會的潛在繼任者並保持性別多元化。

legal, finance, auditing and accounting experiences. Furthermore, the ages of the Directors range from 40 years old to 54 years old. The education background of the Directors ranges from economics and business administration to law, with degrees awarded by education institutions in the PRC, South Korea, Singapore and the United States.

The Directors recognize the particular importance of gender diversity. The Board currently comprises 7 Directors, including 1 female Director, which is considered by the Board to be in line with gender diversity on the Board under the Board Diversity Policy. The Company has adopted the Board Diversity Policy with the aim of achieving an appropriate level of diversity among Board members according to the circumstances of the Group from time to time. In summary, the Board Diversity Policy sets out that when considering the nomination and appointment of a Director, with the assistance of the Nomination Committee, the Board would consider a range of diversity of perspectives, including but not limited to the professional experience, skills, knowledge, education background, gender, age and ethnicity, in order to better serve the needs and development of the Company. All Board appointments will be based on meritocracy and candidates will be considered against objective criteria, having due regard to the benefits of diversity to the Board.

The Nomination Committee will discuss and agree on measurable objectives for achieving diversity on the Board, where necessary, and recommend them to the Board for adoption. All Board appointments will be based on meritocracy and shall be taken full account of the benefits of diversity on the Board when considering candidates.

With a view to achieving a sustainable and balanced development, the Company sees increasing diversity at the Board level as an essential element in supporting the attainment of its strategic objectives and its sustainable development. As a measurable objective for the implementation of the Board diversity policy, all Board appointments shall be based on meritocracy, and candidates will be considered against the aforementioned criteria, having due regard for the benefits of diversity on the Board without focusing on a single diversity aspect. The Board also targets to have one female Board member at all time, and will continue to seek opportunities to increase the proportion of female members. The Company will ensure that gender diversity is taken into account when recruiting staff members of mid to senior level and ensure that sufficient resources are available for providing appropriate trainings and career development to develop a pipeline of potential successors to the Board and maintain gender diversity.

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於二零二五年十二月三十一日，董事會成員在性別及年齡組別方面的多元化如下：約85.7%為男性董事，及14.3%為女性董事。同時，約0%為30歲以下，14.3%為31至40歲，71.4%為41至50歲，及14.3%為50歲以上。

提名委員會及董事會認為，目前董事會的組成已達致於董事會多元化政策中所訂立的目標。

提名委員會將適時檢討董事會多元化政策，以確保其有效性。

### 員工多元化

員工是推動企業可持續發展的重要力量，本集團堅持以人為本，堅持「惜才、展才、耀才」人才理念，完善招聘規範，打造多樣化、高品質的人才隊伍。我們制訂完善的招聘管理措施，切實保障高品質員工隊伍。此外，我們持續完善員工薪酬福利體系，為員工提供更加優質的工作平台，促進員工價值實現，助力公司可持續發展。我們堅持平等僱傭原則，致力於打造平等和多元化的工作環境，禁止就業歧視，尊重並平等對待不同性別、種族、宗教信仰和文化背景的員工。

於二零二五年十二月三十一日，我們的高級管理層包括1名僱員，高級管理層的性別比例為100%男性。於二零二五年十二月三十一日，我們僱用了3,142名全職僱員，其中1,670名為男性，而1,472名為女性。員工（不包括高級管理層）的性別比例約為53%男性比47%女性。

於回顧年度，董事會並不知悉有任何緩解因素或情況會導致在實現整體員工團隊（包括高級管理層）性別多元化方面遭遇更大挑戰或令相關性降低。

As at 31 December 2025, diversity of Board members in terms of gender and age group is as follows: approximately 85.7% are male Directors and 14.3% is female Director. Meanwhile, approximately 0% are below 30, 14.3% are age 31-40, 71.4% are age 41-50, and 14.3% are above 50.

The Nomination Committee and the Board are of the view that the current composition of the Board has achieved the objectives set in the Board Diversity Policy.

The Nomination Committee will review the Board Diversity Policy, as appropriate, to ensure its effectiveness.

### EMPLOYEES DIVERSITY

Employees are key drivers to the sustainable development of an enterprise. The Group adheres to the people-oriented principle and the talent philosophy of “cherishing, developing and giving full play to talents”, improving the recruitment standards and creating a diverse and high-quality talent team. We have developed sound recruitment management measures to effectively ensure a high quality workforce. In addition, we continue to improve the remuneration package for employees, providing a better working platform for employees to promote the realization of employee value and support the sustainable development of the Company. We adhere to the principle of equal employment and are committed to creating an equal and diversified working environment, prohibit discrimination in employment, and respect and equally treat employees of different genders, races, religious beliefs and cultural backgrounds.

As at 31 December 2025, our senior management consisted of 1 employee and the gender ratio of senior management was 100% male. As at 31 December 2025, we employed 3,142 full-time employees, of whom 1,670 were males and 1,472 were females. The gender ratio of our staff (excluding senior management) was approximately 53% male to 47% female.

During the year under review, the Board was not aware of any mitigating factors or circumstances which make achieving gender diversity across the workforce (including senior management) more challenging or less relevant.

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### 環境、社會及管治

本集團已採納上市規則附錄C2所載《環境、社會及管治報告守則》的全部適用條文。董事會是本集團的最高管治機構，承擔著本集團可持續發展工作的最終責任。本集團下設多個工作小組協助本集團制定及檢討本集團的ESG責任、願景、策略、框架、原則及政策。監管ESG主要趨勢及有關的風險和機遇，確保經董事會通過的ESG政策有效地執行和實施。

本公司通過定期的內外溝通渠道，並聘請第三方機構調研，從而識別和評估ESG議題，相關議題將經過董事會審議後由各職能部門負責執行。同時本公司也會定期檢討國際ESG管治發展趨勢，對標同行管治標準，並持續推進ESG相關目標的設定、管理以及進度檢討，以不斷提升管治水平。

具體管治架構及分工如下：

董事會  
The Board

董事會作為本公司ESG事宜管理及公開披露的最高責任機構，主要行使以下職能：  
The Board, as the highest governing body for the management and public disclosure of ESG matters of the Company, mainly performs the following functions:

1. 審議本公司ESG事宜相風險及重要性  
1. Reviewing the risks and importance related to the Company's ESG matters
2. 審議、批准本公司ESG的戰略與目標  
2. Considering and approving the Company's ESG strategy and goals
3. 監督、檢討本公司ESG相關政策、管理、表現及相關目標進度  
3. Supervising and reviewing the Company's ESG-related policies, management, performance and progress of related goals
4. 審議、批准本公司就ESG相關的披露  
4. Considering and approving ESG-related disclosures of the Company
5. 董事會至少每年召開2次ESG管治相關會議，以監督、檢討ESG管治進展  
5. The Board shall hold meetings about ESG governance at least twice a year to monitor and review progress of ESG governance

### ENVIRONMENTAL, SOCIAL AND GOVERNANCE

The Group has adopted all applicable provisions of the Environment, Social and Governance Reporting Code as set out in Appendix C2 to the Listing Rules. The Board is the highest governance body of the Group and undertakes the ultimate responsibility for the sustainable development of the Group. The Group includes several work groups, which assist the Group to formulate and review the responsibilities, vision, strategy, framework, principles and policies of the Group's ESG, and monitor main ESG trends and related risks and opportunities, in order to ensure the effective execution and implementation of ESG policies passed by the Board.

The Company identifies and evaluates ESG issues through regular internal and external communication channels and research of a third-party agency. The relevant issues shall be reviewed by the Board and implemented by related functional departments. Meanwhile, the Company shall review the development trend of international ESG governance regularly, emulate governance standards of the counterparts, and continually advance the establishment, management and progress review of ESG-related goals to continuously enhance our governance.

The Governance structure and responsibilities are as follows:

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ESG工作小組  
ESG work groups

董事會通過下設的ESG工作小組協助董事會履行職責，並推動公司ESG政策實施與共組開展，詳情如下：

The ESG work groups, established by the Board, shall assist in the performance of the Board's duties and promote the implementation and co-organization of the Company's ESG policy, detailed as follows:

- 制定本公司可持續發展戰略與目標，並就相關可持續發展工作向董事會提供建議
- formulating sustainable development strategy and targets for the Company, and providing recommendations and advices to the Board on relevant sustainable development
- 識別、釐定本公司ESG事宜相關風險及機遇，並定期向董事會匯報評估結果
- identifying and determining the risks and opportunities related to ESG matters of the Company, and regularly reporting the assessment results to the Board
- 評核及檢驗本公司ESG事宜相關政策、管理、表現及相關目標進度
- examining and validating ESG-related policies, management, performance and progress of related goals of the Company
- 監督並指導各職能部門全面落實公司可持續發展策略及相關行動，協調推進ESG相關事宜落地執行
- supervising and guiding all functional departments to comprehensively implement sustainable development strategy and related actions of the Company, and coordinating and promoting the implementation of ESG-related matters
- 審閱、檢討本公司就ESG相關事宜表現的公開披露，負責ESG報告的統籌及編製
- checking and reviewing the public disclosure of the Company's performance on ESG-related matters, and taking charge of the overall planning and preparation of the ESG reports
- 董事會授權的其他事宜，ESG工作小組需定期向董事會匯報ESG工作推進進展
- the ESG work groups shall report ESG work progress to the Board regularly for other matters authorized by the Board

相關職能部門  
Relevant functional  
departments

- 履行公司ESG相關策略及管理措施
- implementing ESG-related strategies and management measures of the Company
- 協助ESG工作小組進行數據資料收集，並提供反饋
- assisting ESG work groups in data collection and providing feedback

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### 外部核數師

截至二零二五年十二月三十一日止年度，本公司委任中正天恆擔任外部核數師。安永已於二零二五年十一月十四日辭任本公司核數師

下表載列截至二零二五年十二月三十一日止年度就中正天恆提供的審計服務已付／應付費用詳情：

### EXTERNAL AUDITOR

The Company appointed CCTH as the external auditor for the year ended 31 December 2025. EY resigned as the auditor of the Company on 14 November 2025.

Details of the fees paid/payable in respect of the audit services provided by CCTH for the year ended 31 December 2025 are set out in the table below:

所提供的服務	Services rendered	(人民幣千元) (RMB'000)
審計服務：	Audit services:	
對本集團財務報表的年度審計	Annual audit of the financial statements of the Group	1,500
		1,500

中正天恆並無向本集團提供非審計服務。

CCTH did not provide non-audit services to the Group.

### 問責及審計

董事負責監督財務報表的編製工作，以真實公平地反映本集團的事務狀況以及報告期的業績及現金流量。核數師就其對財務報表的申報責任的聲明載於本年報第95至103頁。於編製截至二零二五年十二月三十一日止年度的財務報表時，董事已選擇合適的會計政策並貫徹應用，作出審慎、公平及合理的判斷及估計，並按持續基準編製財務報表。

### ACCOUNTABILITY AND AUDIT

The Directors are responsible for overseeing the preparation of the financial statements which give a true and fair view of the state of affairs of the Group and of the results and cash flow during the Reporting Period. A statement from the auditor about its reporting responsibilities on the financial statements is set out on pages 95 to 103 of this annual report. In preparing the financial statements for the year ended 31 December 2025, the Directors have selected suitable accounting policies and applied them consistently, made judgments and estimates that are prudent, fair and reasonable and prepared the financial statements on a going concern basis.

### 內部監控及風險管理

董事會知悉其負責維持健全有效的內部監控及風險管理系統，以維護本集團的資產和股東權益，並每年檢討本公司內部監控及風險管理系統有效與否，以確保現有的內部監控和現有的風險管理系統足夠。本公司亦具有內部審計職能，主要分析和獨立評估發行人的風險管理及內部監控系統充分和有效與否，並至少每年向董事會報告其調查結果。

### INTERNAL CONTROLS AND RISK MANAGEMENT

The Board acknowledges its responsibility for maintaining sound and effective internal control and risk management systems in order to safeguard the Group's assets and Shareholders' interests and reviewing the effectiveness of the Company's internal control and risk management systems on an annual basis so as to ensure that internal control and risk management systems in place are adequate. The Company also has an internal audit function which primarily carries out the analysis and independent appraisal of the adequacy and effectiveness of the issuer's risk management and internal control systems, and reports their findings to the Board on, at least, an annual basis.

# 企業管治報告

## Corporate Governance Report

本集團的內部監控及風險管理系統包括一套完善的組織架構，有明確界定的責任及權限。日常部門的運作委託給個別部門，對其行為及業績負責，並要求在授權範圍內經營自己部門的業務，並執行及嚴格遵守由本公司不時設定的戰略及政策。每個部門亦需向董事會通報部門業務的重大發展，以及實施由董事會定期制定的政策及戰略的情況。該等系統旨在管理而非消除未能達成業務目標的風險，並僅可對防範重大錯誤陳述或損失提供合理而非絕對的保證。

### 風險管理及內部監控程序

所有分部／部門均定期進行內部監控評估，以識別可能影響本集團業務以及主要營運及財務程序、監管合規及信息安全等各個方面的風險。各分部／部門已每年進行自我評估，以確認其妥善遵守監控制度。

管理層在各分部／部門主管的配合下評估風險發生的可能性、提供應對計劃、監察風險管理進度，並向審計委員會及董事會報告所有調查結果及系統的有效性。

管理層已向董事會及審計委員會確認截至二零二五年十二月三十一日止年度風險管理及內部監控系統的有效性。

截至二零二五年十二月三十一日止年度，董事會已檢討本集團內部監控及風險管理系統的有效性，以確保管理層根據協定程序及標準維持及運作一個良好的體系。檢討範圍涵蓋所有重大監控，包括財務、營運及合規監控及風險管理職能。尤其是，董事會考慮本公司在會計、內部審計及財務申報職能方面的資源、員工資格及經驗、培訓課程及有關預算是否充足。該檢討乃經與本公司的管理層、其外部及內部核數師討論後作出，且有關評估由審計委員會進行。董事會相信，現有內部監控系統就企業管治守則原則D2所載目的而言屬適當、充分及有效。

The Group's internal control and risk management systems include a well-established organizational structure with clearly defined lines of responsibility and authority. The day-to-day departmental operations are entrusted to individual department which is accountable for its own conduct and performance and is required to operate its own department's business within the scope of the delegated authority and to implement and strictly adhere to the strategies and policies set by the Company from time to time. Each department is also required to keep the Board informed of material developments of the department's business and implementation of the policies and strategies set by the Board on a regular basis. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

### Risk Management and Internal Control Process

All divisions/departments conducted internal control assessment regularly to identify risks that potentially impact the business of the Group and various aspects including key operational and financial processes, regulatory compliance and information security. Self-evaluation has been conducted annually to confirm that control policies are properly complied with by each division/department.

The management, in coordination with division/department heads, assessed the likelihood of risk occurrence, provide treatment plans, and monitor the risk management progress, and reported to the Audit Committee and the Board on all findings and the effectiveness of the systems.

The management has confirmed to the Board and the Audit Committee on the effectiveness of the risk management and internal control systems for the year ended 31 December 2025.

During the year ended 31 December 2025, the Board has reviewed the effectiveness of the internal control and risk management systems of the Group to ensure that a sound system is maintained and operated by the management in compliance with the agreed procedures and standards. The review covered all material controls, including financial, operational and compliance controls and risk management functions. In particular, the Board considered the adequacy of the Company's resources, staff qualifications and experience, training programs and related budgets for the accounting, internal audit and financial reporting functions. The review was made by discussions with the management of the Company, its external and internal auditors and the assessment was conducted by the Audit Committee. The Board believes that the existing internal control system is appropriate, adequate and effective for the purposes set out in Principle D2 of the CG Code.

# 企業管治報告

## Corporate Governance Report

### 審閱風險管理及內部監控系統有效性及解決重大內部監控缺陷所使用的程序

風險評估報告及內部監控審閱報告每年提交予審計委員會及董事會。截至二零二五年十二月三十一日止年度，董事會已與審核委員會一同審閱本集團風險管理及內部監控系統的有效性，包括但不限於(i)重大風險(包括ESG風險)的性質及程度的轉變以及本公司應對其業務及外在環境變化的能力；(ii)管理層持續監察風險(包括ESG風險)及內部監控系統的範疇及素質；(iii)向審計委員會及董事會匯報監察結果的詳盡程度及次數，此有助董事會評核本公司的內部監控情況及風險管理的有效程度；(iv)已發生的重大監控失誤或發現的重大監控弱項；及(v)本公司有關財務申報程序的有效性及其上市規則合規情況。審計委員會及董事會確認，截至二零二五年十二月三十一日止年度的風險管理及內部監控系統有效且充足。審計委員會及董事會並未發現可能影響本集團財務、運營及合規監控與風險管理職能需關注的重大領域。相關審閱的範圍涵蓋資源充裕程度、本集團會計及財務申報職能員工的資格及經驗以及彼等對本集團內部監控的態度。董事會將繼續與管理層合作，以討論及跟進補救內部監控弱項的狀況，並監控本集團於未來數年的風險。

### Process used to Review the Effectiveness of the Risk Management and Internal Control Systems and to Resolve Material Internal Control Deficiency

Risk assessment report and internal control review report are submitted to the Audit Committee and the Board annually. For the year ended 31 December 2025, the Board together with the Audit Committee had performed a review on the effectiveness of the Group's risk management and internal control system, including but not limited to (i) the changes in the nature and extent of significant risks (including ESG risks) and the Company's ability to respond to changes in its business and the external environment; (ii) the scope and quality of management's ongoing monitoring of risks (including ESG risks) and the internal control systems; (iii) the extent and frequency of reporting the monitoring results to the Audit Committee and the Board, which enables the Board to assess the internal control of Company and the effectiveness of risk management; (iv) the significant control failures that have occurred or weaknesses that have been identified; and (v) the effectiveness of the Company's financial reporting procedure and compliance with Listing Rules. The Audit Committee and the Board confirmed that the risk management and internal control systems were effective and adequate for the year ended 31 December 2025. No significant areas of concern that might affect the financial, operational and compliance controls, and risk management functions of the Group were identified by the Audit Committee and the Board. The scope of such review covers the adequacy of resources, qualification and experience of staff performing the Group's accounting and financial reporting functions and their attitude to the internal control of the Group. The Board will continue to work with the management to discuss and follow up on the status of remediation of the internal control weaknesses and to monitor the risks of the Group for the next few years.

# 企業管治報告

## Corporate Governance Report

### 可予披露資料的披露及保密程序

為加強本集團處理內幕消息的系統，並確保其公開披露的真實性、準確性及完整性，本集團亦採納及實施內幕消息政策及程序。本集團不時採取合理措施，以確保設有妥善的保障措施，防止違反與本集團相關的披露規定，其中包括：

- 資料的存取權限僅限於有需要知情的少數僱員。掌握內幕消息的僱員充分了解其保密責任。
- 當本集團進行重大磋商時，會簽訂保密協議或訂立保密條款。
- 執行董事獲指定為與媒體、分析師或投資者等外部人士溝通時代表本公司的發言人。

### 舉報及反腐敗政策

構建方便和透明的舉報體系是本集團致力於推動廉潔治理的重要組成部分。為此，本集團制定了《舉報管理指引》，明確本集團內部和外部的舉報管理機制、舉報渠道和方式，並制定了統一的舉報受理及處理程序。同時，《舉報管理指引》明確了對舉報人的保護和獎勵的規定，要求受理方嚴格保密舉報人的信息，以最大程度上保障舉報人權益和利益。

### Process on Disclosure and Confidentiality of Discloseable Information

In order to enhance the Group's system of handling inside information, and to ensure the truthfulness, accuracy, and completeness of its public disclosures, the Group also adopts and implements an inside information policy and procedures. Reasonable measures have been taken from time to time to ensure that proper safeguards exist to prevent a breach of a disclosure requirement related to the Group, which include:

- The access to information is restricted to a limited number of employees on a need-to-know basis. Employees who are in possession of inside information are fully conversant with their obligations to preserve confidentiality.
- Confidentiality agreements or confidentiality clauses are in place when the Group enters into significant negotiations.
- The Executive Directors are designated as the persons who speak on behalf of the Company when communicating with external parties such as the media, analysts, or investors.

### WHISTLEBLOWING AND ANTI-CORRUPTION POLICIES

Building a convenient and transparent reporting system is a crucial component of the Group's collective effort towards clean and honest governance. To this end, the Group has formulated the "Guidelines for Reporting Management", which outline the Group's internal and external reporting management mechanisms, reporting channels and methods and set forth standardized procedures for the acceptance and processing of reports. Meanwhile, the "Guidelines for Reporting Management" provide explicit protection and reward provisions for whistleblowers, and require that any information about whistleblowers be kept confidential by the recipient, so as to safeguard the rights and interests of whistleblowers to the greatest possible extent.

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此外，本集團嚴格遵守相關法律法規，建立了《員工職務行為準則》等制度，規範僱員違反廉潔、濫用職權、利益衝突等行為，並明確本集團價值導向，使全體僱員盡忠職守、廉正自律，共同維護本集團整體利益。本集團已安排並將持續加強董事及僱員反貪腐及反舞弊培訓，加強腐敗預防宣傳，樹立清正廉潔的員工文化。

### 內幕消息

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

### 股東

#### 股東召開股東特別大會

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

#### 於股東大會上提呈建議

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

In addition, the Group adheres strictly to relevant laws and regulations and has established systems such as “Code of Conduct for Employees”, which regulates employee behavior, including violations of integrity, abuse of power and conflict of interests, and defines the Group’s value orientation, enabling employees to perform their duties with loyalty, integrity, and self-discipline, and jointly safeguard the overall interests of the Group. The Group has arranged and will continue to reinforce anti-corruption and anti-fraud training for Directors and employees, intensify corruption prevention campaigns and foster a culture of honesty and integrity among its workforce.

### INSIDE INFORMATION

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

### SHAREHOLDERS

#### Convening of Extraordinary General Meetings by Shareholders

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

#### Putting forward proposals at general meetings

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

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

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

### 向董事會查詢

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

股東可透過以下途徑發出上述查詢或請求：

地址：

Address:

電話號碼：

Telephone:

電郵地址：

E-mail address:

上海市閔行區虹橋商務核心區申虹路666弄虹橋正榮中心7號樓

Building No. 7, Hongqiao Zhenro Center, Lane 666, Shenhong Road, Hongqiao Business Core District, Minhang District, Shanghai

(+86) 21-61258655

(+86) 21-61258655

chenxy9@zhenro.com/mengnal@zhenro.com

chenxy9@zhenro.com/mengnal@zhenro.com

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

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

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

### Putting Forward Enquiries to the Board

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

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

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

# 企業管治報告

## Corporate Governance Report

### 與股東溝通及投資者關係

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

本公司已制定股東通訊政策，鼓勵各種形式的溝通及歡迎股東進行反饋、提問或提出疑慮，且旨在確保股東能夠及時獲取本公司的資料。

該政策載列與股東溝通的各種渠道。股東可隨時以書面形式或通過本公司網站 (<http://www.zhenrowy.com>) 或通過於股東大會上提問直接向董事會作出查詢。

本公司亦鼓勵股東出席股東大會。根據組織章程細則及適用規則及法規，將向股東發出充分的股東大會通知。董事會主席、各董事委員會主席、本公司管理層及外部核數師（如適用）將出席股東大會並回答股東提出的問題。

截至二零二五年十二月三十一日止年度，全體董事已出席於二零二五年六月二十日舉行的股東週年大會，以與股東溝通。所有公司通訊及監管公告由本公司及時刊登於本公司網站及聯交所網站。董事會已對股東通訊政策進行檢討。鑒於上述情況，董事會認為，股東通訊政策於截至二零二五年十二月三十一日止年度乃屬有效。

於應屆股東週年大會上，董事（或其代表（如適用））將與股東會面並回應股東查詢。

### COMMUNICATION WITH SHAREHOLDERS AND INVESTORS RELATIONS

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

The Company has in place a shareholders' communication policy which encourages all forms of communication and welcomes feedback, questions, or concerns from Shareholders and aims to ensure that shareholders are provided with timely access to the Company's information.

The policy sets out various channels to communicate with the Shareholders. Shareholders may at any time make enquiries to the Board in writing or through the Company's website at <http://www.zhenrowy.com> or directly by raising questions at general meetings.

Shareholders are also encouraged to participate in general meetings of the Company. Sufficient notice of general meetings will be given to Shareholders in accordance with the Articles of Association and applicable rules and regulations. The chairman of the Board, the chairman of each board committee, management of the Company and, if appropriate, the external auditors, will attend the general meetings and answer questions raised by Shareholders.

During the year ended 31 December 2025, all the Directors attended the annual general meeting on 20 June 2025 to communicate with Shareholders. All corporate communications and regulatory announcements were published by the Company on its website and the website of the Stock Exchange in a timely manner. The Board had performed a review on the shareholders' communication policy. In view of the above, the Board considers that the shareholders communication policy was effective during the year ended 31 December 2025.

At the forthcoming annual general meeting, Directors (or their delegates as appropriate) will be available to meet Shareholders and answer their enquiries.

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### 董事會獨立性機制

本公司已制定現有常規及機制，以確保董事會的獨立性。董事會每年檢討執行情況及有效性。

董事會應始終由至少三名獨立非執行董事（佔董事會成員人數至少三分之一）組成，因此董事會一直擁有強大的獨立性，能夠有效作出獨立判斷。本公司已收到各獨立非執行董事就其獨立性作出的年度確認。參考上市規則第3.13條所載的因素，本公司認為全體獨立非執行董事均屬獨立。提名委員會負責至少每年評估各獨立非執行董事的獨立性及時間投入。

### 董事的獨立觀點

為確保董事會可獲得任何董事的獨立觀點及意見，董事會已審閱在本公司企業管治架構中實施的下列機制：

#### 董事會程序

定期董事會及董事委員會會議均至少提前7日向全體董事發出正式通知，並邀請全體董事將供討論的事項列入議程。

在每次定期董事會及董事委員會會議舉行前至少三個營業日，董事獲提供會議議程及包含完整、充分及及時資料的相關董事會文件，使其可對相關會議上將予審議的議題進行充分討論。

#### 董事會決策

於董事會及董事委員會會議期間，鼓勵全體董事以公開及坦誠的方式自由發表其獨立觀點及意見，提供公開及客觀的質詢，向管理層提供知情的見解及回應，並貢獻其對本集團營運所在業務及市場的知識。獨立非執行董事可透過正式或非正式渠道以公開及坦誠的方式以及保密的方式發表其觀點。董事提出的意見及關注事項由管理層密切跟進。

### BOARD INDEPENDENCE MECHANISMS

The Company has in place existing practices and mechanisms to ensure the independence of the Board. The Board reviews the implementation and effectiveness on an annual basis.

The Board shall at all times comprise at least three independent non-executive Directors that represent at least one-third of the Board, such that there is always a strong element of independence on the Board which can effectively exercise independent judgement. The Company has received annual confirmation made by each of the independent non-executive Directors regarding their independence. The Company considered that all independent non-executive Directors are independent with reference to the factors set out in Rule 3.13 of the Listing Rules. The Nomination Committee is responsible to assess the independence and time commitment of each independent non-executive Director at least annually.

### INDEPENDENT VIEW FROM DIRECTORS

To ensure independent views and input from any Director are available to the Board, the following mechanisms implemented in the corporate governance framework of the Company has been reviewed by the Board:

#### Proceedings of the Board

At least 7 days' formal notice of regular Board and Board Committee meetings was given to all Directors, and all Directors were invited to include matters for discussion in the agenda.

Directors were provided with the meeting agenda and the relevant board papers containing complete, adequate and timely information at least three business days in advance of every regular Board and Board Committee meeting, which enables full deliberation on the issues to be considered at the respective meetings.

#### Board decision making

During the Board and Board Committee meetings, all Directors were encouraged to freely express their independent views and inputs in an open and candid manner, provide open and objective challenges, offer informed insight and responses to the management, and contribute their knowledge of the businesses and markets in which the Group operates. Independent non-executive Directors may express their views through formal or informal channels in an open and candid manner as well as in a confidential manner. Comments and concerns raised by the Directors were closely followed up by the management.

# 企業管治報告

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除定期董事會會議外，主席須安排在其他董事不在場的情況下與獨立非執行董事舉行年度會議，以討論本集團的事務。

本公司的公司秘書編製董事會及董事委員會的會議記錄，不僅記錄所達成的決定，亦記錄董事提出的任何關注事項或發表的反對意見。會議記錄的初稿會傳閱予全體董事，以供彼等提供意見及確認。

最終版本提供予董事作記錄。所有董事會及董事委員會會議的會議記錄均可供董事查閱。

### 資料的供應及獲取

董事每月獲提供涵蓋本集團主要業務摘要的月度報告，使其了解本集團的業務表現，並能夠為本公司及其股東的最佳利益作出知情決定。所有董事會成員每季度獲提供更深入及全面的管理層及財務最新資料，以確保每位成員知悉本集團的財務表現及狀況。

董事會每季度與管理層會面，報告本集團的業務表現、風險管理、內部監控以及法律及合規事宜。

董事亦可獲得本公司聯席公司秘書的意見及服務，彼等為董事會提供支持，確保董事會內信息流通順暢，並確保董事會政策及程序獲得遵守。

為促進董事妥善履行職責及責任，所有董事均有權向本公司的公司秘書或內部法律團隊以及獨立專業顧問尋求意見，費用由本公司承擔，而本公司的公司秘書負責作出所有必要的安排。

因此，董事會認為本公司已建立機制以確保董事會可獲得獨立觀點及意見，且該機制於全年得到有效實施並行之有效。

上述機制的實施及有效性須由董事會每年進行一次審閱。

In addition to regular Board meetings, the Chairman shall schedule an annual meeting with the independent non-executive Directors without the presence of other Directors to discuss the affairs of the Group.

The company secretary of the Company prepared minutes of meetings of the Board and Board Committees to record not only the decisions reached but also any concerns raised or dissenting views expressed by Directors. The draft version of the minutes is circulated to all Directors for their comments and confirmations.

The final versions were provided to the Directors for records. Minutes of all Board and Board Committee meetings are available for Directors' inspection.

### Supply of and access to information

Directors were provided with monthly reports covering highlights of the Group's major businesses, keeping them abreast of the Group's business performance and enabling them to make informed decisions in the best interests of the Company and its Shareholders. More thorough and comprehensive management and financial updates were provided to all Board members on a quarterly basis to ensure each member was aware of the Group's financial performance and position.

The Board met the management on a quarterly basis, reporting the Group's business performance, risk management, internal controls, and legal and compliance matters.

Directors also had access to the advice and services of the joint company secretaries of the Company who supported the Board, ensured proper information flow within the Board, and Board policies and procedures were followed.

To facilitate the proper discharge of Directors' duties and responsibilities, all Directors were entitled to seek advice from the company secretary of the Company or in-house legal team, as well as from independent professional advisers, at the expense of the Company, in which the company secretary of the Company were responsible for making all necessary arrangements.

As such, the Board considered the Company has established the mechanism to ensure independent views and input are available to the Board, and the implementation and effectiveness of the mechanism is effective throughout the year.

The implementation and effectiveness of the above mechanism shall be reviewed by the Board on an annual basis.

# 企業管治報告

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### 董事會表現評估

於報告期內概無對董事會的表現進行評估。目前預計下一次董事會表現評估將於截至二零二六年十二月三十一日止的財政年度後進行。

董事會已審閱並認為，上述機制有效確保截至二零二五年十二月三十一日止年度向董事會提供獨立意見及觀點。

### 章程文件

截至二零二五年十二月三十一日止年度，本公司的組織章程細則並無任何變動。

### 企業文化

本公司秉持「正直構築繁榮」的核心價值觀，要求全體員工始終懷揣正直善良之心，以誠信為本、以責任為綱，在每一個商業決策和日常行為中踐行這一準則。

本公司堅持「客戶思維」導向，從客戶需求出發，客戶體驗置於首位，持續優化解決方案。

本公司以「匠心品質」為服務標準，將人本主義理念融入服務流程，為客戶創造持久價值。

人才建設方面，本公司着力打造「精英團隊」，建立完善的人才培養體系，通過多元化培養機制，幫助員工實現職業成長，凝聚高素質人才隊伍，為企業發展提供持續動力。

本公司致力於構建「幸福企業」，建立科學的價值評價體系，推行多元化激勵機制，打造開放共享的發展平台，讓每一位員工都能在企業發展中實現個人價值，真正實現共創、共擔、共享。

### BOARD PERFORMANCE REVIEW

No evaluation of the Board's performance has been conducted during the Reporting Period. It is currently expected the next Board performance review will be conducted after the financial year ending 31 December 2026.

The Board has reviewed and considered that the aforementioned mechanisms are effective in ensuring that independent views and input are provided to the Board during the year ended 31 December 2025.

### CONSTITUTIONAL DOCUMENTS

During the year ended 31 December 2025, there were no changes to the Company's Memorandum and Articles of Association.

### CORPORATE CULTURE

Guided by the core value of "attaining prosperity with integrity", the Company mandates all employees to uphold the highest standards of ethical conduct, ensuring that integrity, accountability, and fiduciary responsibility are embedded in all business operations and decision-making processes.

The Company adopts a "Client-First Philosophy", puts customer experience in the first place, and continues to optimize its solutions to align with customers' demand.

With "craftsmanship quality" as our service standard, the Company integrates humanistic principles into our service processes to create enduring value for our clients.

In terms of talent development, the Company is committed to building an "elite team" by establishing a comprehensive talent cultivation system. Through diversified training mechanisms, the Company facilitates employees' professional growth and assembles a high-caliber workforce to provide sustained momentum for corporate development.

The Company is dedicated to constructing a "fulfilling enterprise", establishing a scientific value evaluation system and implementing diversified incentive mechanisms. By creating an open and shared development platform, the Company enables every employee to realize their personal value within the enterprise's growth, and truly achieves co-creation, shared responsibility, and shared benefits.

# 獨立核數師報告

## Independent Auditor's Report

二零二五年十二月三十一日  
31 December 2025



**CCTH CPA LIMITED**  
中正天恆會計師有限公司

致正榮服務集團有限公司全體股東  
(於開曼群島註冊成立的有限公司)

To the shareholders of Zhenro Services Group Limited  
(Incorporated in the Cayman Islands with limited liability)

### 意見

吾等已審核第104至243頁所載正榮服務集團有限公司(「貴公司」)及其附屬公司(「貴集團」)的綜合財務報表，包括於二零二五年十二月三十一日的綜合財務狀況表及截至該日止年度的綜合損益表、綜合全面收益表、綜合權益變動表及綜合現金流量表以及綜合財務報表附註(包括重大會計政策資料)。

吾等認為，綜合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及公平地反映貴集團於二零二五年十二月三十一日的綜合財務狀況及其截至該日止年度的綜合財務表現及綜合現金流量，並已按照香港公司條例的披露要求妥為編製。

### OPINION

We have audited the consolidated financial statements of Zhenro Services Group Limited (the “Company”) and its subsidiaries (the “Group”) set out on pages 104 to 243, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss, the consolidated statement of 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 issued by the International Accounting Standards Board (“IASB”) and have been properly prepared in compliance with the disclosure requirements of Hong Kong Companies Ordinance.

# 獨立核數師報告

## Independent Auditor's Report

二零二五年十二月三十一日

31 December 2025

### 意見基礎

吾等的審核工作按照香港會計師公會頒佈的香港審計準則（「香港審計準則」）進行。吾等就該等準則承擔的責任在本報告核數師就審核財務報表須承擔的責任一節中進一步闡述。根據香港會計師公會的職業會計師道德守則（「守則」）（適用於公眾利益實體財務報表的審核），吾等獨立於貴公司，我們亦已履行守則中的其他職業道德責任。吾等相信，吾等所取得的審核憑證就提出審核意見而言屬充分恰當。

### 其他事項

貴集團截至二零二四年十二月三十一日止年度的綜合財務報表已由另一名核數師審核，其已於二零二五年三月二十七日對該等報表發表無保留意見。

### 關鍵審核事項

關鍵審核事項是根據吾等的職業判斷，對本期綜合財務報表的審核最為重要的事項。該等事項是在吾等審核整體綜合財務報表及出具意見時處理，且吾等不會對該等事項提供單獨的意見。有關吾等在審核過程中如何處理下述事項的描述乃以此為背景。

吾等已履行本報告核數師就審核綜合財務報表須承擔的責任一節所闡述的責任，包括與該等關鍵審核事項相關的責任。相應地，吾等的審核工作包括執行為應對綜合財務報表重大錯誤陳述風險的評估而設計的審核程序。吾等執行審核程序的結果，包括應對下述事項所執行的程序，為就相關綜合財務報表發表審核意見提供了基礎。

### BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing (“HKSAAs”) as issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company 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.

### OTHER MATTER

The consolidated financial statements of the Group for the year ended 31 December 2024 were audited by another auditor who expressed an unqualified opinion on those statements on 27 March 2025.

### 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.

# 獨立核數師報告

## Independent Auditor's Report

二零二五年十二月三十一日

31 December 2025

### 關鍵審核事項 (續)

#### 關鍵審核事項

##### Key audit matter

##### 商譽減值評估

##### Goodwill impairment assessment

於二零二五年十二月三十一日，貴集團的商譽約為人民幣203百萬元。

As at 31 December 2025, the goodwill of the Group amounted to approximately RMB203 million.

商譽每年進行減值測試。商譽被分配至各個現金產生單位（「現金產生單位」）。管理層在獨立外部估值師（「外部估值師」）的協助下評估商譽減值，並根據使用價值（「使用價值」）計算方法，使用基於管理層批准的財務預算的現金流量預測釐定可收回金額。主要考慮的關鍵假設包括(i)收益年增長率，(ii)毛利率，(iii)終端增長率，及(iv)貼現率。

Goodwill is tested for impairment annually. The goodwill is allocated to various cash-generating units (“CGUs”). Management assessed the impairment of goodwill with the assistance of an independent external valuer (the “External Valuer”) and determined the recoverable amounts based on a value-in-use (“VIU”) calculation using cash flow projections based on financial budgets approved by management. The key assumptions considered primarily include (i) annual revenue growth rate, (ii) gross profit margin, (iii) terminal growth rate, and (iv) discount rate.

吾等關注該領域，乃由於管理層就主要假設作出的複雜性及主觀性估計。

We focused on this area because of the complex and subjective estimations made by management on the key assumptions.

相關披露載於綜合財務報表附註2.4、3及16。

Relevant disclosures are included in notes 2.4, 3 and 16 to the consolidated financial statements.

### KEY AUDIT MATTERS (Continued)

#### 吾等在審核過程中如何處理關鍵審核事項

#### How our audit addressed the key audit matter

吾等評估管理層所作的減值測試及評估現金產生單位的使用價值的審核程序包括：

Our audit procedures to evaluate the impairment test carried out by management and assess the value-in-use of the CGUs included:

- (i) 與管理層討論以了解管理層於商譽及其他無形資產減值評估作出的商譽及其他無形資產減值評估及主要估計（包括收益增長率、估計毛利、除稅前估計溢利及稅前貼現率）的管理流程及關鍵控制；  
Discussing with the management to understand the management process and the key controls in impairment assessment of goodwill and other intangible assets and the key estimations made by the management in the impairment assessment of goodwill and other intangible assets including the growth rates in revenue, estimated gross profit, estimated profit before tax and pre-tax discount rates;
- (ii) 評估估值師的才幹、能力及客觀性；  
Evaluating the competency, capabilities and objectivity of the Valuers;
- (iii) 經參考過往財務表現，評估收益增長率、估計毛利及除稅前估計溢利的合理性；  
Evaluating the reasonableness of the growth rates in revenue, estimated gross profit and estimated profit before tax, with reference to the historical financial performance;
- (iv) 透過將預測應用的稅前貼現率與經濟及行業數據進行比較，評估其是否合適；  
Evaluating the appropriateness of pre-tax discount rates applied in the forecast by comparing them to economic and industry data;
- (v) 核查使用價值計算的算術準確性；及  
Checking the mathematical accuracy of the VIU calculations;
- (vi) 透過將現金產生單位（或一組現金產生單位）的實際結果與商譽及其他無形資產減值評估所用先前預測結果進行比較，評估管理層批准的財務預算的合理性；及  
Evaluating the reasonableness of the financial budgets approved by the management by comparing the actual results of the cash-generating unit (or group of cash-generating units) to the previously forecasted results used in the impairment assessment of goodwill and other intangible assets; and
- (vii) 評估與商譽及其他無形資產減值評估有關的披露是否充分。  
Assessed the adequacy of the disclosure related to impairment assessment of goodwill and other intangible assets.

# 獨立核數師報告

## Independent Auditor's Report

二零二五年十二月三十一日

31 December 2025

### 關鍵審核事項 (續)

#### 關鍵審核事項

##### Key audit matter

##### 應收款項預期信貸虧損撥備

##### *Provision for expected credit losses on receivables*

於二零二五年十二月三十一日，貴集團貿易應收款項的賬面淨值約為人民幣386百萬元，其中總額為人民幣678百萬元及減值撥備人民幣292百萬元。

As at 31 December 2025, the net carrying amount of trade receivables of the Group was approximately RMB386 million, including a gross amount of RMB678 million and an allowance for impairment of RMB292 million.

吾等將貿易應收款項的可收回性評估識別為一項關鍵審核事項，因為就綜合財務報表而言其結餘重大，且管理層於估計貿易應收款項的預期信貸虧損（包括考慮是否存在糾紛、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。We identified the recoverability assessment of trade receivables as a key audit matter due to the significance of the balance to the consolidated financial statements and the significant judgement exercised by management in estimating the expected credit losses for trade receivables. This included 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.

相關披露載於綜合財務報表附註3及20。

Relevant disclosures are included in notes 3 and 20 to the consolidated financial statements.

### KEY AUDIT MATTERS (Continued)

#### 吾等在審核過程中如何處理關鍵審核事項

##### How our audit addressed the key audit matter

吾等評估貿易應收款項可收回性的審核程序包括：

Our audit procedures to assess the recoverability of trade receivables included:

- (i) 瞭解預期信貸虧損評估中的管理流程及主要控制，以及使用撥備矩陣或虧損率方法釐定應收款項預期信貸虧損評估的違約率及評估管理層所納入任何定量、定性及前瞻性資料的合理性時作出的假設；  
Obtaining an understanding of the management process and the key controls in ECL assessment and assumptions made in determining the default rates for ECL assessment of receivables using provision matrix or loss rate approach and evaluating the reasonableness of any quantitative, qualitative and forward-looking information incorporated by the management;
- (ii) 抽樣測試管理層使用的資料，以開發源文件的撥備矩陣；  
Testing the information used by the management to develop the provision matrix, on a sample basis, to the source documents;
- (iii) 經參考歷史違約率，評估應用的預期虧損率的合理性；  
Evaluating the appropriateness of the expected loss rates applied by reference to the historical default rates;
- (iv) 檢查預期信貸虧損計算的數學準確率；  
Checking the mathematical accuracy of the ECL calculations;
- (v) 評估管理層參考可供使用市場資料所用的前瞻性資料的合理性；及  
Evaluating the reasonableness of forward looking information used by the management by reference to available market information; and
- (vi) 評估與貿易應收款項及應收關聯公司款項的預期信貸虧損有關的披露是否充分。  
Assessed the adequacy of the disclosures related to ECL on trade receivables and amounts due from related companies.

# 獨立核數師報告

## Independent Auditor's Report

二零二五年十二月三十一日

31 December 2025

### 載於年報的其他資料

貴公司董事須對其他資料承擔責任。其他資料包括載於年報的資料，不包括綜合財務報表及吾等的核數師報告。

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

就吾等審核綜合財務報表而言，吾等的責任為閱讀其他資料，從而考慮其他資料是否與綜合財務報表或吾等在審核過程中獲悉的資料存在重大不符，或似乎存在重大錯誤陳述。倘若吾等基於已進行的工作認為其他資料出現重大錯誤陳述，吾等須報告有關事實。就此，吾等毋須作出報告。

### 董事就綜合財務報表須承擔的責任

貴公司董事須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，編製真實而公平地反映情況的綜合財務報表，並進行董事釐定對編製綜合財務報表屬必要的有關內部監控，以使該等綜合財務報表不存在由於欺詐或錯誤而導致的重大錯誤陳述。

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

審計委員會協助貴公司董事履行彼等監督貴集團財務報告程序的責任。

### 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.

### 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 issued by 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.

# 獨立核數師報告

## Independent Auditor's Report

二零二五年十二月三十一日

31 December 2025

### 核數師就審核綜合財務報表須承擔的責任

吾等的目標為合理確定綜合財務報表整體而言不會存在由於欺詐或錯誤而導致的重大錯誤陳述，並發出載有吾等意見的核數師報告。本報告僅為全體股東編製，除此以外不可作其他用途。吾等概不就本報告的內容對任何其他人士負責或承擔任何責任。

合理確定屬高層次的核證，惟根據香港審計準則進行的審核工作不能保證總能察覺所存在的重大錯誤陳述。錯誤陳述可因欺詐或錯誤產生，倘個別或整體在合理預期情況下可影響使用者根據綜合財務報表作出的經濟決定時，則被視為重大錯誤陳述。

在根據香港審計準則進行審核的過程中，吾等運用專業判斷，保持專業懷疑態度。吾等亦：

- 識別及評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險、設計及執行審核程序以應對該等風險，以及獲取充足和適當的審核憑證，作為吾等意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述或凌駕內部監控的情況，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 了解與審核相關的內部監控，以設計適當的審核程序，惟並非旨在對貴集團內部監控的有效性發表意見。
- 評估董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。

### 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.

As part of an audit in accordance with HKSAAs, 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 directors.

# 獨立核數師報告

## Independent Auditor's Report

二零二五年十二月三十一日

31 December 2025

### 核數師就審核綜合財務報表須承擔的責任 (續)

- 對董事採用持續經營會計基礎的恰當性作出結論，並根據所獲取的審核憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。倘吾等認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。倘有關披露不足，則修訂吾等的意見。吾等的結論乃基於截至核數師報告日期止所取得的審核憑證而作出。然而，未來事項或情況可能導致貴集團無法持續經營。
- 評估綜合財務報表的整體呈報方式、結構及內容，包括披露資料，以及綜合財務報表是否中肯反映相關交易和事項。
- 計劃並執行小組審核以就貴集團內實體或業務活動的財務資料獲取充足及適當的審核憑證，作為對綜合財務報表形成意見的基礎。吾等負責集團審核的方向、監督及審查為集團審計而進行的審計工作。吾等就審核意見承擔全部責任。

吾等與審計委員會就（其中包括）審核的計劃範圍、時間安排及重大審核發現進行溝通，該等發現包括吾等在審核過程中識別的內部監控的任何重大缺失。

吾等亦向審計委員會作出聲明，指出吾等已符合有關獨立性的相關道德要求，並與彼等溝通可能被合理認為會影響吾等獨立性的所有關係及其他事宜，以及所採用消除威脅的行動或防範措施（如適用）。

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

- Conclude on the appropriateness of directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as 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 purpose 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.

# 獨立核數師報告

## Independent Auditor's Report

二零二五年十二月三十一日

31 December 2025

### 核數師就審核綜合財務報表須承擔的責任 (續)

從與審計委員會溝通的事項中，吾等確定對本期間綜合財務報表的審核至關重要的事項，因而構成關鍵審核事項。吾等在核數師報告中描述該等事項，除非法律或法規不允許公開披露該等事項，或在極端罕見的情況下，倘合理預期在吾等報告中溝通某事項造成的負面後果超出產生的公眾利益，則吾等決定不應在報告中溝通該事項。

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

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.

中正天恆會計師有限公司  
執業會計師  
石汶熿  
執業證書號碼：P07274  
香港  
二零二六年三月二十五日

CCTH CPA Limited Certified Public Accountants  
Shek Man Hei Kimmy  
Practising Certificate Number: P07274  
Hong Kong  
25 March 2026

# 綜合損益表

## Consolidated Statement of Profit or Loss

截至二零二五年十二月三十一日止年度

Year ended 31 December 2025

		附註 Notes	二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
收入	REVENUE	5	1,062,576	1,113,933
銷售成本	Cost of sales		(889,237)	(880,989)
毛利	GROSS PROFIT		173,339	232,944
其他收入及收益	Other income and gains	5	8,817	23,158
行政開支	Administrative expenses		(137,082)	(137,983)
金融資產減值虧損淨額	Impairment losses on financial assets, net		(61,611)	(38,891)
商譽減值虧損	Impairment losses of goodwill	16	(119,711)	(214,777)
投資物業公平值虧損	Fair value losses on investment properties	15	(70,504)	(55,599)
應佔聯營公司業績	Share of results of associates	18	(207)	(300)
融資成本	Finance costs	7	(9,538)	(13,364)
除稅前虧損	LOSS BEFORE TAX	6	(216,497)	(204,812)
所得稅開支	Income tax expense	10	(12,368)	(30,584)
年內虧損	LOSS FOR THE YEAR		(228,865)	(235,396)
以下人士應佔：	Attributable to:			
母公司擁有人	Owners of the parent		(230,487)	(235,915)
非控股權益	Non-controlling interests		1,622	519
			(228,865)	(235,396)
母公司普通股持有人 應佔每股虧損	LOSS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT		人民幣元 RMB	人民幣元 RMB
基本及攤薄	Basic and diluted	12	(0.22)	(0.23)

# 綜合全面收益表

## Consolidated Statement of Comprehensive Income

截至二零二五年十二月三十一日止年度

Year ended 31 December 2025

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
年內虧損	LOSS FOR THE YEAR	(228,865)	(235,396)
其他全面虧損	OTHER COMPREHENSIVE LOSS		
不會於往後期間重新分類至 損益之其他全面虧損：	Other comprehensive loss that will not be reclassified to profit or loss in subsequent periods:		
將集團公司的財務報表換算為 呈列貨幣的匯兌差額	Translation difference of group Companies into Presentation Currency of the financial statements	—	(11)
不會於往後期間重新分類至 損益之其他全面虧損淨額	Net other comprehensive loss that will not be reclassified to profit or loss in subsequent periods	—	(11)
年內其他全面虧損，扣除稅項	OTHER COMPREHENSIVE LOSS FOR THE YEAR, NET OF TAX	—	(11)
年內全面虧損總額	TOTAL COMPREHENSIVE LOSS FOR THE YEAR	(228,865)	(235,407)
以下人士應佔：	Attributable to:		
母公司擁有人	Owners of the parent	(230,487)	(235,926)
非控股權益	Non-controlling interests	1,622	519
		(228,865)	(235,407)

# 綜合財務狀況表

## Consolidated Statement of Financial Position

二零二五年十二月三十一日

31 December 2025

		附註 Notes	二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
<b>非流動資產</b>	<b>NON-CURRENT ASSETS</b>			
物業及設備	Property and equipment	13	17,002	12,645
使用權資產	Right-of-use assets	14(a)	939	2,040
投資物業	Investment properties	15	195,000	247,740
商譽	Goodwill	16	203,289	323,000
其他無形資產	Other intangible assets	17	26,561	30,584
於聯營公司的投資	Investments in associates	18	564	771
融資租賃應收款項	Finance lease receivables	19	8,059	8,915
遞延稅項資產	Deferred tax assets	26	62,259	61,935
<b>非流動資產總值</b>	<b>Total non-current assets</b>		<b>513,673</b>	<b>687,630</b>
<b>流動資產</b>	<b>CURRENT ASSETS</b>			
融資租賃應收款項	Finance lease receivables	19	864	42,186
貿易應收款項	Trade receivables	20	386,131	342,377
應收關聯公司款項	Due from related companies	30	–	32,367
預付款項、其他應收款項 及其他資產	Prepayments, other receivables and other assets	21	97,646	97,716
現金及銀行結餘	Cash and bank balances	22	540,551	572,211
<b>流動資產總值</b>	<b>Total current assets</b>		<b>1,025,192</b>	<b>1,086,857</b>
<b>流動負債</b>	<b>CURRENT LIABILITIES</b>			
貿易應付款項	Trade payables	23	191,918	134,945
其他應付款項及應計費用	Other payables and accruals	24	441,567	415,252
應付關聯公司款項	Due to related companies	30	35	1,456
計息銀行及其他借款	Interest-bearing bank and other borrowings	25	42,570	56,650
應付稅項	Tax payable		102,124	99,851
租賃負債	Lease liabilities	14(b)	41,665	81,446
<b>流動負債總額</b>	<b>Total current liabilities</b>		<b>819,879</b>	<b>789,600</b>
<b>流動資產淨值</b>	<b>NET CURRENT ASSETS</b>		<b>205,313</b>	<b>297,257</b>

# 綜合財務狀況表

## Consolidated Statement of Financial Position

二零二五年十二月三十一日

31 December 2025

		附註 Notes	二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
資產總值減流動負債	<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		718,986	984,887
<b>非流動負債</b>	<b>NON-CURRENT LIABILITIES</b>			
計息銀行及其他借款	Interest-bearing bank and other borrowings	25	–	3,020
租賃負債	Lease liabilities	14(b)	88,393	118,691
遞延稅項負債	Deferred tax liabilities	26	6,611	10,945
其他應付款項	Other payables	24	11,593	7,969
非流動負債總額	Total non-current liabilities		106,597	140,625
<b>淨資產</b>	<b>NET ASSETS</b>		612,389	844,262
<b>權益</b>	<b>EQUITY</b>			
母公司擁有人應佔權益	Equity attributable to owners of the parent			
股本	Share capital	27	7,867	7,867
儲備	Reserves	28	603,366	833,853
			611,233	841,720
非控股權益	Non-controlling interests		1,156	2,542
<b>總權益</b>	<b>TOTAL EQUITY</b>		612,389	844,262

# 綜合權益變動表

## Consolidated Statement of Changes In Equity

截至二零二五年十二月三十一日止年度

Year ended 31 December 2025

		母公司擁有人應佔									
		Attributable to owners of the parent									
		股本	股份溢價*	資本儲備*	合併儲備*	法定盈餘儲備*	匯率波動儲備*	累計虧損*	總計	非控股權益	權益總額
		Share capital	Share premium*	Capital reserve*	Merger reserve*	Statutory surplus reserves*	Exchange fluctuation reserves*	Accumulated losses*	Total	Non-controlling interests	Total equity
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		附註27	附註28(a)	附註28(b)	附註28(c)	附註28(d)					
		Note 27	Note 28(a)	Note 28(b)	Note 28(c)	Note 28(d)					
於二零二四年一月一日	At 1 January 2024	7,867	1,061,564	(4,004)	(40,488)	54,689	(75,684)	78,487	1,082,431	6,111	1,088,542
年內虧損	Loss for the year	-	-	-	-	-	-	(235,915)	(235,915)	519	(235,396)
年內其他全面虧損換算財務報表產生的匯兌差額	Other comprehensive loss for the year: Exchange differences on translation of the financial statements	-	-	-	-	-	(11)	-	(11)	-	(11)
年內全面虧損總額	Total comprehensive loss for the year	-	-	-	-	-	(11)	(235,915)	(235,926)	519	(235,407)
轉入法定盈餘資金	Transfer to statutory surplus reserves	-	-	-	-	5,311	-	(5,311)	-	-	-
向非控股股東支付股息	Dividends paid to non-controlling shareholders	-	-	-	-	-	-	-	-	(1,715)	(1,715)
為非控股權益附屬公司減資	Capital reduction of subsidiaries from non-controlling interests	-	-	-	-	-	-	-	-	(588)	(588)
收購非控股權益	Acquisition of non-controlling interests	-	-	(4,785)	-	-	-	-	(4,785)	(1,785)	(6,570)
於二零二四年十二月三十一日	At 31 December 2024	7,867	1,061,564	(8,789)	(40,488)	60,000	(75,695)	(162,739)	841,720	2,542	844,262
於二零二四年十二月三十一日及二零二五年一月一日	At 31 December 2024 and 1 January 2025	7,867	1,061,564	(8,789)	(40,488)	60,000	(75,695)	(162,739)	841,720	2,542	844,262
年內虧損	Loss for the year	-	-	-	-	-	-	(230,487)	(230,487)	1,622	(228,865)
年內其他全面虧損換算財務報表產生的匯兌差額	Other comprehensive loss for the year: Exchange differences on translation of the financial statements	-	-	-	-	-	-	-	-	-	-
年內全面虧損總額	Total comprehensive loss for the year	-	-	-	-	-	-	(230,487)	(230,487)	1,622	(228,865)
轉入法定盈餘資金	Transfer to statutory surplus reserves	-	-	-	-	714	-	(714)	-	-	-
向非控股股東支付股息	Dividends paid to non-controlling shareholders	-	-	-	-	-	-	-	-	(720)	(720)
為非控股權益附屬公司減資	Capital reduction of subsidiaries from non-controlling interests	-	-	-	-	-	-	-	-	(2,288)	(2,288)
收購非控股權益	Acquisition of non-controlling interests	-	-	-	-	-	-	-	-	-	-
於二零二五年十二月三十一日	At 31 December 2025	7,867	1,061,564	(8,789)	(40,488)	60,714	(75,695)	(393,940)	611,233	1,156	612,389

\* 於二零二五年十二月三十一日的綜合財務狀況表中，該等儲備賬戶包括綜合儲備人民幣603,366,000元（二零二四年：人民幣833,853,000元）。

\* These reserve accounts comprise the consolidated reserves of RMB603,366,000 (2024: RMB833,853,000) in the consolidated statement of financial position as at 31 December 2025.

# 綜合現金流量表

## Consolidated Statement of Cash Flows

截至二零二五年十二月三十一日止年度

Year ended 31 December 2025

	附註 Notes	二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
<b>經營活動現金流量</b>	<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
除稅前虧損	Loss before tax	(216,497)	(204,812)
調整：	Adjustments for:		
財務成本	Finance costs	7	13,364
利息收入	Interest income	5	(4,356)
分佔聯營公司業績	Share of results of associates	18	300
投資物業公平值虧損	Fair value losses on investment properties	15	55,599
就分租終止確認使用權 資產的收益	Gains on derecognition of right-of-use assets for a sublease	5	(11,985)
出售投資物業項目的 虧損	Losses on disposal of items of investment properties		2,048
物業及設備折舊	Depreciation of property and equipment	6,13	3,957
使用權資產折舊	Depreciation of right-of-use assets	6,14(a)	1,175
其他無形資產攤銷	Amortisation of other intangible assets	6,17	7,464
融資租賃應收款項(減值 虧損撥回)/減值虧損	(Reversal of impairment losses)/Impairment losses of finance lease receivables	6,19	1,344
貿易應收款項減值虧損	Impairment losses of trade receivables	6,20	31,181
應收關聯公司款項 減值虧損	Impairment losses of amounts due from related companies	6,30	5,169
其他應收款項減值虧損	Impairment losses of other receivables	6,21	1,197
商譽減值虧損	Impairment losses of goodwill	6,16	214,777
		61,093	116,422
貿易應收款項增加	Increase in trade receivables	(64,782)	(63,811)
預付款項、其他應收款項及 其他資產(增加)/減少	(Increase)/decrease in prepayments, other receivables and other assets	(3,948)	9,147
應收關聯公司款項減少	Decrease in amounts due from related companies	(10,270)	3,255
應付關聯公司款項增加	Increase in amounts due to related companies	(1,421)	(983)
貿易應付款項增加/(減少)	Increase/(decrease) in trade payables	56,973	(30,134)
其他應付款項及應計費用 增加/(減少)	Increase/(decrease) in other payables and accruals	29,939	(18,414)
受限制現金(增加)/減少	(Increase)/decrease in restricted cash	359	(2,189)
融資租賃應收款項減少	Decrease in finance lease receivables	44,016	38,742

# 綜合現金流量表

## Consolidated Statement of Cash Flows

截至二零二五年十二月三十一日止年度

Year ended 31 December 2025

		附註	二零二五年	二零二四年
		Notes	2025	2024
			人民幣千元	人民幣千元
			RMB'000	RMB'000
經營所得現金	Cash generated from operations		111,959	52,035
已收利息	Interest received		288	661
已付利息	Interest paid		(2,476)	(3,421)
已付稅項	Tax paid		(14,753)	(3,888)
<b>經營活動所得現金流量淨額</b>	<b>Net cash flows from operating activities</b>		<b>95,018</b>	<b>45,387</b>
<b>投資活動所得現金流量</b>	<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
購買物業及設備項目	Purchases of items of property and equipment	13	(13,588)	(11,017)
出售物業及設備項目所得款項	Proceeds from disposal of items of property and equipment	13	147	131
添置其他無形資產	Additions to other intangible assets	17	(2,829)	(602)
出售投資物業項目所得款項	Proceeds from disposal of items of investment properties		–	3,897
<b>投資活動所用現金流量淨額</b>	<b>Net cash flows used in investing activities</b>		<b>(16,270)</b>	<b>(7,591)</b>
<b>融資活動所得現金流量</b>	<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
向關聯公司還款	Repayment to related companies		–	–
新增計息銀行及其他借款	New interest-bearing bank and other borrowings raised		32,900	50,610
償還計息銀行及其他借款	Repayments of interest-bearing bank and other borrowings		(50,000)	(64,040)
向附屬公司非控股股東支付股息	Dividends paid to non-controlling shareholders of a subsidiary		(720)	(1,715)
為非控股權益附屬公司減資	Capital reduction of subsidiaries from non-controlling interests		(2,288)	(588)
償還租賃負債(含相關利息)	Repayments of lease liabilities including related interests	14(b)	(89,941)	(31,176)
<b>融資活動所用現金流量淨額</b>	<b>Net cash flows used in financing activities</b>		<b>(110,049)</b>	<b>(46,909)</b>

# 綜合現金流量表

## Consolidated Statement of Cash Flows

截至二零二五年十二月三十一日止年度

Year ended 31 December 2025

	附註 Notes	二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
現金及現金等價物減少淨額	NET DECREASE IN CASH AND CASH EQUIVALENTS	(31,301)	(9,113)
年初現金及現金等價物	Cash and cash equivalents at beginning of year	567,390	576,514
匯率變動影響淨額	Effect of foreign exchange rate changes, net	–	(11)
年末現金及現金等價物	CASH AND CASH EQUIVALENTS AT END OF YEAR	536,089	567,390
現金及現金等價物結餘分析	ANALYSIS OF BALANCES OF CASH AND CASH EQUIVALENTS		
現金及銀行結餘	Cash and bank balances	540,551	572,211
減：抵押按金	Less: Pledged deposits	645	1,807
受限制現金	Restricted cash	3,817	3,014
現金流量表所列現金及現金等價物	CASH AND CASH EQUIVALENTS AS STATED IN THE STATEMENT OF CASH FLOWS	536,089	567,390

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
31 December 2025

### 1. 公司及集團資料

本公司為於二零一八年十二月十七日在開曼群島註冊成立的獲豁免公司。本公司的註冊辦事處位於190 Elgin Avenue, George Town, Grand Cayman KY1-9008, Cayman Islands。

本公司的附屬公司主要在中國內地從事為住宅和非住宅物業提供物業管理服務、非業主增值服務、社區增值服務、商業運營管理服務。

本公司股份於二零二零年七月十日（「上市日期」）於香港聯合交易所有限公司（「聯交所」）主板上市。

本公司董事認為，本集團的最終控股股東為歐國偉先生及其家庭成員。

#### 有關附屬公司的資料

本公司主要附屬公司的詳情如下：

名稱	註冊成立／成立地點及日期以及營運地點	已發行普通股／註冊股本的面值	本公司應佔股權百分比	主要業務
Name	Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity attributable to the Company	Principal activities
直接持有： Directly held:				
Future Prosperity Holdings Limited （「Future Prosperity (BVI)」）	英屬維爾京群島 （「英屬維爾京群島」）/ 二零一八年一月二十二日	1,000美元	100%	投資控股
Future Prosperity Holdings Limited （「Future Prosperity (BVI)」）	British Virgin Islands （「BVI」）/ 22 January 2018	US\$1,000	100%	Investment holding
正榮服務中國有限公司（「正榮服務中國」）	英屬維爾京群島/ 二零一八年十二月十九日	1美元	100%	投資控股
Zhenro Services China Limited （「Zhenro Services (BVI)」）	BVI/ 19 December 2018	US\$1	100%	Investment holding

### 1. CORPORATE AND GROUP INFORMATION

The Company is an exempted company incorporated in the Cayman Islands on 17 December 2018. The registered office address of the Company is 190 Elgin Avenue, George Town, Grand Cayman KY1-9008, Cayman Islands.

The Company's subsidiaries are principally engaged in the provision of property management services, value-added services to non-property owners, community value-added services for residential and non-residential properties, commercial operational management services in Chinese Mainland.

The shares of the Company have been listed on the Main Board of The Stock Exchange of Hong Kong Limited (the "Stock Exchange") on 10 July 2020 (the "Listing Date").

In the opinion of the directors of the Company, the ultimate controlling shareholder of the Group is Mr. Ou Guowei together with his family members.

#### Information about subsidiaries

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

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 1. 公司及集團資料 (續)

#### 有關附屬公司的資料 (續)

名稱	註冊成立／成立地點及日期以及營運地點 Place and date of incorporation/ establishment and place of operations	已發行普通股／註冊股本的面值 Nominal value of issued ordinary/ registered share capital	本公司應佔股權百分比 Percentage of equity attributable to the Company	主要業務 Principal activities
間接持有：				
Indirectly held:				
Future Prosperity (HK) Limited (「Future Prosperity (HK)」)	香港／二零一八年二月二十日	1港元	100%	投資控股
Future Prosperity (HK) Limited (“Future Prosperity (HK)”)	Hong Kong/ 20 February 2018	HK\$1	100%	Investment holding
正榮服務香港有限公司 (「正榮服務香港」)	香港／二零一八年十二月二十四日	1港元	100%	投資控股
Zhenro Services Hong Kong Limited (“Zhenro Services (HK)”)	Hong Kong/ 24 December 2018	HK\$1	100%	Investment holding
福州匯華企業管理諮詢有限公司 (「福州匯華」)*	中華人民共和國 (「中國」)／中國內地／二零一九年一月三十一日	人民幣1,000,000,000元	100%	投資控股
福州匯華企業管理諮詢有限公司 Fuzhou Huihua Corporate Management Consultancy Co., Ltd. (“Fuzhou Huihua”)*	People’s Republic of China (“PRC”) Mainland China/ 31 January 2019	RMB1,000,000,000	100%	Investment holding
福建正榮物業服務有限公司	中國／中國內地／二零一三年三月八日	人民幣1,052,640,000元	100%	物業管理
福建正榮物業服務有限公司 Fujian Zhenro Property Service Co., Ltd.	PRC/Mainland China/ 8 March 2013	RMB1,052,640,000	100%	Property management
正榮物業服務有限公司 (「正榮物業服務」)	中國／中國內地／二零二零年二月二日	人民幣50,000,000元	100%	物業管理
正榮物業服務有限公司 Zhenro Property Services Co., Ltd. (“Zhenro Property Services”)	PRC/Mainland China/ 2 February 2000	RMB50,000,000	100%	Property management
福州正榮物業管理有限公司	中國／中國內地／二零一零年九月十七日	人民幣1,000,000元	100%	物業管理
福州正榮物業管理有限公司 Fuzhou Zhenro Property Management Co., Ltd.	PRC/Mainland China/ 17 September 2010	RMB 1,000,000	100%	Property management

### 1. CORPORATE AND GROUP INFORMATION (Continued)

#### Information about subsidiaries (Continued)

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 1. 公司及集團資料 (續)

#### 有關附屬公司的資料 (續)

名稱	註冊成立／成立地點及日期以及營運地點	已發行普通股／註冊股本的面值	本公司應佔股權百分比	主要業務
Name	Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity attributable to the Company	Principal activities
間接持有：(續)				
Indirectly held: (continued)				
湖北長房正榮物業服務有限公司中	中國／中國內地／二零一八年七月三十日	人民幣5,000,000元	51%	物業管理
湖北長房正榮物業服務有限公司 Hubei Changfang Zhenro Property Services Co., Ltd.	PRC/Mainland China/ 30 July 2018	RMB5,000,000	51%	Property management
正榮企業服務有限公司 (前稱「江蘇愛濤物業管理有限公司」)	中國／中國內地／二零零一年二月二十一日	人民幣50,000,000元	100%	物業管理
正榮企業服務有限公司 Zhenro Enterprise Service Co., Ltd. (formerly known as "Jiangsu Aitao Property Management Co., Ltd.")	PRC/Mainland China/ 21 February 2001	RMB50,000,000	100%	Property management
長沙市正物商企物業服務有限公司 (前稱「長沙市愛濤物業服務有限公司」)	中國／中國內地／二零一八年三月六日	人民幣5,000,000元	100%	物業管理
長沙市正物商企物業服務有限公司 Changsha Zhengwu Commercial Enterprise Property Service Co., Ltd. (formerly known as "Changsha Aitao Property Services Co., Ltd.")	PRC/Mainland China/ 6 March 2018	RMB5,000,000	100%	Property management
江蘇省蘇鐵物業管理有限責任公司 (「江蘇蘇鐵」)	中國／中國內地／二零零一年一月四日	人民幣11,000,000元	100%	物業管理
江蘇省蘇鐵物業管理有限責任公司 Jiangsu Sutie Property Management Co., Ltd. (「Jiangsu Sutie」)	PRC/Mainland China/ 4 January 2001	RMB11,000,000	100%	Property management
正榮物業管理服務有限公司	中國／中國內地／二零一九年四月二十四日	人民幣50,000,000元	100%	物業管理
正榮物業管理服務有限公司 Zhenro Property Management Services Co., Ltd.	PRC/Mainland China/ 24 April 2019	RMB50,000,000	100%	Property management
上海正智電子商務有限公司	中國／中國內地／二零二零年八月十二日	人民幣20,000,000元	100%	商業貿易
上海正智電子商務有限公司 Shanghai Zhengzhi Electronic Commerce Co., Ltd.	PRC/Mainland China/ 12 August 2020	RMB20,000,000	100%	Commercial trading

### 1. CORPORATE AND GROUP INFORMATION (Continued)

#### Information about subsidiaries (Continued)

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 1. 公司及集團資料 (續)

#### 有關附屬公司的資料 (續)

名稱	註冊成立／成立地點及日期以及營運地點	已發行普通股／註冊股本的面值	本公司應佔股權百分比	主要業務
Name	Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity attributable to the Company	Principal activities
間接持有：(續)				
Indirectly held: (continued)				
正榮榮享物業管理有限公司	中國／中國內地／二零二零年十月十二日	人民幣100,000,000元	100%	物業管理
正榮榮享物業管理有限公司 Zhenro Rongxiang Property Management Co., Ltd.	PRC/Mainland China/ 12 October 2020	RMB100,000,000	100%	Property management
廈門正榮物業管理有限公司	中國／中國內地／二零二零年六月十七日	人民幣1,000,000元	100%	物業管理
廈門正榮物業管理有限公司 Xiamen Zhenro Property Management Co., Ltd.	PRC/Mainland China/ 17 June 2020	RMB1,000,000	100%	Property management
福州高新區正榮物業服務有限公司	中國／中國內地／二零二一年三月二十四日	人民幣612,244,900元	100%	物業管理
福州高新區正榮物業服務有限公司 Fuzhou High Tech Zone Zhenro Property Service Co., Ltd.	PRC/Mainland China/ 24 March 2021	RMB612,244,900	100%	Property management
正榮商業管理有限公司	中國／中國內地／二零二一年六月三十日	人民幣50,505,000元	100%	物業管理
正榮商業管理有限公司 Zhenro Business Management Co., Ltd.	PRC/Mainland China/ 30 June 2021	RMB50,505,000	100%	Property management
上海榮瑤公寓管理有限公司	中國／中國內地／二零二一年八月二十三日	人民幣1,000,000元	100%	物業管理
上海榮瑤公寓管理有限公司 Shanghai Rongjue Apartment Management Co., Ltd.	PRC/Mainland China/ 23 August 2021	RMB1,000,000	100%	Property management
上海榮遵商務諮詢有限公司	中國／中國內地／二零二一年五月十四日	人民幣1,000,000元	100%	商務諮詢
上海榮遵商務諮詢有限公司 Shanghai Rongzun Business Consulting Co., Ltd.	PRC/Mainland China/ 14 May 2021	RMB1,000,000	100%	Business consulting
上海榮叢商務諮詢有限公司	中國／中國內地／二零二一年五月二十日	人民幣1,000,000元	100%	商務諮詢
上海榮叢商務諮詢有限公司 Shanghai Rongcong Business Consulting Co., Ltd.	PRC/Mainland China/ 20 May 2021	RMB1,000,000	100%	Business consulting

### 1. CORPORATE AND GROUP INFORMATION (Continued)

#### Information about subsidiaries (Continued)

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 1. 公司及集團資料 (續)

#### 有關附屬公司的資料 (續)

名稱	註冊成立／成立地點及 日期以及營運地點	已發行普通股／ 註冊股本的面值	本公司應佔 股權百分比	主要業務
Name	Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity attributable to the Company	Principal activities
間接持有：(續)				
Indirectly held: (continued)				
上海榮科慧科技有限公司	中國／中國內地／ 二零二一年七月二十日	人民幣8,000,000元	100%	技術服務
上海榮科慧科技有限公司 Shanghai Rongkehui Technology Co., Ltd.	PRC/Mainland China/ 20 July 2021	RMB8,000,000	100%	Technical services
上海榮智家裝飾裝修有限公司	中國／中國內地／ 二零二一年六月二十三日	人民幣15,000,000元	100%	裝飾裝修
上海榮智家裝飾裝修有限公司 Shanghai Rongzhijia Decoration Co., Ltd.	PRC/Mainland China/ 23 June 2021	RMB15,000,000	100%	Decoration
正榮(莆田)商業管理有限公司	中國／中國內地／ 二零二一年六月三十日	人民幣10,000,000元	100%	商業管理
正榮(莆田)商業管理有限公司 Zhenro (Putian) Commercial Management Co., Ltd.	PRC/Mainland China/ 30 June 2021	RMB10,000,000	100%	Commercial management
福州市馬尾區正榮商業管理有限公司	中國／中國內地／ 二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
福州市馬尾區正榮商業管理有限公司 Fuzhou Mawei Zhenro Commercial Management Co., Ltd.	PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
南京正榮商業管理有限公司	中國／中國內地／ 二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
南京正榮商業管理有限公司 Nanjing Zhenro Commercial Management Co., Ltd.	PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
正榮鄰舍商業管理有限公司	中國／中國內地／ 二零二一年六月三十日	人民幣50,000,000元	100%	商業管理
正榮鄰舍商業管理有限公司 Zhenro Neighborhood Commercial Management Co., Ltd.	PRC/Mainland China/ 30 June 2021	RMB50,000,000	100%	Commercial management
正榮泰興商業管理有限公司	中國／中國內地／ 二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
正榮泰興商業管理有限公司 Zhenro Taixing Commercial Management Co., Ltd.	PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management

### 1. CORPORATE AND GROUP INFORMATION (Continued)

#### Information about subsidiaries (Continued)

註冊成立／成立地點及 日期以及營運地點	已發行普通股／ 註冊股本的面值	本公司應佔 股權百分比	主要業務
Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity attributable to the Company	Principal activities
間接持有：(續)			
Indirectly held: (continued)			
中國／中國內地／ 二零二一年七月二十日	人民幣8,000,000元	100%	技術服務
PRC/Mainland China/ 20 July 2021	RMB8,000,000	100%	Technical services
中國／中國內地／ 二零二一年六月二十三日	人民幣15,000,000元	100%	裝飾裝修
PRC/Mainland China/ 23 June 2021	RMB15,000,000	100%	Decoration
中國／中國內地／ 二零二一年六月三十日	人民幣10,000,000元	100%	商業管理
PRC/Mainland China/ 30 June 2021	RMB10,000,000	100%	Commercial management
中國／中國內地／ 二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
中國／中國內地／ 二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
中國／中國內地／ 二零二一年六月三十日	人民幣50,000,000元	100%	商業管理
PRC/Mainland China/ 30 June 2021	RMB50,000,000	100%	Commercial management
中國／中國內地／ 二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 1. 公司及集團資料 (續)

#### 有關附屬公司的資料 (續)

名稱	註冊成立／成立地點及日期以及營運地點	已發行普通股／註冊股本的面值	本公司應佔股權百分比	主要業務
Name	Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity attributable to the Company	Principal activities
間接持有：(續)				
Indirectly held: (continued)				
西安正榮商業管理有限公司	中國／中國內地／二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
西安正榮商業管理有限公司 Xi'an Zhenro Commercial Management Co., Ltd.	PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
上海正榮商業管理服務有限公司	中國／中國內地／二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
上海正榮商業管理服務有限公司 Shanghai Zhenro Commercial Management Co., Ltd.	PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
福州正榮商業管理有限公司	中國／中國內地／二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
福州正榮商業管理有限公司 Fuzhou Zhenro Commercial Management Co., Ltd.	PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
南昌青山湖區正榮城東物業服務有限公司	中國／中國內地／二零二二年六月十三日	人民幣5,000,000元	51%	物業管理
南昌青山湖區正榮城東物業服務有限公司 Nanchang Qingshanhu District Zhenro Chengdong Property Services Co., Ltd.	PRC/Mainland China/ 13 June 2022	RMB5,000,000	51%	Property management
莆田市正鑫城市服務有限公司	中國／中國內地／二零二二年二月二十五日	人民幣5,000,000元	51%	物業管理
莆田市正鑫城市服務有限公司 Putian Zhengxin City Services Co., Ltd.	PRC/Mainland China/ 25 February 2022	RMB5,000,000	51%	Property management
南昌正榮青雲物業服務有限公司	中國／中國內地／二零二三年二月七日	人民幣1,000,000元	51%	物業管理
南昌正榮青雲物業服務有限公司 Nanchang Zhenro Qingyun Property Services Co., Ltd.	PRC/Mainland China/ 7 February 2023	RMB1,000,000	51%	Property management
南昌榮智物業管理有限公司	中國／中國內地／二零二三年十二月四日	人民幣5,000,000元	100%	物業管理
南昌榮智物業管理有限公司 Nanchang Rongzhi Property Management Co., Ltd.	PRC/Mainland China/ 4 December 2023	RMB5,000,000	100%	Property management

### 1. CORPORATE AND GROUP INFORMATION (Continued)

#### Information about subsidiaries (Continued)

註冊成立／成立地點及日期以及營運地點	已發行普通股／註冊股本的面值	本公司應佔股權百分比	主要業務
Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity attributable to the Company	Principal activities
間接持有：(續)			
Indirectly held: (continued)			
中國／中國內地／二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
中國／中國內地／二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
中國／中國內地／二零二一年六月三十日	人民幣1,000,000元	100%	商業管理
PRC/Mainland China/ 30 June 2021	RMB1,000,000	100%	Commercial management
中國／中國內地／二零二二年六月十三日	人民幣5,000,000元	51%	物業管理
PRC/Mainland China/ 13 June 2022	RMB5,000,000	51%	Property management
中國／中國內地／二零二二年二月二十五日	人民幣5,000,000元	51%	物業管理
PRC/Mainland China/ 25 February 2022	RMB5,000,000	51%	Property management
中國／中國內地／二零二三年二月七日	人民幣1,000,000元	51%	物業管理
PRC/Mainland China/ 7 February 2023	RMB1,000,000	51%	Property management
中國／中國內地／二零二三年十二月四日	人民幣5,000,000元	100%	物業管理
PRC/Mainland China/ 4 December 2023	RMB5,000,000	100%	Property management

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 1. 公司及集團資料 (續)

#### 有關附屬公司的資料 (續)

名稱	註冊成立／成立地點及 日期以及營運地點	已發行普通股／ 註冊股本的面值	本公司應佔 股權百分比	主要業務
Name	Place and date of incorporation/ establishment and place of operations	Nominal value of issued ordinary/ registered share capital	Percentage of equity attributable to the Company	Principal activities
間接持有：(續)				
Indirectly held: (continued)				
湖北正美物業管理有限公司	中國／中國內地／ 二零二三年五月十一日	人民幣5,000,000元	51%	物業管理
湖北正美物業管理有限公司 Hubei Zhengmei Property Management Co., Ltd.	PRC/Mainland China/ 11 May 2023	RMB5,000,000	51%	Property management
蘇州正享榮企物業服務有限公司	中國／中國內地／ 二零二三年十二月二十五日	人民幣10,000,000元	100%	物業管理
蘇州正享榮企物業服務有限公司 Suzhou Zhengxiang Rongqi Property Management Co., Ltd.	PRC/Mainland China/ 25 December 2023	RMB10,000,000	100%	Property management
南昌榮柏物業管理有限公司	中國／中國內地／ 二零二三年十二月七日	人民幣5,000,000元	100%	物業管理
南昌榮柏物業管理有限公司 Nanchang Rongbai Property Management Co., Ltd.	PRC/Mainland China/ 7 December 2023	RMB5,000,000	100%	Property management
南昌正物物業管理有限公司	中國／中國內地／ 二零二三年十二月七日	人民幣5,000,000元	100%	物業管理
南昌正物物業管理有限公司 Nanchang Zhengwu Property Management Co., Ltd.	PRC/Mainland China/ 7 December 2023	RMB5,000,000	100%	Property management
蘇州鑫琪瑞電子商務有限公司	中國／中國內地／ 二零二三年十二月二十二日	人民幣1,000,000元	100%	商業貿易
蘇州鑫琪瑞電子商務有限公司 Suzhou Xinqirui e-commerce Co., Ltd.	PRC/Mainland China/ 22 December 2023	RMB1,000,000	100%	Commercial trading
株洲正鴻商業管理有限公司	中國／中國內地／ 二零二四年三月二十日	人民幣8,000,000元	100%	商業管理
株洲正鴻商業管理有限公司 Zhuzhou Zhenghong Commercial Management Co., Ltd.	PRC/Mainland China/ 20 March 2024	RMB8,000,000	100%	Commercial management

\* 福州匯華根據中國法律註冊為外商獨資企業。

\* Fuzhou Huihua is registered as a wholly-foreign-owned enterprise under PRC law.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 1. 公司及集團資料 (續)

#### 有關附屬公司的資料 (續)

本集團於中國註冊的所有附屬公司均為有限責任公司。

所有於中國註冊的集團公司的英文名稱乃由本公司管理層盡最大努力對該等公司中文名稱直接翻譯所得，乃因其並無註冊任何正式英文名稱。

上表列出董事認為對本年度業績有重大影響或佔本集團資產淨值主要部分之本公司附屬公司。董事認為，提供其他附屬公司之詳情會導致資料篇幅過長。

### 2. 會計政策

#### 2.1 編製基準

該等財務報表乃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，包括所有國際財務報告準則、國際會計準則（「國際會計準則」）及詮釋及香港公司條例的披露規定編製。該等財務報表乃根據歷史成本慣例編製，惟按公平值計量的投資物業除外。該等財務報表以人民幣（「人民幣」）呈列，且除非另有指明，所有數值約整至最接近的千位數。

#### 綜合基準

綜合財務報表包括本公司及其附屬公司（統稱「本集團」）截至二零二五年十二月三十一日止年度的財務報表。附屬公司乃一間由本公司直接或間接控制的實體（包括結構性實體）。當本集團對參與投資對象業務的浮動回報承擔風險或享有權利以及能透過對投資對象的權力（即令本集團當前有能力以主導投資對象相關活動的既有權利）影響該等回報時，即取得控制權。

### 1. CORPORATE AND GROUP INFORMATION (Continued)

#### Information about subsidiaries (Continued)

The Group's subsidiaries registered in the PRC are all limited liability companies.

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

### 2. ACCOUNTING POLICIES

#### 2.1 BASIS OF PREPARATION

These financial statements have been prepared in accordance with IFRS Accounting Standards (which include all International Financial Reporting Standards, International Accounting Standards ("IASs") and Interpretations) issued by the International Accounting Standards Board ("IASB") and the disclosure requirements of the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for investment properties which have been measured at fair value. 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 (collectively referred to as the "Group") 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).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.1 編製基準 (續)

##### 綜合基準 (續)

於一般情況下均存在多數投票權形成控制權之推定。倘本公司擁有少於投資對象的大多數投票或類似權利，則本集團於評估其是否擁有對投資對象的權力時會考慮一切相關事實及情況，包括：

- (a) 與投資對象其他投票持有人的合約安排；
- (b) 其他合約安排所產生的權利；及
- (c) 本集團的表決權及潛在表決權。

附屬公司的財務報表乃按與本公司於同一報告期一致的會計政策編製。附屬公司的業績自本集團取得控制權之日起綜合入賬，並持續至該控制權終止當日。

損益及其他全面收入的各組成部分屬本集團的母公司擁有人及非控股權益應佔部分，即使此導致非控股權益出現虧絀結餘。所有集團內公司間與本集團成員公司間交易有關的資產及負債、權益、收入、開支及現金流量均於綜合入賬時全面抵銷。

倘事實與情況顯示上述三項控制權元素有一項或以上發生變更，本集團會重新評估其對投資對象是否有控制權。一家附屬公司的擁有權權益發生變動（並未喪失控制權），則按權益交易列賬。

### 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.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.1 編製基準 (續)

##### 綜合基準 (續)

倘本集團失去對一間附屬公司的控制權，則其終止確認相關資產（包括商譽）、負債、任何非控股權益及匯兌波動儲備；並確認所保留任何投資的公平值及損益中任何因此產生的盈餘或虧絀。先前於其他全面收入內確認的本集團應佔部分按與倘本集團直接出售相關資產或負債時所需的相同基準重新分類至損益或保留溢利（如適當）。

#### 2.2 會計政策及披露變動

本集團於本年度財務報表內首次採納下列經修訂國際財務報告準則會計準則。

國際會計準則第21號  
(修訂本)

缺乏可兌換性  
(修訂本)

經修訂國際財務報告準則會計準則的性質及影響載述如下：

國際會計準則第21號（修訂本）訂明實體應如何評估一種貨幣是否可兌換為另一種貨幣，以及在缺乏可兌換性的情況下，實體應如何估計計量日期的即期匯率。該等修訂要求披露資料，使財務報表使用者能夠了解不可兌換貨幣的影響。由於本集團與集團實體交易的貨幣及集團實體換算為本集團呈列貨幣的功能貨幣均可兌換，故該等修訂對綜合財務報表並無任何重大影響。

### 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 the exchange fluctuation reserve; 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 the following revised IFRS Accounting Standards for the first time for the current year's financial statements.

Amendments to IAS 21

Lack of Exchangeability (amendments)

The nature and the impact of the revised IFRS Accounting Standards are described below:

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 with and the functional currencies of group entities for translation into the Group's presentation currency were exchangeable, the amendments did not have any material impact on the consolidated financial statements.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.3 已頒佈但尚未生效的國際財務報告準則

本集團尚未於該等財務報表中應用以下已頒佈但尚未生效的新訂及經修訂國際財務報告準則。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(倘適用)生效時加以應用。

國際財務報告準則第18號	財務報表的呈列及披露 <sup>2</sup>
國際財務報告準則第19號及其修訂本	無公共責任性的附屬公司：披露 <sup>2</sup>
國際財務報告準則第9號及國際財務報告準則第7號(修訂本)	金融工具分類和計量的修訂 <sup>1</sup>
國際財務報告準則第9號及國際財務報告準則第7號(修訂本)	涉及依賴自然能源生產電力的合同 <sup>1</sup>
國際財務報告準則第10號及國際會計準則第28號(修訂本)	投資者與其聯營公司或合營企業間的資產出售或出資 <sup>3</sup>
國際會計準則第21號(修訂本)	換算為惡性通脹呈報貨幣 <sup>2</sup>
國際財務報告準則會計準則年度改進 – 第11卷	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(修訂本) <sup>1</sup>

### 2. ACCOUNTING POLICIES (Continued)

#### 2.3 ISSUED BUT NOT YET EFFECTIVE INTERNATIONAL FINANCIAL REPORTING STANDARDS

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

IFRS 18	<i>Presentation and Disclosure in Financial Statements<sup>2</sup></i>
IFRS 19 and its amendments	<i>Subsidiaries without Public Accountability: Disclosures<sup>2</sup></i>
Amendments to IFRS 9 and IFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments<sup>1</sup></i>
Amendments to IFRS 9 and IFRS 7	<i>Contracts Referencing Nature-dependent Electricity<sup>1</sup></i>
Amendments to IFRS 10 and IAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture<sup>3</sup></i>
Amendments to IAS 21	<i>Translation to a Hyperinflationary Presentation Currency<sup>2</sup></i>
Annual Improvements to IFRS Accounting Standards – Volume 11	<i>Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7<sup>1</sup></i>

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.3 已頒佈但尚未生效的國際財務報告準則 (續)

- <sup>1</sup> 於二零二六年一月一日或之後開始的年度期間生效。
- <sup>2</sup> 於二零二七年一月一日或之後開始的年度期間生效。
- <sup>3</sup> 尚未確定強制生效日期但可供採納。

除下文所述的新訂及經修訂國際財務報告準則會計準則外，本公司董事預期應用所有其他新訂及經修訂國際財務報告準則會計準則於可見未來將不會對綜合財務報表造成重大影響。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.3 ISSUED BUT NOT YET EFFECTIVE INTERNATIONAL FINANCIAL REPORTING STANDARDS (Continued)

- <sup>1</sup> Effective for annual periods beginning on or after 1 January 2026.
- <sup>2</sup> Effective for annual/reporting periods beginning on or after 1 January 2027.
- <sup>3</sup> No mandatory effective date yet determined but available for adoption.

Except for the new and amendments to IFRS Accounting Standards mentioned below, the directors of the Company anticipate that the application of all other new and amendments to IFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.3 已頒佈但尚未生效的國際財務報告準則 (續)

國際財務報告準則第18號「財務報表的呈列及披露」

國際財務報告準則第18號「財務報表的呈列及披露」載列財務報表的呈列及披露的規定，將取代國際會計準則第1號「財務報表的呈列」。該新訂國際財務報告準則會計準則在沿用國際會計準則第1號中許多規定的同時，提出新規定，要求在損益表中列報指定類別及經界定的小計；於財務報表附註中披露管理層界定的業績計量指標(MPM)，以及完善財務報表所披露資料的匯總及分拆。此外，國際會計準則第1號的部分段落已轉移至國際會計準則第8號「會計政策、會計估計變更及錯誤」(於國際財務報告準則第18號生效後，其名稱將更改為「財務報表編製基準」)及國際財務報告準則第7號。同時，對國際會計準則第7號「現金流量表」及國際會計準則第33號「每股盈利」作出了輕微修訂。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.3 ISSUED BUT NOT YET EFFECTIVE INTERNATIONAL FINANCIAL REPORTING STANDARDS (Continued)

IFRS 18 Presentation and Disclosure in Financial Statements

IFRS 18 *Presentation and Disclosure in Financial Statements*, which sets out requirements on presentation and disclosures in financial statements, will replace IAS 1 Presentation of Financial Statements. This new IFRS Accounting Standard, while carrying forward many of the requirements in IAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some IAS 1 paragraphs have been moved to IAS 8 Accounting Policies, Changes in Accounting Estimates and Errors (the title of which will be changed to Basis of Preparation of Financial Statements upon effective of IFRS 18) and IFRS 7. Minor amendments to IAS 7 Statement of Cash Flows and IAS 33 Earnings per Share are also made.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.3 已頒佈但尚未生效的國際財務報告準則 (續)

國際財務報告準則第18號及對其他準則的修訂，將於2027年1月1日或之後開始的年度期間生效，允許提早應用，並須追溯應用（設有特定過渡規定）。就確認及計量而言，預期應用新準則不會對本集團的財務表現及狀況產生重大影響，但預期將會影響綜合損益表的結構及列報方式。本集團有關MPM的其他披露規定將於綜合財務報表的獨立附註中披露。

#### 2.4 重要會計政策

##### 於聯營公司的投資

聯營公司為本集團於其一般不少於20%股本投票權中擁有長期權益的實體，且對其產生重大影響力。重大影響力指參與投資對象的財務及經營決策的權力，但不是控制或共同控制該等決策的權力。

本集團於聯營公司的投資乃按本集團根據權益會計法應佔資產淨值減任何減值虧損於綜合財務狀況表列賬。倘若會計政策存在任何不一致，將會作出相應調整。

本集團應佔聯營公司收購後業績及其他全面收入分別計入綜合損益及綜合其他全面收益表。此外，倘於聯營公司的權益直接確認變動，則本集團會於綜合權益變動表確認其應佔任何變動（倘適用）。本集團與其聯營公司間交易的未變現收益及虧損將以本集團於聯營公司的投資為限對銷，惟未變現虧損證明所轉讓資產減值時則除外。收購聯營公司所產生的商譽計入本集團於聯營公司的部分投資。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.3 ISSUED BUT NOT YET EFFECTIVE INTERNATIONAL FINANCIAL REPORTING STANDARDS (Continued)

IFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. IFRS 18 requires retrospective application with specific transition provisions. The application of the new standard is not expected to have significant impact on the financial performance and positions of the Group in terms of recognition and measurement. However, it is expected to affect the structure and presentation of the consolidated statement of profit or loss. Additional disclosures required for the Group's MPMs will be disclosed in a separate note to the consolidated financial statements.

#### 2.4 MATERIAL ACCOUNTING POLICIES

##### Investments in associates

An associate is an entity in which the Group has a long term interest of generally not less than 20% of the equity voting rights and over which it has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

The Group's investment in an associate is stated in the consolidated statement of financial position at the Group's share of net assets under the equity method of accounting, less any impairment losses. Adjustments are made to bring into line any dissimilar accounting policies that may exist.

The Group's share of the post-acquisition results and other comprehensive income of associates is included in the consolidated statement of profit or loss and consolidated other comprehensive income, respectively. In addition, when there has been a change recognised directly in the equity of the associate, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and its associate are eliminated to the extent of the Group's investment in the associate, except where unrealised losses provide evidence of an impairment of the assets transferred. Goodwill arising from the acquisition of associates is included as part of the Group's investment in an associate.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 業務合併及商譽

業務合併乃以收購法列賬。已轉讓代價乃以收購日期的公平值計量，該公平值為本集團轉讓的資產於收購日期的公平值、本集團向被收購方前擁有人承擔的負債，及本集團發行以換取被收購方控制權的股權的總和。於各業務合併中，本集團選擇是否以公平值或於被收購方可識別淨資產的應佔比例，計量於被收購方的非控股權益。非控股權益的所有其他組成部分均按公平值計量。收購相關成本於產生時支銷。

當所收購的一組活動及資產包括一項投入及一項實質過程，而兩者對創造產出的能力有重大貢獻，則本集團認為其已收購一項業務。

本集團收購一項業務時會根據合約條款、於收購日期的經濟環境及相關條件，評估須承擔的金融資產及負債以作出適合的分類及標示，其中包括分離被收購方主合約中的嵌入式衍生工具。

如業務合併分階段進行，先前持有的股權按其於收購日期的公平值重新計量，所產生的任何收益或虧損在損益中確認。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The consideration transferred is measured at the acquisition date fair value which is the sum of the acquisition date fair values of assets transferred by the Group, liabilities assumed by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at fair value. Acquisition-related costs are expensed as incurred.

The Group determines that it has acquired a business when the acquired set of activities and assets includes an input and a substantive process that together significantly contribute to the ability to create outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts of the acquiree.

If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognised in profit or loss.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 業務合併及商譽 (續)

收購方將轉讓的任何或然代價按收購日期的公平值確認。分類為資產或負債的或然代價按公平值計量，其公平值變動於損益內確認。分類為權益的或然代價不重新計量，其之後的結算在權益中入賬。

商譽最初按成本計量，即已轉讓代價、非控股權益的確認金額及本集團先前持有的被收購方股權的任何公平值總額，與所收購可識別淨資產及所承擔負債之間的差額。如代價與其他項目的總額低於所收購淨資產的公平值，於重新評估後該差額於損益內確認為議價收購之收益。

初步確認後，商譽按成本減任何累計減值虧損計量。商譽須每年作減值測試，若有事件發生或情況改變顯示賬面值有可能減值時，則會更頻密地進行測試。本集團於十二月三十一日進行商譽之年度減值測試。為進行減值測試，因業務合併而購入的商譽自收購日期起被分配至預期可從合併產生的協同效益中獲益的本集團各現金產生單位或現金產生單位組別，而無論本集團其他資產或負債是否已分配至該等單位或單位組別。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Business combinations and goodwill (Continued)

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability is measured at fair value with changes in fair value recognised in profit or loss. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognised for non-controlling interests and any fair value of the Group's previously held equity interests in the acquiree over the identifiable net assets acquired and liabilities assumed. If the sum of this consideration and other items is lower than the fair value of the net assets acquired, the difference is, after reassessment, recognised in profit or loss as a gain on bargain purchase.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs its annual impairment test of goodwill as at 31 December. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 業務合併及商譽 (續)

減值乃通過評估與商譽有關的現金產生單位 (現金產生單位組別) 的可收回金額釐定。倘現金產生單位 (現金產生單位組別) 的可收回金額少於賬面值，則確認減值虧損。已就商譽確認的減值虧損不得於隨後期間撥回。

如商譽分配至現金產生單位 (或現金產生單位組別) 而該單位的部分業務已出售，則在釐定出售損益時，與所出售業務相關的商譽會計入該業務的賬面值。在該等情況下出售的商譽乃根據所出售業務的相對價值及現金產生單位的保留份額進行計量。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Business combinations and goodwill (Continued)

Impairment is determined by assessing the recoverable amount of the cash-generating unit (group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (group of cash-generating units) is less than the carrying amount, an impairment loss is recognised. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Where goodwill has been allocated to a cash-generating unit (or group of cash-generating units) and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on the disposal. Goodwill disposed of in these circumstances is measured based on the relative value of the operation disposed of and the portion of the cash-generating unit retained.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 公平值計量

公平值乃在市場參與者於計量日期進行的有序交易中出售資產所收取或轉移負債所支付的價格。公平值計量乃基於假設出售資產或轉移負債的交易於資產或負債的主要市場或於未有主要市場的情況下，於資產或負債的最有利市場進行。主要或最有利市場須位於本集團能到達的地方。資產或負債的公平值乃基於市場參與者為資產或負債定價所用的假設計量（假設市場參與者依照彼等的最佳經濟利益行事）。

非金融資產公平值的計量則考慮市場參與者通過使用該資產得到其最高及最佳效用，或把該資產售予另一可從使用該資產得到其最高及最佳效用的市場參與者而產生經濟效益的能力。

本集團使用適用於有關情況的估值方法，而其有足夠數據計量公平值，以盡量利用相關可觀察輸入數據及盡量減少使用不可觀察輸入數據。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### 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.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 公平值計量 (續)

於財務報表中計量或披露公平值的所有資產及負債，均根據對公平值計量整體而言屬重大的最低級別輸入數據在下述公平值層級內進行分類：

第一層級 – 基於相同資產或負債於活躍市場的所報價格 (未經調整)

第二層級 – 基於對公平值計量而言屬重大的可觀察 (直接或間接) 最低級別輸入數據的估值方法

第三層級 – 基於對公平值計量而言屬重大的不可觀察最低級別輸入數據的估值方法

就按經常基準於財務報表中確認的資產及負債而言，本集團於年末會重新評估分類方法 (根據對整體公平值計量而言屬重大的最低層級輸入數據)，以釐定轉撥是否已於各層級之間發生。

### 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 year.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 非金融資產減值

倘存在任何減值跡象，或當須每年就非金融資產進行減值測試（遞延稅項資產及投資物業除外），則會估計資產的可收回金額。資產的可收回金額乃按資產或現金產生單位的使用價值與公平值減出售成本兩者的較高者計算，而個別資產須分開計算，除非資產並不產生明顯獨立於其他資產或資產組別的現金流入，於此情況下，則可收回金額按資產所屬現金產生單位釐定。

於進行現金產生單位減值測試時，倘公司資產（如總部大樓）的賬面值的一部分能夠按合理及一致的基準進行分配，則其將被分配至個別現金產生單位，否則將被分配至最小現金產生單位組別。

僅在資產賬面值高於其可收回金額的情況下，方會確認減值虧損。評估使用價值時，估計日後現金流量按可反映幣值時間值及資產特定風險的現時市場評估的稅前貼現率貼現至現值。減值虧損按與該減值資產功能相符的開支類別於產生期間自損益中扣除。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for non-financial asset required (other than deferred tax assets and investment properties), 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.

In testing a cash-generating unit for impairment, a portion of the carrying amount of a corporate asset (e.g., a headquarters building) is allocated to an individual cash-generating unit if it can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of cash-generating units.

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.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 非金融資產減值 (續)

本集團會在年末評估是否有任何跡象顯示以前所確認的減值虧損已不在或可能減少。倘出現此等跡象，則會估計可收回金額。僅當用以確定資產（商譽除外）可收回金額的估計有變時，方會撥回先前確認的資產減值虧損，但撥回後的數額不得超過假設於過往年度並無就該項資產確認減值虧損而應釐定的賬面值（扣除任何折舊／攤銷）。減值虧損撥回會計入產生期間的損益，除非資產以重估金額入賬，在此情況下，減值虧損撥回根據重估資產的有關會計政策列賬。

##### 關聯方

以下各方被視為本集團的關聯方，倘：

- (a) 該方為一名人士或該人士家庭的密切家庭成員，而該人士
  - (i) 擁有本集團的控制權或共同控制權；
  - (ii) 對本集團產生重大的影響力；或
  - (iii) 為本集團或本集團母公司的主要管理人員的其中一名成員；

或

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Impairment of non-financial assets (Continued)

An assessment is made at the end of year 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, unless the asset is carried at a revalued amount, in which case the reversal of the impairment loss is accounted for in accordance with the relevant accounting policy for that revalued asset.

##### 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;

or

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 關聯方 (續)

(b) 該方為符合下列任何一項條件的實體：

(i) 該實體與本集團為屬同一集團的成員公司；

(ii) 一實體為另一實體（或另一實體的母公司、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) 一實體為一第三方的合營企業，而另一實體為同一第三方的聯營公司；

(v) 該實體乃為本集團或本集團相關實體僱員的利益而設立的離職後福利計劃；

(vi) 該實體為(a)所述人士控制或共同控制；

(vii) 於(a)(i)所識別人士對實體有重大影響或屬該實體（或該實體母公司）主要管理人員的其中一名成員；及

(viii) 該實體或其所屬集團的任何成員公司向本集團或本集團的母公司提供主要管理人員服務。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Related parties (Continued)

(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.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 物業及設備與折舊

物業及設備乃按成本減累計折舊及任何減值虧損列賬。物業及設備項目的成本包括其購買價及任何令資產達致運作狀態及地點作擬定用途的直接應佔成本。

所有於物業及設備項目投入運作後所引致的支出，如維修及保養費等，通常於該等支出產生期間自損益扣除。倘符合確認條件，主要檢查支出於資產賬面值內予以資本化作為置換。倘大部分物業及設備須不時置換，本集團確認該部分物業及設備為具有特定使用年期的個別資產及相應地對其作出折舊。

折舊乃以直線法按其估計可使用年期撇銷各物業及設備項目的成本。作該用途的主要年利率如下：

機器	10%
電子設備	20%
汽車	20%
其他車輛	20%
租賃物業裝修	33%

當物業及設備項目的各部分有不同可使用年期時，該項目的成本乃按合理基準在各部分之間分配，而各部分單獨進行折舊。剩餘價值、可使用年期及折舊方法至少於各財政年度末檢討，並作出調整（如適用）。

### 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 over its estimated useful life. The principal annual rates used for this purpose are as follows:

Machinery	10%
Electronic equipment	20%
Motor vehicles	20%
Other vehicles	20%
Leasehold improvements	33%

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.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 物業及設備與折舊 (續)

物業及設備項目於出售或預期其使用或出售不會帶來任何未來經濟利益時終止確認 (包括已初步確認的任何重大部分)。因出售或報廢而於該資產終止確認年度在損益內確認的任何盈虧乃有關資產出售所得款項淨額與賬面值的差額。

##### 投資物業

投資物業包括為賺取租金收入及／或資本增值而持有的停車位以及本集團根據經營租賃確認為使用權資產並轉租的租賃物業。投資物業初始按成本 (包括交易成本) 計量。於初始確認後，投資物業按反映報告期末市況的公平值入賬。

投資物業於出售後或於投資物業永久撤回使用且預期其出售不會產生未來經濟利益時予以終止確認。若本集團 (作為中間出租人) 將轉租分類為融資租賃，則終止確認已確認為使用權資產的租賃物業。終止確認物業產生的收益或虧損 (按出售所得款項淨額與資產賬面值之差額計算) 計入終止確認物業期間的損益。

投資物業公平值變動所產生的盈虧於產生年度歸入損益。報廢或出售投資物業的任何盈虧於報廢或出售年度在損益確認。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Property and equipment and depreciation (Continued)

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 year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

##### Investment properties

Investment properties include car park spaces held to earn rental income and/or for capital appreciation and leased properties which are being recognised as right-of-use assets and subleased by the Group under operating leases. Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the end of the reporting period.

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. A leased property which is recognised as a right-of-use asset is derecognised if the Group as intermediate lessor classifies the sublease as a finance lease. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognised.

Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the year in which they arise. Any gains or losses on the retirement or disposal of an investment property are recognised in profit or loss in the year of the retirement or disposal.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 其他無形資產 (商譽除外)

另行獲得的其他無形資產於初始確認時按成本計量。其他無形資產的可使用年期定為有限期或無限期。具有有限期年期的其他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其他無形資產的攤銷期及攤銷方法至少於每個財政年度末進行檢討。

##### 軟件

已購買的軟件按成本減任何減值虧損列賬，並按5年的估計可使用年期以直線法攤銷。

##### 客戶關係

於業務合併中獲得的客戶關係乃按於收購日期的公平值確認。客戶關係的可使用年期有限並按成本減累計攤銷列賬。攤銷乃於預計可使用年內採用直線法進行計算，經考慮先前物業管理合約續期模式經驗 (即10年)。

##### 租賃

本集團於合約開始時評估合約是否為租賃或是否包含租賃。倘合約於一段時間內為換取代價而讓渡一項可識別資產使用的控制權，則該合約為租賃或包含租賃。

##### 本集團作為承租人

本集團對所有租賃 (惟短期租賃及低價值資產租賃除外) 採用單一確認及計量方法。本集團確認租賃負債以作出租賃款項，而使用權資產指使用相關資產的權利。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Other intangible assets (other than goodwill)

Other intangible assets acquired separately are measured on initial recognition at cost. The useful lives of other intangible assets are assessed to be either finite or indefinite. Other 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 other intangible asset with a finite useful life are reviewed at least at each financial year end.

##### Software

Purchased software is stated at cost less any impairment loss and is amortised on the straight-line basis over its estimated useful life of 5 years.

##### Customer relationship

Customer relationship acquired in business combinations is recognised at fair value at the acquisition date. Customer relationship has a finite useful life and is stated at cost less accumulated amortisation. Amortisation is calculated using the straight-line method over the expected useful lives, taking into account the prior experience of the renewal pattern of property management contracts, which is 10 years.

##### 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

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 租賃 (續)

##### 本集團作為承租人 (續)

##### (a) 使用權資產

使用權資產乃於租賃開始日期 (即相關資產可供使用之日) 確認。使用權資產按成本減任何累計折舊及任何減值虧損計量，並就任何重新計量租賃負債作出調整。使用權資產的成本包括已確認的租賃負債金額、已發生的初始直接成本，以及在開始日期或之前作出的租賃付款減去收到的任何租賃優惠。使用權資產於租賃期及資產的估計可使用年期內 (以較短者為準) 按直線法計提折舊：

租賃辦公樓	3至5年
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倘租賃資產的所有權於租賃期結束時轉移至本集團或成本反映購買選擇權的行使，則使用資產的估計可使用年期計算折舊。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Leases (Continued)

##### Group as a lessee (Continued)

##### (a) Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Office buildings	3 to 5 years
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If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 租賃 (續)

##### 本集團作為承租人 (續)

##### (b) 租賃負債

租賃負債乃於租賃開始日期以租賃期內的租賃付款現值確認。租賃付款包括固定付款 (包括實物固定付款) 減去任何應收租賃優惠、取決於指數或利率的可變租賃付款，以及預期在剩餘價值擔保下支付的金額。租賃付款亦包括本集團合理地肯定行使的購買選擇權的行使價，及在租賃期反映本集團行使終止租賃選擇權的情況下終止租賃而需支付的罰款。於觸發付款的事件或條件發生時，不依賴於指數或利率的可變租賃付款將於該期間確認為開支。

在計算租賃付款的現值時，由於租賃中所隱含的利率不易確定，故本集團在租賃開始日期使用累計的借款利率。在開始日期之後，租賃負債的金額將會增加，以反映利息的增加及減少租賃付款。此外，如有修改、租賃期發生變化、租賃付款發生變化 (例如，由於指數或費率的變化而導致未來租賃付款的變化) 或購買相關資產的選擇權評估的變更，租賃負債的賬面值將重新計量。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Leases (Continued)

##### Group as a lessee (Continued)

##### (b) Lease liabilities

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g. a change to future lease payments resulting from a change in an index or rate) or a change in assessment of an option to purchase the underlying asset.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 租賃 (續)

##### 本集團作為承租人 (續)

- (c) 短期租賃及低價值資產租賃
- 本集團將短期租賃確認豁免應用於其樓宇及設備的短期租賃，即租賃期自開始日期起計為12個月或更短且不包含購買選擇權的租賃。本集團亦將低價值資產租賃確認豁免應用於被視為低價值的辦公設備及手提電腦之租賃。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。

##### 本集團作為出租人

本集團作為出租人時，於租賃開始時(或發生租賃變更時)將其每項租賃分類為經營租賃或融資租賃。

本集團並未轉讓資產所有權所附帶的絕大部分風險及回報的租賃歸類為經營租賃。當合約包含租賃及非租賃組成部分時，本集團按相對獨立售價基準將合約中的代價分配至各組成部分。租金收入於租賃期內按直線法列賬並計入損益內其他收入。於磋商及安排經營租賃時產生的初始直接成本乃計入租賃資產的賬面值，並於租賃期內按相同方法確認為租金收入。或然租金乃於所賺取的期間內確認為收入。

將相關資產所有權所附帶的絕大部分風險及回報轉讓予承租人的租賃入賬列作融資租賃。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Leases (Continued)

##### Group as a lessee (Continued)

- (c) 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 and equipment (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). It also applies the recognition exemption for leases of low-value assets to leases of office equipment and laptop computers that are considered to be of low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

##### Group as a lessor

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. Rental income is accounted for on a straight-line basis over the lease terms and is included in other income in profit or loss. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

Leases that transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee are accounted for as finance leases.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 租賃 (續)

###### 本集團作為出租人 (續)

於開始日期，租賃資產的成本按租賃付款及相關付款的現值（包括初始直接成本）資本化，並以等於租賃投資淨額的金額呈列為應收款項。租賃投資淨額的融資收入於損益表確認以提供租期內固定週期回報率。

##### 轉租

倘本集團為中間出租人，轉租租約則按自總租約所產生的使用權資產分類為融資租賃或經營租賃。倘總租約乃於本集團資產負債表內獲確認豁免的短期租約，則本集團將有關轉租租約分類為經營租賃。

來自本集團轉租服務的租金收入呈列為收入，而來自車位租賃的租金收入呈列為其他收入。

##### 將合約代價分配至各組成部分

當合約同時包含租賃及非租賃組成部分時，本集團會採用國際財務報告準則第15號「客戶合約收入」（「國際財務報告準則第15號」），將合約的代價分配至租賃及非租賃組成部分。非租賃組成部分將根據其相對獨立銷售價格與租賃組成部分分開。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Leases (Continued)

###### Group as a lessor (Continued)

At the commencement date, the cost of the leased asset is capitalised at the present value of the lease payments and related payments (including the initial direct costs), and presented as a receivable at an amount equal to the net investment in the lease. The finance income on the net investment in the lease is recognised in the statement of profit or loss so as to provide a constant periodic rate of return over the lease terms.

##### Sublease

When the Group is an intermediate lessor, a sublease is classified as a finance lease or operating lease with reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the on-balance sheet recognition exemption, the Group classifies the sublease as an operating lease.

Rental income derived from the Group's sublease services is presented as revenue and rental income derived from leasing of car park spaces is presented as other income.

##### Allocation of consideration to components of a contract

When a contract includes both leases and non-lease components, the Group applies IFRS 15 "Revenue from Contracts with Customers" ("IFRS 15") to allocate consideration in a contract to lease and non-lease components. Non-lease components are separated from lease component on the basis of their relative stand-alone selling prices.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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## 2. 會計政策 (續)

### 2.4 重要會計政策 (續)

#### 租賃 (續)

##### 可退回租賃按金

已收可退回租賃按金乃根據國際財務報告準則第9號入賬且初步按公平值計量。對初步確認時的公平值作出的調整被視為來自承租人的額外租賃付款。

##### 租賃修改

對於不作為原有條款及條件一部分的租賃合約代價變動，乃入賬列作租賃修改，包括透過寬減或減免租金提供的租賃優惠。

本集團將對於經營租賃的修改自修改生效日期起入賬為新租賃，並且視有關原定租賃的任何預付或應計租賃付款為新租賃的部分租賃付款。

#### 投資及其他金融資產

##### 初始確認及計量

金融資產於初始確認時分類為其後按攤銷成本計量。

於初始確認時，金融資產分類取決於金融資產的合約現金流量特點及本集團管理該等金融資產的業務模式。除並無重大融資成分或本集團已應用可行權宜方法（即不調整重大融資成分的影響）的貿易應收款項外，本集團初步按公平值（倘金融資產並非按公平值計入損益）另加交易成本計量金融資產。並無重大融資成分或本集團已應用可行權宜方法的貿易應收款項根據下文「收入確認」所載的政策按國際財務報告準則第15號釐定的交易價格計量。

## 2. ACCOUNTING POLICIES (Continued)

### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

#### Leases (Continued)

##### Refundable rental deposits

Refundable rental deposits received are accounted for under IFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments from lessees.

##### Lease modification

Changes in considerations of lease contracts that were not part of the original terms and conditions are accounted for as lease modifications, including lease incentives provided through forgiveness or reduction of rentals.

The Group accounts for a modification to an operating lease as a new lease from the effective date of the modification, considering any prepaid or accrued lease payments relating to the original lease as part of the lease payments for the new lease.

#### Investments and other financial assets

##### Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset 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 or for which the Group has applied the practical expedient are measured at the transaction price determined under IFRS 15 in accordance with the policies set out for "Revenue recognition" below.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 投資及其他金融資產 (續)

###### 初始確認及計量 (續)

為使金融資產按攤銷成本或按公平值計入其他全面收入進行分類及計量，需產生純粹為支付本金及未償還本金利息（「純粹為支付本金及利息」）的現金流量。現金流量並非純粹為支付本金及利息的金融資產不論業務模式，均按公平值計入損益進行分類及計量。

本集團管理金融資產的業務模式指其如何管理其金融資產以產生現金流量。業務模式確定現金流量是否來自收取合約現金流量、出售金融資產，或兩者兼有。按攤銷成本進行分類及計量的金融資產於旨在持有金融資產以收取合約現金流量的業務模式中持有，而按公平值計入其他全面收入進行分類及計量的金融資產於旨在持有以收取合約現金流量及出售的業務模式中持有。並非於上述業務模式中持有的金融資產乃按公平值計入損益進行分類及計量。

購買或出售須於市場規定或慣例設定的時間框架內交付資產的金融資產（常規交易）於交易日期（即本集團承諾購買或出售該資產的日期）確認。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Investments and other financial assets (Continued)

###### Initial recognition and measurement (Continued)

In order for a financial asset to be classified and measured at amortised cost or fair value through other comprehensive income, it needs to give rise to cash flows that are solely payments of principal and interest (“SPPI”) on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group’s business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 投資及其他金融資產 (續)

###### 後續計量

金融資產的後續計量取決於以下分類：

按攤銷成本計量的金融資產 (債務工具)

按攤銷成本列賬的金融資產其後使用實際利率法計量，並可能出現減值。當資產被終止確認、修訂或出現減值時，收益及虧損於損益確認。

###### 終止確認金融資產

金融資產 (或金融資產的部分或同類金融資產組別的部分 (如適用)) 主要在下列情況下終止確認 (即自本集團的綜合財務狀況表中剔除)：

- 自該資產收取現金流量的權利已屆滿；或
- 本集團已轉讓自該資產收取現金流量的權利，或須根據「轉移」安排向第三方在無嚴重延遲的情況下全數支付所獲得的現金流量；及(a)本集團已轉讓該資產的絕大部分風險及回報，或(b)本集團概無轉讓或保留該資產絕大部分風險及回報但已轉讓資產的控制權。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Investments and other financial assets (Continued)

###### Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

###### Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 終止確認金融資產 (續)

金融資產 (或金融資產的部分或同類金融資產組別的部分 (如適用)) 主要在下列情況下終止確認 (即自本集團的綜合財務狀況表中剔除) :

- 自該資產收取現金流量的權利已屆滿；或
- 本集團已轉讓自該資產收取現金流量的權利，或須根據「轉移」安排向第三方在無嚴重延遲的情況下全數支付所獲得的現金流量；及(a)本集團已轉讓該資產的絕大部分風險及回報，或(b)本集團概無轉讓或保留該資產絕大部分風險及回報但已轉讓資產的控制權。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Derecognition of financial assets (Continued)

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 終止確認金融資產 (續)

倘若本集團已轉讓自一項資產收取現金流量的權利或訂立轉移安排，則會評估是否保留該資產擁有權的風險及回報以及保留的程度。倘若概無轉讓或保留該資產絕大部分風險及回報，亦無轉讓資產的控制權，則本集團按其持續參與資產的程度繼續確認有關已轉讓資產。在此情況下，本集團亦確認相關負債。已轉讓的資產及相關負債按可反映本集團保留的權利及責任的基準計量。

本集團以擔保形式持續參與已轉讓資產，該已轉讓資產乃以該項資產的原賬面值與本集團可能需要支付的最高代價兩者之較低者計量。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Derecognition of financial assets (Continued)

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 金融資產減值

本集團就並非按公平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應付的合約現金流量與本集團預期收取的所有現金流量之間的差額釐定，並按接近原有實際利率的比率貼現。預期現金流量將包括出售所持抵押品或構成合約條款重要組成部分的其​​他信貸提升措施所得的現金流量。

##### 一般方法

預期信貸虧損分兩個階段確認。就自初始確認以來信貸風險並無大幅增加的信貸風險而言，會就未來12個月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(12個月預期信貸虧損)。就自初始確認以來信貸風險大幅增加的信貸風險而言，須就預期於風險餘下存續期內產生的信貸虧損計提虧損撥備，不論違約的時間(整個存續期預期信貸虧損)。倘若合約付款逾期超過90天，本集團可認為信貸風險已大幅增加。

於各報告日期，本集團評估金融工具的信貸風險自初始確認以來是否顯著增加。作此評估時，本集團比較金融工具於報告日期出現違約的風險與該金融工具於初始確認日期出現違約的風險，並考慮無須花費不必要成本或精力即可獲得的合理及有理據的資料，包括過往及前瞻性資料。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### 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.

##### 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). The Group considers that there has been a significant increase in credit risk when contractual payments are more than 90 days past due.

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.

# 財務報表附註

## Notes To Financial Statements

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31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 金融資產減值 (續)

###### 一般方法 (續)

倘若合約付款逾期90天，本集團將金融資產視為違約。然而，在某些情況下，倘若內部或外部資料顯示，在計及本集團持有的任何信貸提升措施前，本集團不大可能悉數收取未償還合約款項，則本集團亦可認為金融資產違約。倘若無法合理預期收回合約現金流量，則撇銷金融資產。

按攤銷成本列賬的金融資產根據一般方法減值，並分類至以下階段以計量預期信貸虧損，惟下文所述應用簡化方法的貿易應收款項除外。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Impairment of financial assets (Continued)

###### General approach (Continued)

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.

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.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 金融資產減值 (續)

##### 一般方法 (續)

第一階段 – 自初始確認以來信貸風險未顯著增加，且其虧損撥備按等於12個月預期信貸虧損的金額計量的金融工具

第二階段 – 自初始確認以來信貸風險顯著增加但並非信貸減值金融資產，且其虧損撥備按等於整個存續期預期信貸虧損的金額計量的金融工具

第三階段 – 於報告日期出現信貸減值(但並非購入或原已出現信貸減值)，且其虧損撥備按等於整個存續期預期信貸虧損的金額計量的金融資產

##### 簡化方法

對於並無重大融資成分的貿易應收款項，本集團應用簡化方法計算預期信貸虧損。簡化方法下，本集團並無追蹤信貸風險的變化，但於各報告日期根據整個存續期預期信貸虧損確認虧損撥備。本集團已根據其歷史信貸虧損經驗建立撥備矩陣，並就債務人及經濟環境的特定前瞻性因素作出調整。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Impairment of financial assets (Continued)

##### General approach (Continued)

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, 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.

# 財務報表附註

## Notes To Financial Statements

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## 2. 會計政策 (續)

### 2.4 重要會計政策 (續)

#### 金融負債

##### 初始確認及計量

金融負債於初始確認時分類為貸款及借款或應付款項 (如適用)。

初始確認所有金融負債時，乃以公平值扣減 (倘屬貸款及借款以及應付款項) 直接應佔交易成本計量。

本集團的金融負債包括貿易應付款項及其他應付款項、應付關聯公司款項及計息銀行及其他借款。

##### 後續計量

金融負債的後續計量取決於以下分類：

##### 按攤銷成本計量的金融負債

初始確認後，金融負債其後採用實際利率法按攤銷成本計量，除非貼現影響並不重大，則按成本列賬。當終止確認負債時並透過實際利率法攤銷時，收益及虧損於損益表內確認。

攤銷成本乃參考收購的任何折讓或溢價以及組成實際利率一部分的費用或成本計算。實際利率攤銷計入損益表的融資成本。

##### 終止確認金融負債

金融負債於負債項下的責任解除、取消或到期時終止確認。

當現時金融負債被另一項由同一貸款人借出，而條款有重大不同的金融負債所取代，或當現時負債的條款被重大修訂，該取代或修訂被視為對原有負債的終止確認及對新負債的確認，而各自賬面值的差額於損益表確認。

## 2. ACCOUNTING POLICIES (Continued)

### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

#### Financial liabilities

##### Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as loans and borrowings, or payables, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, amounts due to related companies and interest-bearing bank and other borrowings.

##### Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

##### Financial liabilities at amortised cost

After initial recognition, financial liabilities are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in the statement of profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is included in finance costs in the statement of profit or loss.

##### 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 the statement of profit or loss.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 抵銷金融工具

當且僅當有現行可予執行的法律權利以抵銷確認金額及有意按淨額基準結算，或同時變現資產與清還負債，則抵銷金融資產及金融負債及於財務狀況表內呈報淨額。

##### 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存款，以及可實時兌換為已知金額現金、所涉價值變動風險不高及為滿足短期現金承擔而持有的到期日一般在三個月內的短期高流動性存款。

就綜合現金流量表而言，現金及現金等價物包括手頭現金及銀行存款，以及上述界定的短期存款，減須按要求償還的銀行透支，並構成本集團現金管理的一部分。

##### 撥備

倘因過往事件導致現時承擔責任（法定或推定責任），且日後可能須流失資源以履行責任，並能可靠估計責任的數額，則確認撥備。

倘本集團預期部分或全部撥備可獲補償（例如，根據保險合約），則補償確認為一項獨立資產，惟僅於補償實質上確定時方會予以確認。與撥備有關的開支於損益表中呈列，並扣除任何補償。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the asset and settle the liability simultaneously.

##### 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.

##### 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, for example, under an insurance contract, 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.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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## 2. 會計政策 (續)

### 2.4 重要會計政策 (續)

#### 撥備 (續)

當貼現影響屬重大時，確認撥備的金額為預期未來履行責任所作出的開支於年末的現值。因時間流逝而增加的貼現現值金額會計入損益內融資成本項下。

#### 所得稅開支

所得稅開支包括即期及遞延稅項。與在損益以外確認項目相關的所得稅開支於損益以外的其他全面收入或直接於權益確認。

即期稅項資產及負債乃按預期自稅務當局退回或付予稅務當局的金額，根據於年末已頒佈或實質上已頒佈的稅率（及稅法），以及考慮本集團經營所在國家當時的詮釋及慣例計量。

遞延稅項採用負債法就於年末資產及負債的稅基與兩者用作財務報告的賬面值之間的所有暫時差額計提撥備。

遞延稅項負債乃就所有應課稅暫時差額而確認，惟下列情況除外：

- 遞延稅項負債乃因在一項並非業務合併的交易中初次確認商譽、資產或負債而產生，且於交易時對會計溢利及應課稅溢利或虧損均無影響，亦不產生同等的應課稅及可抵扣暫時差額；及

## 2. ACCOUNTING POLICIES (Continued)

### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

#### Provisions (Continued)

When the effect of discounting is material, the amount recognised for a provision is the present value at the end of year 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 profit or loss.

#### Income tax expense

Income tax expense comprises current and deferred tax. Income tax expense 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 year, 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 year between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

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 consolidation 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

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 所得稅開支 (續)

- 就與於附屬公司及聯營公司的投資有關的應課稅暫時差額而言，暫時差額的撥回時間可予控制，且該等暫時差額於可見將來可能不會撥回。

遞延稅項資產乃就所有可抵扣暫時差額以及未動用稅項抵免及任何未動用稅項虧損的結轉而確認。遞延稅項資產的確認以將有應課稅溢利可用以抵銷可抵扣暫時差額、未動用稅項抵免和未動用稅項虧損的結轉為限，惟下列情況除外：

- 與可抵扣暫時差額有關的遞延稅項資產乃因在一項並非業務合併的交易中初次確認資產或負債而產生，且於交易時對會計溢利及應課稅溢利或虧損均無影響，亦不產生同等的應課稅及可抵扣暫時差額；及
- 就與於附屬公司及聯營公司的投資有關的可抵扣暫時差額而言，遞延稅項資產僅於暫時差額於可見將來有可能撥回以及將有應課稅溢利可用以抵銷暫時差額的情況下，方予確認。

於年末審閱遞延稅項資產的眼面值，並在不再可能有足夠應課稅溢利以動用全部或部分遞延稅項資產時，相應扣減該眼面值。未被確認的遞延稅項資產會於年末重新評估，並在可能有足夠應課稅溢利以收回全部或部分遞延稅項資產時予以確認。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Income tax expense (Continued)

- in respect of taxable temporary differences associated with investments in subsidiaries and an associate, 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 consolidation 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 and an associate, 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.

The carrying amount of deferred tax assets is reviewed at the end of year 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 year 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.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 所得稅開支 (續)

遞延稅項資產及負債乃按預期適用於變現資產或清還負債期間的稅率，根據於報告年度末已頒佈或實質上已頒佈的稅率（及稅法）計量。

僅當本集團有可合法執行權利可將即期稅項資產與即期稅項負債抵銷，且遞延稅項資產與遞延稅項負債與同一稅務機關對同一應稅實體或於各未來期間預期有大額遞延稅項負債或資產需要結算或收回時，擬按淨額基準結算即期稅項負債及資產或同時變現資產及結算負債的不同應稅實體徵收的所得稅開支相關，則遞延稅項資產與遞延稅項負債可予抵銷。

##### 政府補助

倘能合理確定將會收取有關補助且符合補助附帶的所有條件，則政府補助將按公平值予以確認。倘補助與開支項目有關，即於擬補償的成本支銷期間內系統地確認為收入。

##### 收入確認

###### 客戶合約收入

客戶合約收入於商品或服務控制權轉讓至客戶時確認，其金額反映本集團預期就交換該等商品或服務而有權獲得的代價。

當合約中的代價包括可變金額時，代價金額估計為本集團就轉讓商品或服務至客戶而有權獲得的金額。可變代價於合約開始時進行估計並受約束，直至可變代價的相關不確定因素其後獲解決，而確認的累計收入金額不大可能出現重大收入撥回，約束解除。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Income tax expense (Continued)

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 year.

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 tax expense 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.

##### Revenue recognition

###### Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

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.

# 財務報表附註

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 收入確認 (續)

##### 客戶合約收入 (續)

倘合約中包含為客戶提供超過一年的重大融資利益(撥付轉讓商品或服務至客戶)的融資部分,則收入按應收金額的現值計量,並使用本集團與客戶之間於合約開始時的單獨融資交易中反映的貼現率貼現。倘合約中包含為本集團提供超過一年的重大融資利益的融資部分,則根據該合約確認的收入包括按實際利率法計算的合約負債所產生的利息開支。就客戶付款與轉讓承諾商品或服務的間隔為一年或以內的合約而言,交易價格不會就重大融資部分的影響使用國際財務報告準則第15號的可行權宜方法進行調整。

##### (a) 物業管理服務

就物業管理服務而言,本集團每月或每季度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匹配的金額確認為收入。

本集團就包乾制及酬金制下的物業管理服務收取物業管理費。

就按包乾制管理的物業所得物業管理服務收入而言,本集團為委託人且主要負責向業主提供物業管理服務,而本集團將已收或應收業主的費用確認為收入,並將所有相關物業管理的成本確認為銷售成本。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Revenue recognition (Continued)

##### Revenue from contracts with customers (Continued)

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 services

For property management services, the Group bills a fixed amount for services provided on a monthly or quarterly 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.

The Group charged property management fees in respect of the property management services on a lump sum basis and on a commission basis.

For property management services income from properties managed on a lump sum basis, where 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.

# 財務報表附註

## Notes To Financial Statements

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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 收入確認 (續)

##### 客戶合約收入 (續)

###### (a) 物業管理服務 (續)

就按酬金制管理的物業所得物業管理服務收入而言，本集團將代業主已收或應收物業單位的物業管理費總額的一定比例確認為收入，以安排及監控其他供應商向業主提供的服務。

###### (b) 非業主增值服務

非業主增值服務包括向物業開發商提供的協銷服務、額外定制服務、商品銷售、房屋維修服務及交付前檢驗服務以及前期規劃及設計諮詢服務。

向物業開發商提供的協銷服務、額外定制服務、房屋維修服務及交付前檢驗服務等非業主增值服務產生的收入(按月度或季度基準收費)隨有關服務的提供而確認為收入。

前期規劃及設計諮詢服務產生的收入於提供有關服務及獲客戶接收的時間點確認。商品銷售所得收入乃於商品交付時確認。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Revenue recognition (Continued)

##### Revenue from contracts with customers (Continued)

###### (a) Property management services (Continued)

For property management services income from properties managed on a commission basis, the Group recognises the revenue, which is calculated by a certain percentage of the total property management fees received or receivable from the property units on behalf of the property owners, for arranging and monitoring the services as provided by other suppliers to the property owners.

###### (b) Value-added services to non-property owners

Value-added services to non-property owners include sales assistance services, additional tailored services, sales of goods, housing repair services, pre-delivery inspection services to property developers, preliminary planning and design consultancy services.

Revenue from value-added services to non-property owners including sales assistance services, additional tailored services customised, housing repair services, and pre-delivery inspection services to property developers, which are billed on a monthly or quarterly basis and are recognised as revenue over time when the relevant services are rendered.

Revenue from preliminary planning and design consultancy services is recognised at the point in time when such services are rendered and accepted by the customer. Revenue from sales of goods is recognised when the goods have been delivered.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 收入確認 (續)

##### 客戶合約收入 (續)

##### (c) 社區增值服務

社區增值服務包括家居生活服務；車位管理、租賃協助及其他服務；及公共區域增值服務。

家居生活服務產生的收入於提供有關服務時確認。交易付款應於提供社區增值服務時立即支付。

車位管理、租賃協助及其他服務以及公共區域增值服務產生的收入於提供有關服務及客戶同時獲得並消耗本集團所提供的利益時確認。

##### (d) 品牌及管理輸出服務

品牌管理輸出服務獲提供予業主，且包括諮詢服務及租戶招攬服務。

諮詢服務（包括市場定位、業務規劃諮詢服務以及設計及建設諮詢服務）按月度基準收費，且隨有關服務的提供而確認為收入。

就租戶招攬服務而言，本集團就訂立的各項租賃協議收取預先協定的金額，且收入於租戶與業主訂立租賃協議的某個時間點確認。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Revenue recognition (Continued)

##### Revenue from contracts with customers (Continued)

##### (c) Community value-added services

Community value-added services include home-living services, car park management, rental assistance and other services, and common area value-added services.

Revenue from home-living services is recognised when the relevant services are rendered. Payment of the transaction is due immediately when the community value-added services are rendered.

Revenue from car park management, leasing assistance and other services, and common area value-added services is recognised when the related services are rendered and the customer simultaneously receives and consumes the benefits provided by the Group.

##### (d) Brand and management output services

Brand management output services are provided to property owners and include consultancy services and tenant sourcing services.

Consultancy services include market positioning, business planning consultancy services and design and construction consultancy services, which are billed on a monthly basis and are recognised as revenue over time when the relevant services are rendered.

For tenant sourcing services, the Group charges a pre-agreed amount in respect of each lease agreement entered and the revenue is recognised at a point in time when a tenant enters into a lease agreement with the property owner.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 收入確認 (續)

##### 其他來源收入

車位租賃所得的租金收入隨租期按時間比例確認。不取決於指數或利率的可變租賃款項於其產生的會計期間內確認為收入。

##### 其他收入

利息收入採用實際利率法按權責發生制確認，方式為將在金融工具的預期使用年限或更短的期限內（如適用）準確貼現估計的未來現金收入的比率應用於金融資產的賬面淨值。

股息收入於股東收取付款的權利獲確定時確認，與股息有關的經濟利益將可能流向本集團，且股息金額能夠可靠計量。

##### 合約負債

合約負債於款項在本集團轉讓相關商品或服務前已向客戶收取或款項到期時（以較早者為準）確認。當本集團履行合約（即將相關商品或服務的控制權轉讓予客戶）時，合約負債確認為收入。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Revenue recognition (Continued)

##### Revenue from other sources

Rental income derived from leasing of car park spaces is recognised on a time proportion basis over the lease terms. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are incurred.

##### 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.

Dividend income is recognised when the shareholders' right to receive payment has been established, it is probable that the economic benefits associated with the dividend will flow to the Group and the amount of the dividend can be measured reliably.

##### 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).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 合約成本

除資本化為存貨、物業及設備以及其他無形資產的成本外，為履行與客戶的合約所產生的成本如滿足以下所有條件，則資本化為資產：

- (a) 成本與實體可具體識別的合約或預計合約直接相關；
- (b) 成本產生或增加實體將用於達成（或持續達成）未來履約責任的資源；
- (c) 預期將可收回成本。

資本化合約成本會有系統地按與資產相關的商品或服務轉移至客戶的一致方式在損益表內攤銷及扣除。其他合約成本乃於產生時支銷。

##### 僱員福利

##### 退休金計劃

本集團於中國內地營運的附屬公司的僱員須參加當地市政府實施的中央退休金計劃。於中國內地營運的附屬公司須按其薪金成本的特定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的規則成為應付款項時自損益扣除。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Contract costs

Other than the costs which are capitalised as inventories, property and equipment and other intangible assets, costs incurred to fulfil a contract with a customer are capitalised as an asset if all of the following criteria are met:

- (a) The costs relate directly to a contract or to an anticipated contract that the entity can specifically identify;
- (b) The costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future;
- (c) The costs are expected to be recovered.

The capitalised contract costs are amortised and charged to the statement of profit or loss on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates. Other contract costs are expensed as incurred.

##### Employee benefits

##### Pension scheme

The employees of the Group's subsidiaries which operate in Mainland China are required to participate in a central pension scheme operated by the local municipal government. The subsidiaries operating in Mainland China 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.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
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### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 外幣

該等財務報表以人民幣呈列。本集團內各實體自行釐定其功能貨幣，計入各實體財務報表的項目乃以該功能貨幣計量。本集團實體錄得的外幣交易初步按交易當日其各自適用的功能貨幣匯率入賬。以外幣計值的貨幣資產及負債按報告年度末適用的功能貨幣匯率換算。

結算或換算貨幣項目產生的差額於損益確認，惟指定作為對沖本集團海外業務投資淨額一部分的貨幣項目除外。該等項目於其他全面收入（「其他全面收入」）內確認入賬，直至出售投資淨額為止，此時，累計金額會重新分類至損益表。因該等貨幣項目的匯兌差額錄得的稅項開支及抵免亦於其他全面收入內入賬。

以外幣計值而按歷史成本計量的非貨幣項目按首次交易日的匯率換算。以外幣計值而按公平值計量的非貨幣項目按計量公平值當日的匯率換算。換算按公平值計量的非貨幣項目產生的收益或虧損按與確認項目公平值變動的收益或虧損一致的方式處理（即公平值收益或虧損於其他全面收入或損益中確認的項目的匯兌差額亦分別於其他全面收入或損益中確認）。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Foreign currencies

These financial statements are presented in RMB. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. 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. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting year.

Differences arising on settlement or translation of monetary items are recognised in profit or loss with the exception of monetary items that are designated as part of the hedge of the Group's net investment of a foreign operation. These are recognised in other comprehensive income ("OCI") until the net investment is disposed of, at which time the cumulative amount is reclassified to the statement of profit or loss. Tax charges and credits attributable to exchange differences on those monetary items are also recorded in OCI.

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).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 外幣 (續)

釐定與預收代價有關就終止確認非貨幣資產或非貨幣負債的相關資產、開支或收入於初始確認時的匯率時，初始交易日期為本集團初始確認因預收代價而產生的非貨幣資產或非貨幣負債的日期。倘有多項預先付款或收款，則本集團就預收代價的各項付款或收款釐定交易日期。

本公司的功能貨幣為港元，而若干附屬公司的功能貨幣並非人民幣。該等財務報表以人民幣呈列乃由於本集團的大部分業務於中國進行。於報告期末，該等實體的資產及負債按各報告期末的現行匯率換算為人民幣，而其損益則按與交易日期相若的匯率換算為人民幣。

因此而產生的匯兌差額於其他全面收入確認並於匯兌儲備中累計，惟非控股權益應佔差額除外。出售海外業務時，與該項海外業務有關的儲備中的累計金額於損益確認。

##### 借款成本

所有借款成本均確認為產生期間的損益。

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Foreign currencies (Continued)

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

The functional currency of the Company is HK\$ and certain subsidiaries' functional currencies are currencies other than RMB. These financial statements are presented in RMB because the Group's business is mainly conducted in the PRC. 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 each 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 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.

##### Borrowing costs

All borrowing costs are recognised in profit or loss in the period in which they are incurred.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 2. 會計政策 (續)

#### 2.4 重要會計政策 (續)

##### 報告期後事項

倘本集團於報告期後但授權發出日期之前接獲有關報告期末存在的狀況的資料，其將評估該等資料是否影響其於財務報表中確認的金額。本集團將調整其於財務報表中確認的金額以反映報告期後的任何調整事件，並根據新資料更新與該等情況相關的披露。對於報告期後的非調整事件，本集團不會改變其於財務報表中確認的金額，但將披露非調整事件的性質及其財務影響的估計，或無法作出此類估計的聲明（如適用）。

##### 股息

末期股息於股東大會上獲股東批准時確認為負債。建議末期股息於財務報表附註中披露。

### 3. 重大會計判斷及估計

編製本集團財務報表要求管理層作出判斷、估計及假設，該等判斷、估計及假設會影響收益、開支、資產及負債的報告金額及其附帶披露，以及或有負債的披露。有關該等假設及估計的不明朗因素可能導致須對日後受到影響的資產或負債的眼面值作出重大調整。

#### 判斷

在應用本集團的會計政策時，除涉及估計的判斷外，管理層亦作出下列判斷，其對財務報表的已確認金額影響至為重大：

### 2. ACCOUNTING POLICIES (Continued)

#### 2.4 MATERIAL ACCOUNTING POLICIES (Continued)

##### Events after the reporting period

If the Group receives information after the reporting period, but prior to the date of authorisation for issue, about conditions that existed at the end of the reporting period, it will assess whether the information affects the amounts that it recognises in its financial statements. The Group will adjust the amounts recognised in its financial statements to reflect any adjusting events after the reporting period and update the disclosures that relate to those conditions in light of the new information. For non-adjusting events after the reporting period, the Group will not change the amounts recognised in its financial statements, but will disclose the nature of the non-adjusting events and an estimate of their financial effects, or a statement that such an estimate cannot be made, if applicable.

##### 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.

### 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.

#### Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements:

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 3. 重大會計判斷及估計 (續)

#### 判斷 (續)

##### 物業租賃分類 — 本集團作為出租人

本集團已就其投資物業組合訂立商業物業租賃，其主要包括附註15的車位。根據對有關安排條款及條件的評估，如租期不構成商業物業的經濟壽命或總租賃期的主要部分且最低租賃款項現值不等於商業物業的絕大部分公平值，本集團已釐定其保留該等已出租物業所有權附帶的絕大部分重大風險及回報，並將有關合約以經營租賃入賬。

##### 委託人與代理人就客戶合約收入的考慮因素

當另一方從事向客戶提供商品或服務，本集團釐定其承諾的性質是否為提供指定服務本身的履約責任（即本集團為委託人）或安排由另一方提供該等服務（即本集團為代理人）。

倘本集團在向客戶轉讓服務之前控制指定服務，則本集團為委託人。

倘本集團的履約責任為安排另一方提供指定的服務，則本集團為代理人。在此情況下，在將服務轉讓予客戶之前，本集團不控制另一方提供的指定服務。當本集團為代理人時，以於換取安排由另一方提供的指定服務時預期待有權取得的任何費用或佣金的金額確認收入。

### 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

#### Judgements (Continued)

##### Property lease classification — Group as lessor

The Group has entered into commercial property leases on its investment property portfolio which mainly includes the car park spaces in note 15. The Group has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a major part of the economic life or head lease period of the commercial property and the present value of the minimum lease payments not amounting to substantially all the fair value of the commercial property, that it retains substantially all the significant risks and rewards incidental to ownership of these properties which are leased out and accounts for the contracts as operating leases.

##### Principal versus agent consideration for revenue from contracts with customers

When another party is involved in providing goods or services to a customer, the Group determines whether the nature of its promise is a performance obligation to provide the specified services itself (i.e. the Group is a principal) or to arrange for those services to be provided by the other party (i.e. the Group is an agent).

The Group is a principal if it controls the specified service before that service is transferred to a customer.

The Group is an agent if its performance obligation is to arrange for the provision of the specified service by another party. In this case, the Group does not control the specified service provided by another party before that service is transferred to the customer. When the Group acts as an agent, it recognises revenue in the amount of any fee or commission to which it expects to be entitled in exchange for arranging for the specified services to be provided by the other party.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 3. 重大會計判斷及估計 (續)

#### 估計不確定性

下文所述為有關未來以及報告期末估計不確定性的其他主要來源的主要假設，該等假設具有在下一個財政年度內對資產及負債的賬面值進行重大調整的重大風險。

#### 商譽減值

本集團至少每年釐定商譽是否出現減值。該過程需要估計獲分配商譽的現金產生單位的使用價值。本集團須於估計使用價值時對現金產生單位的預期未來現金流量作出估計，亦須選用合適的貼現率以計算該等現金流量的現值。於二零二四年十二月三十一日，商譽的賬面值為人民幣323,000,000元。進一步詳情載於附註16。

#### 貿易應收款項預期信貸虧損撥備

本集團使用撥備矩陣計算貿易應收款項及應收關聯公司款項的預期信貸虧損。撥備率乃按具有類似虧損模式的多個客戶分類（即按客戶類別）的逾期天數得出。撥備矩陣初始按本集團的歷史觀察違約率得出。本集團將校正矩陣以調整具有前瞻性資料的歷史信貸虧損經驗。舉例而言，倘預測經濟狀況預期將於下一年度轉差而可能導致違約數目增加，則會調整歷史違約率。於各報告日期，歷史觀察違約率有所更新，並分析前瞻性估計的變動。

評估歷史觀察違約率、預測經濟狀況及預期信貸虧損之間的關係屬於重大估計。預期信貸虧損的金額容易受情況及預測經濟狀況的變動影響。本集團的歷史信貸虧損經驗及經濟狀況預測亦未必代表客戶於日後的實際違約情況。有關本集團貿易應收款項的預期信貸虧損資料披露於附註20及附註30(b)。

### 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

#### 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.

#### Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating units and also to choose a suitable discount rate in order to calculate the present value of those cash flows. As at 31 December 2024, the carrying amount of goodwill was RMB323,000,000. Further details are given in note 16.

#### Provision for expected credit losses on trade receivables

The Group uses a provision matrix to calculate ECLs for trade receivables and due from related companies. 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). The provision matrix is initially based on the Group's historical observed default rates. The Group will calibrate 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 defaults, 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 is disclosed in note 20 and 30(b).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 3. 重大會計判斷及估計 (續)

#### 估計不確定性 (續)

##### 遞延稅項資產

遞延稅項資產乃就可抵扣暫時差額以及未動用稅項抵免及未動用稅項虧損的結轉而確認，該確認以將有應課稅溢利可用以抵銷可抵扣暫時差額、未動用稅項抵免及未動用稅項虧損的結轉為限。重大管理層判斷須用以釐定可予確認的遞延稅項資產金額，乃根據未來應課稅溢利的可能實現的時間及水平連同未來稅務規劃策略得出。有關本集團貿易應收款項的遞延稅項資料披露於附註26。

##### 非金融長期資產 (商譽除外) 減值

本集團於年末評估所有非金融資產 (包括使用權資產、物業及設備以及其他無形資產) 有否任何減值跡象。該等非金融長期資產在有跡象顯示賬面值可能無法收回時進行減值測試。倘資產的賬面值或現金產生單位超逾其可收回金額 (即公平值減出售成本與使用價值的較高者)，則視為已減值。公平值減出售成本按自同類資產公平交易中具約束力的銷售或租賃交易的可得數據或可觀察市價減出售資產的增量成本計算。倘採用使用價值計算，管理層須估計資產或現金產生單位的預計未來現金流量，選取合適的貼現率以計算該等現金流量的現值。

### 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

#### Estimation uncertainty (Continued)

##### Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences, and the carryforward of unused tax credits and unused tax losses, 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. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies. The information about the deferred tax on the Group's trade receivables is disclosed in note 26.

##### Impairment of non-financial long-term assets (other than goodwill)

The Group assesses whether there are any indicators of impairment for all non-financial assets, including right-of-use assets, property and equipment and other intangible assets at the end of year. These non-financial long-term assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. Impairment exists when the carrying value of an asset or a cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The calculation of the fair value less costs of disposal is based on available data from binding sales or lease transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. When value-in-use calculations are undertaken, management must estimate the expected future cash flows from the asset or cash-generating unit and choose a suitable discount rate in order to calculate the present value of those cash flows.

# 財務報表附註

## Notes To Financial Statements

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### 3. 重大會計判斷及估計 (續)

#### 估計不確定性 (續)

##### 投資物業公平值

投資物業 (主要包括車位及持作使用權資產的已租賃商業物業) 於綜合財務狀況表按公平值列賬, 詳情披露於附註15。投資物業的公平值乃參考獨立專業合資格估值師使用物業估值技術 (涉及當前市況的若干假設) 對該等物業進行的估值釐定。該等假設的有利或不利變動可能導致計入綜合財務狀況表的本集團投資物業的公平值變動, 以及對於綜合損益表內呈報的公平值變動的相應調整。投資物業的公平值詳情披露於財務報表附註15。

##### 租賃 — 估算增量借款利率

本集團無法輕易釐定租賃內所隱含的利率, 因此, 使用增量借款利率 (「增量借款利率」) 計量租賃負債。增量借款利率為本集團於類似經濟環境中為取得與使用權資產價值相近的資產, 而以類似抵押品於類似期間借入所需資金應支付的利率。因此, 增量借款利率反映了本集團「應支付」的利率, 當無可觀察的利率時 (如就並無訂立融資交易的附屬公司而言) 或當須對利率進行調整以反映租賃的條款及條件時 (如當租賃並非以附屬公司的功能貨幣訂立時), 則須作出利率估計。當可觀察輸入數據可用時, 本集團使用可觀察輸入數據 (如市場利率) 估算增量借款利率並須作出若干實體特定的估計 (如附屬公司的獨立信用評級)。

### 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

#### Estimation uncertainty (Continued)

##### Fair value of investment properties

Investment properties, mainly including car park spaces and the leased commercial properties held as a right-of-use asset, are carried in the consolidated statement of financial position at their fair value, details of which are disclosed in note 15. The fair value of the investment properties was determined by reference to valuations conducted on these properties by an independent and professionally qualified valuer using property valuation techniques which involve certain assumptions of prevailing market conditions. Favourable or unfavourable changes to these assumptions may result in changes in the fair value of the Group's investment properties included in the consolidated statement of financial position and the corresponding adjustments to the changes in fair value reported in the consolidated statement of profit or loss. Details of the fair value of investment properties are disclosed in note 15 to the financial statements.

##### Leases — Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in a lease, and therefore, it uses an incremental borrowing rate (“IBR”) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group “would have to pay”, which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when it needs to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 4. 經營分部資料

本集團主要從事提供物業管理服務、非業主增值服務、社區增值服務及商業運營管理服務。出於資源分配及績效評估的目的，向本集團首席運營決策者呈報的資料側重於本集團的整體運營業績，乃由於本集團的資源已整合，概無離散的經營分部資料。因此，概無呈列經營分部資料。

#### 地區資料

年內，本集團於同一地理位置經營，因其所有收入均在中國內地產生，而其所有長期資產／資本支出均位於／發生在中國內地。因此，概無呈列地區資料。

#### 有關主要客戶的資料

截至二零二四年及二零二五年十二月三十一日止年度，向單一客戶或同一控制下的一組客戶作出的銷售收入均未佔本集團收入的10%或以上。

### 5. 收入、其他收入及收益

收入指於年內物業管理服務、非業主增值服務、社區增值服務以及品牌及管理輸出服務產生的收入。

收入、其他收入及收益的分析如下：

### 4. OPERATING SEGMENT INFORMATION

The Group is principally engaged in the provision of property management services, value-added services to non-property owners, community value-added services and commercial operational management services. Information reported to the Group's chief operating decision maker, for the purpose of resource allocation and performance assessment, focuses on the operating results of the Group as a whole as the Group's resources are integrated and no discrete operating segment information is available. Accordingly, no operating segment information is presented.

#### Geographical information

During the year, the Group operated within one geographical location because all of its revenue was generated in Mainland China and all of its long-term assets/capital expenditure were located/incurred in Mainland China. Accordingly, no geographical information is presented.

#### Information about major customers

There was no revenue from sales to a single customer or a group of customers under common control amounting to 10% or more of the Group's revenue for the years ended 31 December 2024 and 2025.

### 5. REVENUE, OTHER INCOME AND GAINS

Revenue represents income from property management services, value-added services to non-property owners, community value-added services and brand and management output services during the year.

An analysis of revenue and other income and gains is as follows:

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
客戶合約收入	Revenue from contracts with customers	1,013,521	1,065,245
其他來源收入 － 轉租服務	Revenue from other sources － Sublease services	49,055	48,688
總計	Total	1,062,576	1,113,933

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 5. 收入、其他收入及收益 (續)

#### 客戶合約收入

##### (i) 分拆收入資料

		物業管理 服務	非業主 增值服務	社區 增值服務	品牌 及管理輸出 服務	總計
		Property management services	Value-added services to non-property owners	Community value-added services	Brand and management output services	Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
二零二五年	2025					
服務類型	Type of services					
提供服務	Rendering of services	780,243	43,899	159,675	29,704	1,013,521
地域市場	Geographical market					
中國內地	Mainland China	780,243	43,899	159,675	29,704	1,013,521
收入確認時間	Timing of revenue recognition					
隨時間確認的收入	Revenue recognised over time	780,243	40,030	57,193	23,485	900,951
於某一時間點確認的收入	Revenue recognised at a point in time	–	3,869	102,482	6,219	112,570
總額	Total	780,243	43,899	159,675	29,704	1,013,521
二零二四年	2024					
服務類型	Type of services					
提供服務	Rendering of services	830,266	58,470	148,414	28,095	1,065,245
地域市場	Geographical market					
中國內地	Mainland China	830,266	58,470	148,414	28,095	1,065,245
收入確認時間	Timing of revenue recognition					
隨時間確認的收入	Revenue recognised over time	830,266	53,423	32,388	24,433	940,510
於某一時間點確認的收入	Revenue recognised at a point in time	–	5,047	116,026	3,662	124,735
總額	Total	830,266	58,470	148,414	28,095	1,065,245

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 5. 收入、其他收入及收益 (續)

#### 客戶合約收入 (續)

##### (i) 分拆收入資料 (續)

下表載列於本報告期計入各報告期開始時合約負債的已確認收入金額：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
物業管理服務以及品牌及 管理輸出服務	Property management services, and brand and management output services	149,175	163,903

##### (ii) 履約責任

有關本集團履約責任的資料概述如下：

#### 物業管理服務及非業主增值服務

就物業管理服務及非業主增值服務而言，本集團按有權開具發票的金額確認收入，該收入直接與本集團迄今為止按月或按季向客戶履約的價值相對應。本集團已選擇可行權宜方法，不披露該等類型合約的剩餘履約責任。

#### 社區增值服務

該服務乃於短時間內提供，通常不到一年，且於各報告期末並無未履行的履約責任。

### 5. REVENUE, OTHER INCOME AND GAINS (Continued)

#### Revenue from contracts with customers (Continued)

##### (i) Disaggregated revenue information (Continued)

The following table shows the amount of revenue recognised in the current reporting period that was included in the contract liabilities at the beginning of the reporting period:

##### (ii) Performance obligations

Information about the Group's performance obligations is summarised below:

#### Property management services and value-added services to non-property owners

For property management services and value-added services to non-property owners, 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 or quarterly basis. The Group has elected the practical expedient for not disclosing the remaining performance obligations for these types of contracts.

#### Community value-added services

The services 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 each of the reporting period.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
31 December 2025

### 5. 收入、其他收入及收益 (續)

#### 客戶合約收入 (續)

#### (ii) 履約責任 (續)

##### 品牌及管理輸出服務

就業主品牌及管理輸出服務而言，本集團按有權開具發票的金額確認收入，該收入直接與本集團迄今為止按月或按季向業主履約的價值相對應。本集團已選擇可行權宜方法，不披露該等類型合約的剩餘履約責任。

##### 其他收入及收益

利息收入	Interest income	288	661
政府補助*	Government grants*	2,932	2,352
租金收入	Rental income	2,226	2,596
融資租賃所得融資收入	Finance income from finance leases	729	3,695
終止確認轉租使用權資產的收益	Gain on derecognition of right-of-use assets for a sublease	–	11,985
其他	Others	2,642	1,869
<b>總計</b>	<b>Total</b>	<b>8,817</b>	<b>23,158</b>

\* 截至二零二五年十二月三十一日止年度，我們在中國內地江蘇省、福建省和上海市的經營獲得多項政府補助，用於獎勵該地區企業的業務表現並支持其經營發展。該等補助並無尚未達成的條件或或然項目。

### 5. REVENUE, OTHER INCOME AND GAINS (Continued)

#### Revenue from contracts with customers (Continued)

#### (ii) Performance obligations (Continued)

##### Brand and management output services

For brand and management output services to property owners, the Group recognises revenue in the amount that equals the right to invoice which corresponds directly with the value to property owners of the Group's performance to date on a monthly or quarterly basis. The Group has elected the practical expedient for not disclosing the remaining performance obligations for these types of contracts.

##### Other income and gains

	二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
利息收入	288	661
政府補助*	2,932	2,352
租金收入	2,226	2,596
融資租賃所得融資收入	729	3,695
終止確認轉租使用權資產的收益	–	11,985
其他	2,642	1,869
<b>總計</b>	<b>8,817</b>	<b>23,158</b>

\* During the year ended 31 December 2025, various government grants have been received for operation in Jiangsu province, Fujian province and Shanghai, Mainland China, to reward business performance and support operational development of enterprises in that area. There are no unfulfilled conditions or contingencies relating to these grants.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 6. 除稅前虧損

本集團除稅前虧損乃於扣除／(計入)以下各項後達致：

### 6. LOSS BEFORE TAX

The Group's loss before tax is arrived at after charging/(crediting):

	附註 Notes	二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
所提供服務的成本*	Cost of service provided*	597,224	571,134
物業及設備折舊	Depreciation of property and equipment	13 9,084	3,957
使用權資產折舊	Depreciation of right-of-use assets	14(a) 1,101	1,175
其他無形資產攤銷	Amortisation of other intangible assets	17 6,852	7,464
未計入租賃負債計量的租賃付款	Lease payments not included in the measurement of lease liabilities	14(c) 4,590	3,780
核數師薪酬	Auditor's remuneration	1,500	2,000
金融資產減值淨額	Impairment of financial assets, net		
融資租賃應收款項減值虧損／(減值虧損撥回)淨額	Impairment losses/(reversal of impairment losses) of finance lease receivables, net	19 (1,110)	1,344
貿易應收款項減值虧損淨額	Impairment losses of trade receivables, net	20 53,395	31,181
應收關聯方款項減值虧損淨額	Impairment losses of due from related parties, net	30 5,306	5,169
其他應收款項減值虧損淨額	Impairment losses of other receivables, net	21 4,020	1,197
商譽減值虧損	Impairment losses of goodwill	16 119,711	214,777
僱員福利開支(包括董事及最高行政人員薪酬(附註8))：工資、薪金及其他津貼	Employee benefit expense (including directors' and chief executive's remuneration (note 8): Wages, salaries and other allowances	337,830	353,942
退休金計劃供款及社會福利	Pension scheme contributions and social welfare	50,845	57,810
<b>總計</b>	<b>Total</b>	<b>388,675</b>	<b>411,752</b>

\* 所提供服務的成本指綜合損益表中的「銷售成本」，不包括僱員福利開支、物業及設備折舊、使用權資產折舊及其他無形資產攤銷。

\* Cost of services provided represents "Cost of sales" in the consolidated statement of profit or loss excluding employee benefit expense, depreciation of property and equipment, depreciation of right-of-use assets and amortisation of other intangible assets.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 7. 融資成本

融資成本分析如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
銀行及其他借款利息	Interest on bank and other borrowings	2,476	3,421
租賃負債利息開支	Interest expense on lease liabilities	7,062	9,943
總計	Total	9,538	13,364

### 7. FINANCE COSTS

An analysis of finance costs is as follows:

### 8. 董事及最高行政人員薪酬

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部披露的本年度董事及最高行政人員薪酬如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
袍金	Fees	420	600
其他酬金：	Other emoluments:		
薪金、津貼及實物福利	Salaries, allowances and benefits in kind	1,897	1,956
績效花紅	Performance related bonuses	286	698
退休金計劃供款及社會福利	Pension scheme contributions and social welfare	336	334
小計	Subtotal	2,519	2,988
總計	Total	2,939	3,588

### 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:

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 8. 董事及最高行政人員薪酬

(續)

#### (a) 獨立非執行董事

年內支付予獨立非執行董事的袍金如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
獨立非執行董事：	Independent non-executive directors:		
歐陽寶豐先生	Mr. Au Yeung Po Fung	150	200
魏琴女士 <sup>1</sup>	Ms. Wei Qin <sup>1</sup>	150	–
鄭屹磊先生 <sup>2</sup>	Mr. Zheng Yilei <sup>2</sup>	20	–
張偉先生 <sup>3</sup>	Mr. Zhang Wei <sup>3</sup>	100	200
馬海越先生 <sup>4</sup>	Mr. Ma Haiyue <sup>4</sup>	–	200
總計	Total	420	600

<sup>1</sup> 魏琴女士於二零二五年九月一日獲委任為本公司獨立非執行董事。

<sup>2</sup> 鄭屹磊先生於二零二五年九月一日獲委任為本公司獨立非執行董事。

<sup>3</sup> 張偉先生於二零二五年九月一日辭任本公司獨立非執行董事。

<sup>4</sup> 馬海越先生於二零二四年十二月三十一日辭任本公司獨立非執行董事。

年內概無其他應付獨立非執行董事的酬金(二零二四年：無)。

### 8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (Continued)

#### (a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follows:

<sup>1</sup> Ms. Wei Qin was appointed as an independent non-executive director of the Company with effect from 1 September 2025.

<sup>2</sup> Mr. Zheng Yilei was appointed as an independent non-executive director of the Company with effect from 1 September 2025.

<sup>3</sup> Mr. Zhang Wei resigned as an independent non-executive director of the Company with effect from 1 September 2025.

<sup>4</sup> Mr. Ma Haiyue resigned as an independent non-executive director of the Company with effect from 31 December 2024.

There were no other emoluments payable to the independent non-executive directors during the year (2024: Nil).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 8. 董事及最高行政人員薪酬 (續)

#### (b) 執行董事及非執行董事

二零二五年

### 8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (Continued)

#### (b) Executive directors and non-executive directors

2025

		袍金	薪金、津貼及 實物福利	績效花紅	退休金計劃 供款及社會 福利	薪酬總額
		Fees	Salaries, allowances and benefits in kind	Performance- related bonuses	Pension scheme contributions and social welfare	Total remuneration
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
執行董事：	Executive directors:					
鄧歷先生	Mr. Deng Li	–	852	144	168	1,164
王威先生	Mr. Wang Wei	–	770	142	168	1,080
小計	Subtotal	–	1,622	286	336	2,244
非執行董事：	Non-executive director:					
劉偉亮先生	Mr. Liu Wei Liang	–	200	–	–	200
王志明先生 <sup>1</sup>	Mr. Wang Zhiming <sup>1</sup>	–	75	–	–	75
小計	Subtotal	–	275	–	–	275
總計	Total	–	1,897	286	336	2,519

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 8. 董事及最高行政人員薪酬

(續)

#### (b) 執行董事及非執行董事 (續)

二零二四年

		袍金	薪金、津貼及 實物福利	績效花紅	退休金計劃 供款及社會 福利	薪酬總額
		Fees	Salaries, allowances and benefits in kind	Performance- related bonuses	Pension scheme contributions and social welfare	Total remuneration
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
執行董事：	Executive directors:					
鄧歷先生	Mr. Deng Li	-	896	418	167	1,481
王威先生	Mr. Wang Wei	-	860	280	167	1,307
小計	Subtotal	-	1,756	698	334	2,788
非執行董事：	Non-executive directors:					
劉偉亮先生	Mr. Liu Wei Liang	-	200	-	-	200
總計	Total	-	1,956	698	334	2,988

<sup>1</sup> 王志明先生於二零二五年七月一日獲委任為本公司非執行董事。

年內並無任何董事或最高行政人員放棄或同意放棄任何薪酬的安排。

### 8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (Continued)

#### (b) Executive directors and non-executive directors (Continued)

2024

<sup>1</sup> Mr. Wang Zhiming was appointed as a non-executive director of the Company with effect from 1 July 2025.

There was no arrangement under which a director or the chief executive waived or agreed to waive any remuneration during the year.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
31 December 2025

### 9. 五名最高薪酬僱員

年內五名最高薪酬僱員包括兩名董事（二零二四年：兩名董事），彼等的薪酬詳情載於上文附註8。既非本公司董事亦非最高行政人員的餘下三名（二零二四年：三名）最高薪酬僱員於本年度的薪酬詳情如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
薪金、津貼及實物福利	Salaries, allowances and benefits in kind	1,640	1,534
績效花紅	Performance related bonuses	423	547
退休金計劃供款及社會福利	Pension scheme contributions and social welfare	413	377
總計	Total	2,476	2,458

薪酬在以下範圍內的非董事及非最高行政人員最高薪酬僱員人數如下：

		僱員人數 Number of employees	
		二零二五年 2025	二零二四年 2024
500,001港元至1,000,000港元	HK\$500,001 to HK\$1,000,000	3	3

### 9. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees during the year included two directors (2024: two director), details of whose remuneration are set out in note 8 above. Details of the remuneration for the year of the remaining three (2024: three) highest paid employees who are neither a director nor chief executive of the Company are as follows:

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following band is as follows:

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 10. 所得稅開支

本集團有權就本集團成員公司註冊及經營所在稅務司法權區產生或源自其的溢利按實體基準繳納所得稅開支。根據開曼群島及英屬維爾京群島的規則及法規，本集團於開曼群島及英屬維爾京群島註冊成立的附屬公司無需繳納任何所得稅開支。本集團於香港註冊成立的附屬公司毋須繳納所得稅開支，因為其於報告期並無於香港產生任何應課稅溢利。

中國的一般企業所得稅率為25%。本集團若干附屬公司享有小型微利企業（「小型微利企業」）所得稅優惠待遇，所得稅率為20%，並符合資格按其應課稅收入的25%或50%計算其稅項。本集團的一間附屬公司位於中國西部地區的廣西北部灣經濟區，並享有9%的優惠所得稅率。

### 10. INCOME TAX EXPENSE

The Group is entitled to income tax expense on an entity basis on profits arising in or derived from the tax jurisdictions in which members of the Group are domiciled and operate. Pursuant to the rules and regulations of the Cayman Islands and British Virgin Islands, the Group's subsidiaries incorporated in the Cayman Islands and British Virgin Islands are not subject to any income tax expense. The Group's subsidiary incorporated in Hong Kong was not liable for income tax expense as it did not have any assessable profits arising in Hong Kong during the reporting period.

The general corporate income tax rate in PRC is 25%. Certain of the Group's subsidiaries enjoy the preferential income tax treatment for Small and Micro Enterprise ("SME") with the income tax rate of 20% and are eligible to have their tax calculated based on 25% or 50% of their taxable income. One of the Group's subsidiaries is located in Economic Area of Guangxi North Bay in western regions of China and enjoy the preferential income tax rate of 9%.

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
即期－中國內地：	Current – Mainland China:		
年內支出	Charge for the year	17,026	37,900
遞延稅項(附註26)	Deferred tax (note 26)	(4,658)	(7,316)
年內稅項支出總額	Total tax charge for the year	12,368	30,584

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
31 December 2025

### 10. 所得稅開支 (續)

於報告期，本公司及其大部分附屬公司註冊所在司法權區按法定稅率計算的除稅前虧損適用的所得稅開支與按實際稅率計算的所得稅開支對賬如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
除稅前虧損	Loss before tax	(216,497)	(204,812)
按法定稅率計算	At the statutory tax rate	(54,124)	(51,203)
特定省份或地方部門頒佈的 較低稅率	Lower tax rate for specific provinces or enacted by local authority	4,010	8,099
不可扣稅開支	Expenses not deductible for tax	47,932	56,032
過往年度已動用的稅項虧損	Tax losses utilised from previous years	(119)	(769)
未確認暫時差額	Temporary differences not recognised	35,996	10,053
未確認稅項虧損	Tax losses not recognised	(21,327)	8,372
按本集團實際稅率計算的稅項支出	Tax charge at the Group's effective rate	12,368	30,584

### 10. INCOME TAX EXPENSE (Continued)

A reconciliation of income tax expense applicable to loss before tax at the statutory rate for the jurisdictions in which the Company and the majority of its subsidiaries are domiciled to the income tax expense at the effective tax rate for the reporting period is as follows:

### 11. 股息

董事不建議派發有關期間／年度的任何中期或末期股息。

### 11. DIVIDENDS

The directors do not recommend any interim or final dividend in the respective of the period/year.



# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 13. 物業及設備

### 13. PROPERTY AND EQUIPMENT

		機器 Machinery 人民幣千元 RMB'000	電子設備 Electronic equipment 人民幣千元 RMB'000	車輛 Motor vehicles 人民幣千元 RMB'000	其他設備 Other equipment 人民幣千元 RMB'000	租賃物業裝修 Leasehold improvements 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
二零二五年十二月三十一日	31 December 2025						
於二零二五年一月一日	At 1 January 2025						
成本	Cost	1,322	13,042	949	2,909	18,378	36,600
累計折舊	Accumulated depreciation	(930)	(10,309)	(614)	(1,983)	(10,119)	(23,955)
賬面淨值	Net carrying amount	392	2,733	335	926	8,259	12,645
於二零二五年一月一日， 扣除累計折舊	At 1 January 2025, net of accumulated depreciation	392	2,733	335	926	8,259	12,645
添置	Additions	123	509	45	491	12,420	13,588
出售	Disposals	(16)	(48)	(9)	(21)	(53)	(147)
年內計提折舊(附註6)	Depreciation provided during the year (note 6)	(146)	(1,047)	(122)	(359)	(7,410)	(9,084)
於二零二五年十二月 三十一日，扣除累計折舊	At 31 December 2025, net of accumulated depreciation	353	2,147	249	1,037	13,216	17,002
於二零二五年 十二月三十一日：	At 31 December 2025:						
成本	Cost	1,410	13,172	969	3,283	30,798	49,632
累計折舊	Accumulated depreciation	(1,057)	(11,025)	(720)	(2,246)	(17,582)	(32,630)
賬面淨值	Net carrying amount	353	2,147	249	1,037	13,216	17,002

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 13. 物業及設備 (續)

### 13. PROPERTY AND EQUIPMENT (Continued)

		機器	電子設備	車輛	其他設備	租賃 物業裝修	總計
		Machinery	Electronic equipment	Motor vehicles	Other equipment	Leasehold improvements	Total
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
二零二四年 十二月三十一日	31 December 2024						
於二零二四年一月一日	At 1 January 2024						
成本	Cost	1,260	12,439	762	2,821	9,092	26,374
累計折舊	Accumulated depreciation	(808)	(9,247)	(468)	(1,896)	(8,239)	(20,658)
賬面淨值	Net carrying amount	452	3,192	294	925	853	5,716
於二零二四年一月一日， 扣除累計折舊	At 1 January 2024, net of accumulated depreciation	452	3,192	294	925	853	5,716
添置	Additions	62	1,065	195	409	9,286	11,017
出售	Disposals	-	(102)	(4)	(25)	-	(131)
年內計提折舊 (附註6)	Depreciation provided during the year (note 6)	(122)	(1,422)	(150)	(383)	(1,880)	(3,957)
於二零二四年 十二月三十一日， 扣除累計折舊	At 31 December 2024, net of accumulated depreciation	392	2,733	335	926	8,259	12,645
於二零二四年 十二月三十一日：	At 31 December 2024:						
成本	Cost	1,322	13,042	949	2,909	18,378	36,600
累計折舊	Accumulated depreciation	(930)	(10,309)	(614)	(1,983)	(10,119)	(23,955)
賬面淨值	Net carrying amount	392	2,733	335	926	8,259	12,645

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 14. 租賃

#### 本集團作為承租人

本集團租賃樓宇內的若干單位作為其辦公大樓，且租期介乎三至五年。

如附註15所披露，本集團於二零二四年一月向業主（為本集團的關聯方）租用位於中國內地的四宗商業物業，固定期限為2年，且於二零二四年一月向第三方業主租用位於中國內地的一宗商業物業，固定期限為11年。本集團於租賃開始日確認符合投資物業及租賃負債定義的使用權資產。

#### (a) 使用權資產

於本年度本集團使用權資產的賬面值及變動如下：

辦公大樓	Office buildings
於一月一日	At 1 January
添置	Additions
折舊費用 (附註6)	Depreciation charge (note 6)
於十二月三十一日	At 31 December

### 14. LEASES

#### The Group as a lessee

The Group leases certain units in buildings as its office buildings, with lease terms ranging from three to five years.

As disclosed in note 15, the Group leased four commercial properties located in Mainland China from property owners, which are related parties of the Group in January 2024 for a fixed term of 2 years, and leased a commercial property located in Mainland China from a third-party property owner in January 2024 for a fixed term of 11 years. The Group recognised right-of-use assets that meet the definition of investment properties and lease liabilities at the lease commencement date.

#### (a) Right-of-use assets

The carrying amount of the Group's right-of-use assets and the movements during the year are as follows:

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
辦公大樓	Office buildings		
於一月一日	At 1 January	2,040	1,761
添置	Additions	–	1,454
折舊費用 (附註6)	Depreciation charge (note 6)	(1,101)	(1,175)
於十二月三十一日	At 31 December	939	2,040

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 14. 租賃 (續)

#### 本集團作為承租人 (續)

#### (b) 租賃負債

於本年度租賃負債的賬面值及變動如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
於一月一日的賬面值	Carrying amount at 1 January	200,137	4,020
新租賃	New leases	–	217,350
年內確認的加息	Accretion of interest recognised during the year	7,062	9,943
付款	Payments	(77,141)	(31,176)
於十二月三十一日的賬面值	Carrying amount at 31 December	130,058	200,137
分析為：	Analysed into:		
即期租賃負債	Current lease liabilities	41,665	81,446
非即期租賃負債	Non-current lease liabilities	88,393	118,691

租賃負債的到期日分析披露於附註33。

The maturity analysis of lease liabilities is disclosed in note 33.

#### (c) 於損益確認的有關租賃的金額如下：

#### (c) The amounts recognised in profit or loss in relation to leases are as follows:

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
租賃負債利息	Interest on lease liabilities	7,062	9,943
使用權資產的折舊費用	Depreciation charge of right-of-use assets	1,101	1,175
有關短期租賃的開支 (計入行政開支)	Expense relating to short-term leases (included in administrative expenses)	4,590	3,780
於損益確認的總金額	Total amount recognised in profit or loss	12,753	14,898

#### (d) 租賃之現金流出總額披露於財務報表附註29(b)。

#### (d) The total cash outflow for leases is disclosed in note 29(b) to the financial statements.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 14. 租賃 (續)

#### 本集團作為出租人

本集團按轉租安排出租位於中國內地的商業物業的零售店舖以收取租金收入。零售店舖租賃可選擇僅按固定租賃付款，或包含基於由租戶確認的銷售額的預先協定百分比的浮動租賃付款，以及於租期內固定的最低年度租賃付款。本集團確認的轉租安排產生的租金收入於年內計入收入，總金額為人民幣49,055,000元（二零二四年：人民幣48,688,000元）。

此外，本集團根據經營租賃安排租賃其於中國內地的投資物業（附註15），包括自有車位及商業物業。租賃條款一般要求租戶支付保證金，並根據當前市況定期調整租金。本集團確認的車位及商業物業租金收入於年內計入其他收入，總金額為人民幣2,226,000元（二零二四年：人民幣2,596,000元）。

於二零二四年十二月三十一日，本集團於未來期間根據與其租戶的不可撤銷經營租賃的應收未貼現租賃付款如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
一年內	Within 1 year	21,377	38,504
超過一年	Over 1 year	79,432	97,737
總計	Total	100,809	136,241

### 14. LEASES (Continued)

#### The Group as a lessor

The Group leased out retail stores in commercial properties in Mainland China under subleasing arrangements to receive rental income. Leases of retail stores are either based solely on fixed lease payments or contain variable lease payments that are based on a pre-agreed percentage of sales recognised by the tenants and the minimum annual lease payment that is fixed over the lease term. Rental income arising from subleasing arrangements recognised by the Group was recorded in revenue, with a total amount of RMB49,055,000 during the year (2024: RMB48,688,000).

In addition, the Group leases its owned investment properties (note 15) including car park spaces and commercial properties in Mainland China under operating lease arrangements. The terms of the leases generally require the tenants to pay security deposits and provide for periodic rent adjustments according to the then prevailing market conditions. Rental income arising from car park spaces and commercial properties recognised by the Group was recorded in other income, with a total amount of RMB2,226,000 during the year (2024: RMB2,596,000).

At 31 December 2024, the undiscounted lease payments receivable by the Group in future periods under non-cancellable operating leases with its tenants are as follows:

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31 December 2025

### 15. 投資物業

### 15. INVESTMENT PROPERTIES

		車位	物業	租賃商業 物業－ 使用權資產	總計
		Car park spaces	Properties	Leased commercial properties – right – of-use assets	Total
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
		RMB'000	RMB'000	RMB'000	RMB'000
二零二五年十二月三十一日	31 December 2025				
於一月一日的賬面值	Carrying amount at 1 January	125,340	4,100	118,300	247,740
公平值調整所得虧損淨額	Net loss from a fair value adjustment	(14,780)	(400)	(41,300)	(56,480)
出售	Disposals	(2,660)	–	–	(2,660)
添置	Additions	1,700	4,700	–	6,400
於十二月三十一日的賬面值	Carrying amount at 31 December	109,600	8,400	77,000	195,000
二零二四年十二月三十一日	31 December 2024				
於一月一日的賬面值	Carrying amount at 1 January	164,600	–	–	164,600
公平值調整所得虧損淨額	Net loss from a fair value adjustment	(32,960)	(550)	(31,991)	(65,501)
出售	Disposals	(6,300)	–	–	(6,300)
添置	Additions	–	4,650	150,291	154,941
於十二月三十一日的賬面值	Carrying amount at 31 December	125,340	4,100	118,300	247,740

本集團的投資物業包括車位、五宗物業及一宗被確認為使用權（「使用權」）資產並由本集團經營租賃項下轉租的租賃商業物業（附註14）。該等物業均位於中國內地。

於截至二零二五年十二月三十一日止年度，正榮地產集團（「正榮地產集團有限公司」）向本集團轉讓三宗物業及若干車位以支付結欠本集團的應付款項人民幣6,400,000元。

於截至二零二四年十二月三十一日止年度，正榮地產集團向本集團轉讓兩宗物業以支付結欠本集團的應付款項人民幣4,650,000元。

The Group's investment properties consist of car park spaces, five properties, and one leased commercial properties which are recognised as right-of-use ("ROU") assets and subleased by the Group under operating leases (note 14). These properties are situated in Mainland China.

For the year ended 31 December 2025, Zhenro Properties Group ("Zhenro Properties Group Limited") transferred three properties and several car park spaces to the Group in order to settle the payables due to the Group amounted to RMB6,400,000.

For the year ended 31 December 2024, Zhenro Properties Group transferred two properties to the Group in order to settle the payables due to the Group amounted to RMB4,650,000.

# 財務報表附註

## Notes To Financial Statements

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### 15. 投資物業 (續)

於截至二零二四年十二月三十一日止年度，使用權資產添置主要包含四宗租期為2年的租賃商業物業及一宗租期為11年的租賃商業物業 (附註14)。

本集團的投資物業乃基於獨立專業合資格估值師仲量聯行企業評估及諮詢有限公司 (「仲量聯行」) 進行的評估於二零二五年十二月三十一日重估為人民幣195,000,000元。本集團的高級財務經理及首席財務官決定負責本集團物業的外部估值的外部估值師人選。甄選標準包括市場知識、聲譽、獨立性及是否保持專業標準。本集團的高級財務經理及首席財務官已與估值師就進行財務報告估值的估值假設及估值結果進行討論。

於二零二五年十二月三十一日，本集團賬面總值約人民幣21,000,000元 (二零二四年：人民幣21,000,000元) 的投資物業已抵押作為本集團獲授計息銀行及其他借款的擔保 (附註25)。

### 15. INVESTMENT PROPERTIES (Continued)

For the year ended 31 December 2024, the additions of right-of-use assets mainly comprised four leased commercial properties with lease terms of 2 years and one leased commercial property with a lease term of 11 years (note 14).

The Group's investment properties were revalued on 31 December 2025 based on valuations performed by Jones Lang LaSalle Corporate Appraisal and Advisory Limited ("JLL"), an independent professionally qualified valuer, at RMB195,000,000. The Group's senior finance manager and the chief financial officer decide which external valuer is responsible for the external valuations of the Group's properties. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. The Group's senior finance manager and the chief financial officer discuss with the valuer on the valuation assumptions and valuation results when the valuation is performed for financial reporting.

As at 31 December 2025, the Group's investment properties with an aggregate carrying amount of approximately RMB21,000,000 (2024: RMB21,000,000) were pledged to secure interest-bearing bank and other borrowings granted to the Group (note 25).

	地點	用途	年期	本集團 應佔權益 Attributable interest of the Group
	Location	Use	Tenure	
中國內地天津市西青區天津 瑞金苑負一層	Underground, Tianjin Ruijinyuan, Xiqing District, Tianjin, Mainland China	停車場 Car park	中期租約 Medium term	100%
中國內地江蘇省南京市 洪武路23號隆盛大廈負一層	- 1 Floor, Longsheng Building No.23 Hongwu road, Nanjing Jiangsu, Mainland China	停車場 Car park	中期租約 Medium term	100%
中國內地江蘇省南京市建邺區 螺塘路45號28幢6室	Room 6, Building 28, No. 45 Luotang Road, Jianye District, Nanjing Jiangsu, Mainland China	商業 Commercial	短期租約 Short term	100%
中國內地江蘇省無錫市新吳區 上榮裕園29幢201單元	Unit 201, Building 29, Shangrong Yuyuan, Xinwu District, Wuxi Jiangsu, Mainland China	住宅 Residential	短期租約 Short term	100%

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## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 15. 投資物業 (續)

本集團投資物業於二零二五年十二月三十一日的詳情如下：

### 15. INVESTMENT PROPERTIES (Continued)

Particulars of the Group's investment properties as at 31 December 2025 are as followings:

	地點	用途	年期	本集團 應佔權益
	Location	Use	Tenure	Attributable interest of the Group
中國內地福建省福州市 上歧路北168號福州馬尾 正榮財富中心	No.168 North, Shangqi road, Fuzhou Mawei Zhenro Fortune Centre, Fuzhou Fujian, Mainland China	商業 Commercial	短期租約 Short term	100%
中國內地福建省福州市 新保路18號福州馬保 正榮財富中心	NO.18 Xinbao road, Fuzhou Mabao Zhenro Fortune Centre, Fuzhou Fujian, Mainland China	商業 Commercial	短期租約 Short term	100%
中國內地福建省莆田市荔園東路 1688號莆田財富中心	No.1688 Liyuan East Road, Putian Fortune Centre, Putian Fujian, Mainland China	商業 Commercial	短期租約 Short term	100%
中國內地湖南省株洲市 車站路61號時代廣場	No.61 Chezhan road, Rong Times Square, Zhuzhou Changsha, Mainland China	商業 Commercial	中期租約 Medium term	100%
中國內地江蘇省南京市雨花台區 岱山北路11號1幢1單元120室	Room 120, Unit 1, Building 1, No. 11 Daishan North Road, Yuhuatai District, Nanjing Jiangsu, Chinese Mainland	商業 Commercial	中期租約 Medium term	100%
中國內地湖北省襄陽市樊城區 漢江北路與太子灣路交匯 處長投正榮府B/C區	Area B/C, Changtou Zhengrong Mansion, Hanjiang North Road & Taiziwan Road Intersection, Fancheng District, Xiangyang Hubei, Chinese Mainland	停車場 Car park	中期租約 Medium term	100%
中國內地福建省平潭縣金井鎮 順意路9號正榮府9號樓3105室	Room 3105, Building 9, Zhengrong Mansion, No. 9 Shunyi Road, Jinjing Town, Pingtan Fujian, Chinese Mainland	住宅 Residential	短期租約 Short term	100%
中國內地福建省平潭縣金井鎮 順意路9號正榮府9號樓3108室	Room 3108, Building 9, Zhengrong Mansion, No. 9 Shunyi Road, Jinjing Town, Pingtan Fujian, Chinese Mainland	住宅 Residential	短期租約 Short term	100%
中國內地江蘇省南京市 定遠路421號潤樺府S1棟 商業201單元	Commercial Unit 201, Building S1, Runxi Mansion, No. 421 Dingyuan Road, Nanjing, Jiangsu Province, Chinese Mainland	商業 Commercial	中期租約 Medium term	100%



# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 15. 投資物業 (續)

#### 公平值層級 (續)

### 15. INVESTMENT PROPERTIES (Continued)

#### Fair value hierarchy (Continued)

於二零二四年十二月三十一日

使用以下級別的公平值計量

Fair value measurement as at 31 December 2024 using

		重大可觀察 輸入數據	重大不可觀察 輸入數據	總計
	活躍市場之報價	重大可觀察 輸入數據	重大不可觀察 輸入數據	
	Quoted prices in active markets (第一級) (Level 1)	Significant observable inputs (第二級) (Level 2)	Significant unobservable inputs (第三級) (Level 3)	Total
	人民幣千元	人民幣千元	人民幣千元	人民幣千元
	RMB'000	RMB'000	RMB'000	RMB'000
就經常性公平值計量：	Recurring fair value measurement for:			
– 租賃商業物業	– Leased commercial properties			
– 使用權資產	– right-of-use assets	-	118,300	118,300
– 物業	– Properties	-	4,100	4,100
– 車位	– Car park spaces	-	125,340	125,340
總計	Total	-	247,740	247,740

於本年度，第一級與第二級公平值計量之間並無轉移，第三級亦無轉入或轉出（二零二四年：無）。

During the year, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 (2024: Nil).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 15. 投資物業 (續)

#### 公平值層級 (續)

以下為投資物業估值所用的估值技術及主要輸入數據概要：

	估值技術 Valuation technique
車位 Car park spaces	根據類似車位的可觀察市場交易使用直接比較法，並經調整以反映目標物業的狀況 Direct comparison method – based on market observable transactions of similar car parks and adjusted to reflect the conditions of the subject properties
物業 Properties	根據類似物業的可觀察市場交易使用直接比較法，並經調整以反映目標物業的狀況 Direct comparison method – based on market observable transactions of similar properties and adjusted to reflect the conditions of the subject properties
經營租賃項下的使用權資產 ROU assets under operating lease	基於該等物業所有可出租單位的市場租金的收入法按預期市場收益率評估及貼現 Income approach – based on market rents of all lettable units of the properties, assessed and discounted at the market yield expected

市場收益率大幅下降會導致投資物業的公平值大幅增加。

### 15. INVESTMENT PROPERTIES (Continued)

#### Fair value hierarchy (Continued)

Below is a summary of the valuation techniques used and the key inputs to the valuation of investment properties:

重大不可觀察輸入數據 Significant unobservable inputs	範圍或加權平均 Range or weighted average	
	二零二五年 2025	二零二四年 2024
要價折扣 (折扣越高，公平值越低) Asking-price discount (the higher of the discount, the lower the fair value)	3%至10%	3%至5%
預期市場收益率 (預期市場收益率越高，公平值越低) Market yield expected (the higher of the market yield expected, the lower of the fair value)	7.0%至7.5%	6.5%至7.5%
每日每平方米的估計現市值租金 (現市值租金越高，公平值越高) Assessed prevailing market rents per square meter per day (the higher the prevailing market rents, the higher the fair value)	人民幣0.25元至 人民幣6.53元 RMB0.25 to RMB6.53	人民幣2.8元至 人民幣6.0元 RMB2.8 to RMB6.0

A significant decrease in the market yield would result in a significant increase in the fair value of the investment properties.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 16. 商譽

### 16. GOODWILL

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
於一月一日的賬面值	Carrying amount at 1 January	323,000	537,777
商譽減值	Impairment of goodwill	(119,711)	(214,777)
於十二月三十一日的賬面淨值	Net carrying amount at 31 December	203,289	323,000
於十二月三十一日：	At 31 December:		
成本	Cost	766,626	766,626
累計減值	Accumulated impairment	(563,337)	(443,626)
賬面淨值	Net carrying amount	203,289	323,000

#### 商譽的減值測試

基於可收回金額人民幣119,711,000元（二零二四年：人民幣292,958,000元），正榮商業現金產生單位相關商譽確認為減值虧損人民幣119,711,000元（二零二四年：人民幣214,777,000元）。可收回金額乃根據使用價值計算釐定，而該等計算使用基於管理層聘請獨立估值師仲量聯行編製的五年期財務預算的現金流量預測。由於激烈的市場競爭及房地產市場的週期性波動，正榮商業的現金產生單位的收入增長率及毛利率較預算有所下降，導致現金產生單位的預計未來現金流量相應減少。因此，本集團於截至二零二五年十二月三十一日止年度確認減值虧損人民幣119,711,000元（二零二四年：人民幣214,777,000元）。

#### Impairment testing of goodwill

An impairment loss of RMB119,711,000 (2024: RMB214,777,000) based on the recoverable amount of RMB119,711,000 (2024: RMB292,958,000) was recognised on goodwill in relation to the CGU of Zhenro Commercial. The recoverable amount has been determined based on a value in use calculation using cash flow projections based on financial budgets covering a five-year period prepared by the management with the engagement of an independent valuer, JLL. Due to the intense market competition and cyclical fluctuations in the real estate market, revenue growth rates and gross profit margin for the CGU of Zhenro Commercial decreased as compared to the budget, which resulted in a corresponding decrease in the expected future cash flows of the CGU. As a result, the Group recognised an impairment loss of RMB119,711,000 during the year ended 31 December 2025 (2024: RMB214,777,000).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 16. 商譽 (續)

#### 商譽的減值測試 (續)

現金產生單位	主要業務
CGU	Principal business
二零二五年 十二月三十一日 31 December 2025	
江蘇愛濤	物業管理
Jiangsu Aitao	Property management
江蘇蘇鐵	物業管理
Jiangsu Sutie	Property management
正榮商業	商業物業管理
Zhenro Commercial	Commercial property management

二零二四年  
十二月三十一日

31 December 2024

江蘇愛濤	物業管理
Jiangsu Aitao	Property management
江蘇蘇鐵	物業管理
Jiangsu Sutie	Property management
正榮商業	商業物業管理
Zhenro Commercial	Commercial property management

### 16. GOODWILL (Continued)

#### Impairment testing of goodwill (Continued)

商譽	收益 年增長率 Annual revenue growth rate	毛利率 Gross profit margin	終端增長率 Terminal growth rate	貼現率 (稅前) Discount rate (pre-tax)
Goodwill 人民幣千元 RMB'000				
19,507	3%	7.7~10.6%	2.0%	11.7%
5,336	3%	22.9%	2.0%	13.2%
178,446	3.0~6.2%	48.3~51.2%	2.0%	13.2%
19,507	3%	6.6~9.6%	2.3%	16.2%
40,030	3%	36.7%	2.3%	16.6%
263,463	5.4~11.7%	34.0~48.4%	2.3%	15.9%

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 16. 商譽 (續)

#### 商譽的減值測試 (續)

上述現金產生單位使用價值的計算乃基於若干假設進行。管理層為進行商譽減值測試而預測各自的現金產生單位現金流量所依據的各項主要假設如下：

貼現率—所用貼現率為除稅前貼現率，並反映與相關單位有關的特定風險。

收益年增長率—於評估日期後五年的現金產生單位預測收益增長率為計算使用價值所用的假設之一。

毛利率—用於確定分配的估計毛利率的基礎為員工成本、分包成本及其他運營成本。該等假設反映了過去的經驗及管理層將其毛利率維持在可接受水平的承諾。

終端增長率—經計及現行行業慣例，終端增長率預估將為2.0%（二零二四年：2.3%）。

### 16. GOODWILL (Continued)

#### Impairment testing of goodwill (Continued)

Assumptions were used in the value-in-use calculations of the above-mentioned CGUs. The following describes each key assumption on which management had based its cash flow projections of the CGUs to undertake impairment testing of goodwill:

Discount rate – The discount rate used is before tax and reflects specific risks relating to the relevant unit.

Annual revenue growth rate – The predicted revenue growth rate of the CGUs for the five years subsequent to the date of assessment is one of the assumptions used in the value-in-use calculations.

Gross profit margin – The basis used to determine the estimated gross profit margin assigned is the cost of staff costs, subcontractor costs and other operating costs. The assumptions reflect past experience and management's commitment to maintain its gross profit margin at an acceptable level.

Terminal growth rate – The terminal growth rate was estimated to be 2.0% (2024: 2.3%) which has taken into consideration the prevailing industry practice.

# 財務報表附註

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二零二五年十二月三十一日

31 December 2025

### 16. 商譽 (續)

#### 商譽的減值測試 (續)

於二零二五年及二零二四年十二月三十一日，按可收回金額超過現金產生單位賬面值的差額計量淨空的詳情載列如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
江蘇愛濤	Jiangsu Aitao	13,999	12,136
江蘇蘇鐵	Jiangsu Sutie	–	9,899
正榮商業	Zhenro Commercial	–	–
		13,999	22,035

本集團管理層已對商譽減值測試進行敏感性分析。下表載列可在所有其他變量保持不變的情況下可單獨導致於二零二五年十二月三十一日各個導致商譽減值的現金產生單位的可收回金額相等於其賬面值的年收入增長率、毛利率、終端增長率或貼現率的假設變動：

		江蘇愛濤 Jiangsu Aitao	江蘇蘇鐵 Jiangsu Sutie	正榮商業 Zhenro Commercial
收益年增長率降低	Decrease in annual revenue growth rate	9.7%	不適用 NA	不適用 NA
毛利率降低	Decrease in gross profit margin	2.0%	不適用 NA	不適用 NA
終端增長率降低	Decrease in terminal growth rate	8.9%	不適用 NA	不適用 NA
貼現率增長	Increase in discount rate	6.6%	不適用 NA	不適用 NA

本集團管理層認為，使用價值計算的主要假設的任何合理可能變動均不會導致江蘇愛濤及江蘇蘇鐵的賬面值超過現金產生單位的可收回金額。於二零二五年十二月三十一日，本集團管理層認為江蘇愛濤及江蘇蘇鐵毋須確認商譽減值。

### 16. GOODWILL (Continued)

#### Impairment testing of goodwill (Continued)

Details of the headroom measured by excess of the recoverable amount over the carrying amount of the CGU as at 31 December 2025 and 2024 are set out as follows:

Management of the Group has undertaken sensitivity analysis on the impairment test of goodwill. The following table sets forth the hypothetical changes to annual revenue growth rate, gross profit margin, terminal growth rate or discount rate that would, in isolation (with all other variables remained constant), have caused the recoverable amount of CGUs of which goodwill was impaired to be equal to their carrying amount as at 31 December 2025:

The management of the Group believes that any reasonably possible change in the key assumptions of the value-in-use calculation would not cause the carrying amount to exceed the recoverable amount of the CGUs of Jiangsu Aitao and Jiangsu Sutie. As at 31 December 2025, the management of the Group determined that no impairment of goodwill should be recognised for Jiangsu Aitao and Jiangsu Sutie.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 17. 其他無形資產

### 17. OTHER INTANGIBLE ASSETS

		軟件 Software 人民幣千元 RMB'000	客戶關係 Customer relationship 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
二零二五年十二月三十一日	31 December 2025			
於二零二五年一月一日：	At 1 January 2025:			
成本	Cost	7,302	61,021	68,323
累計攤銷	Accumulated amortisation	(5,940)	(31,799)	(37,739)
賬面淨值	Net carrying amount	1,362	29,222	30,584
於二零二五年一月一日的 賬面值	Carrying amount at 1 January 2025	1,362	29,222	30,584
添置	Additions	2,829	–	2,829
年內計提攤銷(附註6)	Amortisation provided during the year (note 6)	(750)	(6,102)	(6,852)
於二零二五年 十二月三十一日的賬面值	Carrying amount at 31 December 2025	3,441	23,120	26,561
於二零二五年 十二月三十一日：	At 31 December 2025:			
成本	Cost	10,131	61,021	71,152
累計攤銷	Accumulated amortisation	(6,690)	(37,901)	(44,591)
賬面淨值	Net carrying amount	3,441	23,120	26,561

# 財務報表附註

## Notes To Financial Statements

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31 December 2025

### 17. 其他無形資產 (續)

### 17. OTHER INTANGIBLE ASSETS (Continued)

		軟件 Software 人民幣千元 RMB'000	客戶關係 Customer relationship 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
二零二四年十二月三十一日	31 December 2024			
於二零二四年一月一日：	At 1 January 2024:			
成本	Cost	6,700	61,021	67,721
累計攤銷	Accumulated amortisation	(4,578)	(25,697)	(30,275)
賬面淨值	Net carrying amount	2,122	35,324	37,446
於二零二四年一月一日的 賬面值	Carrying amount at 1 January 2024	2,122	35,324	37,446
添置	Additions	602	–	602
年內計提攤銷 (附註6)	Amortisation provided during the year (note 6)	(1,362)	(6,102)	(7,464)
於二零二四年 十二月三十一日的賬面值	Carrying amount at 31 December 2024	1,362	29,222	30,584
於二零二四年 十二月三十一日：	At 31 December 2024:			
成本	Cost	7,302	61,021	68,323
累計攤銷	Accumulated amortisation	(5,940)	(31,799)	(37,739)
賬面淨值	Net carrying amount	1,362	29,222	30,584

上述無形資產具有有限的可使用年期，  
並於以下期間內按直線法攤銷：

The above intangible assets have finite useful lives. Such intangible assets  
are amortised on a straight-line basis over the following periods:

軟件 5年  
客戶關係 10年

Software 5 years  
Customer relationship 10 years

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 18. 於聯營公司的投資

### 18. INVESTMENTS IN ASSOCIATES

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
分佔淨資產	Share of net assets	564	771

本集團聯營公司的詳情如下：

Particulars of the Group's associates are as follows:

名稱	註冊及營業地點	本集團應佔所有權 權益百分比 Percentage of ownership interest attributable to the Group	主要活動 Principal activities
南京愛濤豐匯物業管理有限公司	中國／中國內地	48%	物業管理
南京愛濤豐匯物業管理有限公司	PRC/Mainland China	48%	Property management
福州高新區榮新城市服務有限公司	中國／中國內地	49%	物業管理
福州高新區榮新城市服務有限公司	PRC/Mainland China	49%	Property management

本集團於聯營公司的持股通過本公司全資附屬公司持有。

The Group's shareholdings in the associates comprise equity shares held through wholly-owned subsidiaries of the Company.

下表闡述本集團單家非重要的聯營公司之彙總財務資料：

The following table illustrates the aggregate financial information of the Group's associates that are not individually material:

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
分佔聯營公司的年度虧損	Share of the associates' losses for the year	(207)	(300)
分佔聯營公司的全面虧損總額	Share of the associates' total comprehensive loss	(207)	(300)
本集團於聯營公司之投資的 賬面總額	Aggregate carrying amount of the Group's investments in the associates	564	771

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 19. 融資租賃應收款項

### 19. FINANCE LEASE RECEIVABLES

		二零二五年 2025 最低融資租賃 應收款項現值 Present value of minimum finance lease receivables 人民幣千元 RMB'000	二零二五年 2025 最低融資租賃 應收款項 Minimum finance lease receivables 人民幣千元 RMB'000
融資租賃應收款項包括：	Finance lease receivables comprise:		
一年內	Within 1 year	887	960
超逾一年但少於五年	More than 1 year but not more than 5 years	4,421	5,361
超逾五年但少於十年	More than 5 years but not more than 10 years	3,849	5,643
		9,157	11,964
租賃投資總額	Gross investment in the lease	不適用 NA	11,964
減：未賺取融資收入	Less: Unearned finance income	不適用 NA	(2,807)
應收最低租賃付款現值	Present value of minimum lease payment receivables	9,157	
減：信貸虧損撥備	Less: Allowance for credit loss	(234)	
		8,923	
分析為：	Analysed as:		
即期	Current	864	
非即期	Non-current	8,059	

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 19. 融資租賃應收款項 (續)

### 19. FINANCE LEASE RECEIVABLES (Continued)

		二零二四年 2024 最低融資租賃 應收款項現值 Present value of minimum finance lease receivables 人民幣千元 RMB'000	二零二四年 2024 最低融資租賃 應收款項 Minimum finance lease receivables 人民幣千元 RMB'000
融資租賃應收款項包括：	Finance lease receivables comprise:		
一年內	Within 1 year	43,294	44,435
超逾一年但少於五年	More than 1 year but not more than 5 years	4,256	4,949
超逾五年但少於十年	More than 5 years but not more than 10 years	4,895	7,005
		52,445	56,389
租賃投資總額	Gross investment in the lease	不適用 NA	56,389
減：未賺取融資收入	Less: Unearned finance income	不適用 NA	(3,944)
應收最低租賃付款現值	Present value of minimum lease payment receivables	52,445	
減：信貸虧損撥備	Less: Allowance for credit loss	(1,344)	
		51,101	
分析為：	Analysed as:		
即期	Current	42,186	
非即期	Non-current	8,915	

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 19. 融資租賃應收款項 (續)

融資租賃應收款項減值虧損撥備的變動如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
於年初	At beginning of year	1,344	–
減值虧損(撥回)淨額(附註6)	(Reversal of) impairment losses, net (note 6)	(1,110)	1,344
年末	At end of year	234	1,344

### 19. FINANCE LEASE RECEIVABLES (Continued)

The movements in the loss allowance for impairment of finance lease receivables are as follows:

### 20. 貿易應收款項

貿易應收款項  
減值

總計

### 20. TRADE RECEIVABLES

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
貿易應收款項	Trade receivables	678,502	442,808
減值	Impairment	(292,371)	(100,431)
總計	Total	386,131	342,377

貿易應收款項主要來源於物業管理服務、非業主增值服務、社區增值服務以及品牌及管理輸出服務，並根據相關協議條款於發出繳款通知書時到期支付。

Trade receivables mainly arise from property management services, value-added services to non-property owners, community value-added services and brand and management output services, and are due for payment upon the issuance of the demand notes in accordance with the terms of the relevant agreements.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 20. 貿易應收款項 (續)

於報告期末基於發票日期及扣除虧損撥備後的貿易應收款項的賬齡分析如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
一年內	Within 1 year	300,926	290,394
一至二年	1 to 2 years	67,498	47,176
二至三年	2 to 3 years	17,707	4,807
總計	Total	386,131	342,377

貿易應收款項減值虧損撥備的變動如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
年初	At beginning of year	100,431	83,048
自關聯方轉入的餘額	Balance transferred from related parties	182,662	–
減值虧損淨額 (附註6)	Impairment losses, net (note 6)	53,395	31,181
已撇銷的無法收回款項	Amount written off as uncollectible	(44,117)	(13,798)
年末	At end of year	292,371	100,431

截至二零二五年十二月三十一日止年度的虧損撥備增加乃由於逾期貿易應收款項的賬面總值發生重大變動及就本集團不大可能悉數收取未償還合約金額的信貸減值客戶作出若干特別撥備。

### 20. TRADE RECEIVABLES (Continued)

An ageing analysis of the trade receivables as at the end of the reporting period, based on the invoice date and net of loss allowance, is as follows:

The movements in the loss allowance for impairment of trade receivables are as follows:

The increase in the loss allowance during the year ended 31 December 2025 was due to the significant changes in the gross carrying amount of the trade receivables which were past due and certain special provision made for the credit-impaired customers that the Group is unlikely to receive the outstanding contractual amounts in full.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 20. 貿易應收款項 (續)

於各報告日期均採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天數釐定。該計算反映或然率加權結果、貨幣時值及於報告日期可得的有關過往事項、當前狀況及未來經濟狀況預測的合理及可靠資料。

一般而言，倘若貿易應收款項逾期超過三年及並不受限於強制執行活動，有關貿易應收款項乃予以撇銷。

下文載列採用撥備矩陣計量的本集團貿易應收款項的信貸風險資料：

二零二五年十二月三十一日

### 20. TRADE RECEIVABLES (Continued)

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. 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.

Generally, trade receivables are written off if past due for more than three years and are not subject to enforcement activity.

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix:

31 December 2025

		逾期			
		Past Due			
		一年以下	一至二年	二至三年	總計
		Less than	1 to 2	2 to 3	Total
		1 year	years	years	
預期信貸虧損率	Expected credit loss rate	8.5%	36.8%	81.4%	22.8%
總賬面值 (人民幣千元)	Gross carrying amount (RMB'000)	312,536	96,273	53,222	462,031
預期信貸虧損 (人民幣千元)	Expected credit losses (RMB'000)	26,499	35,430	43,317	105,246

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 20. 貿易應收款項 (續)

二零二四年十二月三十一日

預期信貸虧損率	Expected credit loss rate
總賬面值 (人民幣千元)	Gross carrying amount (RMB'000)
預期信貸虧損 (人民幣千元)	Expected credit losses (RMB'000)

下文載列參考本集團歷史虧損記錄並採用虧損率法計量的本集團應收前關聯方貿易款項的信貸風險資料：

二零二五年十二月三十一日

### 20. TRADE RECEIVABLES (Continued)

31 December 2024

		逾期			總計
		Past Due			
		一年以下	一至二年	二至三年	
		Less than 1 year	1 to 2 years	2 to 3 years	Total
預期信貸虧損率	Expected credit loss rate	5.8%	38.9%	91.6%	22.7%
總賬面值 (人民幣千元)	Gross carrying amount (RMB'000)	308,426	77,220	57,162	442,808
預期信貸虧損 (人民幣千元)	Expected credit losses (RMB'000)	18,032	30,044	52,355	100,431

Set out below is the information about the credit risk exposure on the Group's trade receivables from former related parties by applying a loss rate approach with reference to the historical loss record of the Group:

31 December 2025

		賬面總值	預期信貸虧損率	預期信貸虧損
		Gross carrying amount	Expected credit loss rate	Expected credit losses
		人民幣千元		人民幣千元
		RMB'000		RMB'000
應收前關聯公司款項	Due from former related companies	216,471	86.4%	187,125

此外，於二零二五年十二月三十一日，應收關聯方的貿易款項為人民幣零元(二零二四年：人民幣32,367,000元)。進一步詳情請參閱附註30。

In addition, the trade receivables from related parties amounted to RMBnil as at 31 December 2025 (2024: RMB32,367,000), further details of which are given in the note 30.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 21. 預付款項、其他應收款項及其他資產

### 21. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
代表客戶向公用事業供應商付款	Payments on behalf of customers to utility suppliers	34,608	32,733
按金	Deposits	9,441	10,653
預付租金	Prepaid rental	37,623	35,900
其他預付款項	Other prepayments	14,868	6,585
向員工墊款	Advances to staff	976	4,345
其他應收款項	Other receivables	9,738	13,088
總計	Total	107,254	103,304
減值	Impairment	(9,608)	(5,588)
賬面淨值	Net carrying amount	97,646	97,716

預付款項、其他應收款項及其他資產的減值虧損撥備變動如下：

The movements in the loss allowance for impairment of prepayments, other receivables and other assets are as follows:

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
年初	At beginning of year	5,588	4,391
減值虧損淨額(附註6)	Impairment losses, net (note 6)	4,020	1,197
年末	At end of year	9,608	5,588

預期信貸虧損乃經參考本集團的過往虧損記錄，採用虧損率方法進行估算。虧損率會予以調整以反映當前狀況及對未來經濟狀況之預測(如適用)。於二零二五年十二月三十一日適用的虧損率為17.5%(二零二四年：9.2%)。

Expected credit losses are estimated by applying a loss rate approach with reference to the historical loss record of the Group. The loss rate is adjusted to reflect the current conditions and forecasts of future economic conditions, as appropriate. The loss rate applied as at 31 December 2025 was 17.5% (2024: 9.2%).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 22. 現金及銀行結餘

### 22. CASH AND BANK BALANCES

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
現金及銀行結餘	Cash and bank balances	540,551	572,211
減：抵押按金	Less: Pledged deposits	645	1,807
受限制現金	Restricted cash	3,817	3,014
現金及現金等價物	Cash and cash equivalents	536,089	567,390

於二零二五年十二月三十一日，人民幣645,000元（二零二四年：人民幣1,807,000元）的銀行結餘獲質押作為若干物業管理合約履約的抵押品，且由於對本集團採取的監管行動，本集團的銀行結餘人民幣3,817,000元（二零二四年：人民幣3,014,000元）被限制使用。

As at 31 December 2025, bank balances of RMB645,000 (2024: RMB1,807,000) were pledged as security for performance of certain property management contracts and bank balances RMB3,817,000 (2024: RMB3,014,000) were restricted as to use by the Group due to regulatory actions against the Group.

於二零二五年十二月三十一日，現金及銀行結餘以人民幣計值的金額為人民幣540,185,000元（二零二四年：人民幣571,951,000元）。人民幣不可自由地轉換為其他貨幣，惟根據中國內地外匯管理條例及結匯、售匯及付匯管理規定，本集團獲准通過獲授權進行外匯業務之銀行將人民幣兌換為其他貨幣。

At 31 December 2025, the cash and bank balances denominated in RMB amounted to RMB540,185,000 (2024: RMB571,951,000). The RMB is not freely convertible into other currencies, however, under Mainland China's Foreign Exchange Control Regulations and Administration of Settlement, 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.

存放於銀行的現金按每日銀行存款浮動利率計息。銀行結餘存放於信譽良好且無近期拖欠記錄的銀行。現金及現金等價物的賬面值與其公平值相若。

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.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
31 December 2025

### 23. 貿易應付款項

於年末基於發票日期的貿易應付款項的賬齡分析如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
一年內	Within 1 year	154,063	116,999
超過一年	Over 1 year	37,855	17,946
總計	Total	191,918	134,945

貿易應付款項為不計息及一般以90天期限結算。

### 23. TRADE PAYABLES

An aging analysis of the trade payables as at the end of year, based on the invoice date, is as follows:

The trade payables are non-interest-bearing and are normally settled on 90-day terms.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 24. 其他應付款項及應計費用

### 24. OTHER PAYABLES AND ACCRUALS

		附註 Notes	二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
即期部分	Current portion			
合約負債	Contract liabilities	(a)	146,904	149,175
已收按金	Deposits received	(b)	26,972	29,396
代表社區住戶收款	Receipts on behalf of community residents		111,983	102,213
應付工資及福利	Payroll and welfare payable		85,844	77,028
其他應付稅項	Other tax payables		23,877	21,645
預收租金	Rental advances		8,192	11,813
其他	Others		37,795	23,982
小計	Sub-total		441,567	415,252
非即期部分	Non-current portion			
已收按金	Deposits received	(b)	11,593	7,969
總計	Total		453,160	423,221

附註：

(a) 於年末的合約負債與就本集團的物業管理服務、非業主增值服務、社區增值服務及品牌及管理輸出服務已收取客戶的短期墊款有關。本集團根據物業管理及非業主增值服務合約中規定的開票時間表收取客戶付款。通常在合約履行之前收取一部分付款，該等付款主要來自物業管理服務。

(b) 結餘主要為自租戶及供應商收取的保證金以及向承租人收取的租賃按金。

Notes:

(a) The contract liabilities as at the end of year are related to short-term advances received from customers for the Group's property management services, value-added services to non-property owners, community value-added services and brand and management output services. The Group receives payments from customers based on billing schedules as established in the property management and value-added services to non-property owners contracts. A portion of payments is usually received in advance of the performance under the contracts which are mainly from property management services.

(b) The balance mainly represents security deposits received from tenants and suppliers and rental deposits from lessees.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 25. 計息銀行及其他借款

### 25. INTEREST-BEARING BANK AND OTHER BORROWINGS

		二零二五年十二月三十一日		
		At 31 December 2025		
		實際利率(%)	屆滿	人民幣千元
		Effective	Maturity	RMB'000
		interest rate (%)		
即期	Current			
銀行貸款 – 有抵押	Bank loans – secured	4.25-5	二零二六年 2026	32,800
銀行貸款 – 無抵押	Bank loans – unsecured	4	二零二六年 2026	6,750
長期貸款的即期部分	Current portion of long term			
銀行貸款 – 有抵押	Bank loans – secured	5	二零二六年 2026	3,020
總計 – 即期	Total – current			42,570
非即期	Non-current			
銀行貸款 – 有抵押	Bank loans – secured	–	–	–
總計	Total			42,570

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 25. 計息銀行及其他借款 (續)

### 25. INTEREST-BEARING BANK AND OTHER BORROWINGS (Continued)

二零二四年十二月三十一日

At 31 December 2024

		實際利率(%) Effective interest rate (%)	屆滿 Maturity	人民幣千元 RMB'000
<b>即期</b>	<b>Current</b>			
銀行貸款 – 有抵押	Bank loans – secured	5	二零二五年 2025	43,850
銀行貸款 – 無抵押	Bank loans – unsecured	2.1-5	二零二五年 2025	6,760
<b>長期貸款的即期部分</b>	<b>Current portion of long term</b>			
銀行貸款 – 有抵押	Bank loans – secured	5	二零二五年 2025	6,040
<b>總計 – 即期</b>	<b>Total – current</b>			<b>56,650</b>
<b>非即期</b>	<b>Non-current</b>			
銀行貸款 – 有抵押	Bank loans – secured	5	二零二六年 2026	3,020
<b>總計</b>	<b>Total</b>			<b>59,670</b>

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 25. 計息銀行及其他借款 (續)

### 25. INTEREST-BEARING BANK AND OTHER BORROWINGS (Continued)

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
分析為：	Analysed into:		
一年內償還	Repayable within 1 year	42,570	56,650
二至五年內償還	Repayable within 2 to 5 years	–	3,020
總計	Total	42,570	59,670

本集團的借款均以人民幣計值，並按固定利率計息。

The Group's borrowings are all denominated in RMB and bore interest at fixed rates.

於二零二五年十二月三十一日，本集團的銀行借款人民幣3,020,000元（二零二四年：人民幣9,060,000元）已由正榮集團公司提供擔保並由江蘇蘇鐵（本集團的一間附屬公司）的70%股權抵押。

As at 31 December 2025, the Group's bank borrowings of RMB3,020,000 (2024: RMB9,060,000) were guaranteed by Zhenro Group Company and pledged by 70% equity interests of Jiangsu Sutie, a subsidiary of the Group.

於二零二五年十二月三十一日，本集團的銀行借款人民幣32,800,000,000元（二零二四年：人民幣43,850,000元）已由正榮集團公司及歐宗榮先生擔提供擔保。

As at 31 December 2025, the Group's bank borrowings of RMB32,800,000,000 (2024: RMB43,850,000) were guaranteed by Zhenro Group Company and Mr. Ou Zongrong.

於二零二五年十二月三十一日，本集團的銀行借款人民幣32,800,000元（二零二四年：人民幣43,850,000元）已由本集團賬面值為人民幣21,000,000元（二零二四年：人民幣21,000,000元）的車位抵押。

As at 31 December 2025, the Group's bank borrowings of RMB32,800,000 (2024: RMB43,850,000) were pledged by the Group's car park spaces with a carrying amount of RMB21,000,000 (2024: RMB21,000,000).

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
31 December 2025

### 26. 遞延稅項

年內，遞延稅項資產及負債的變動如下：

#### 遞延稅項資產

		金融資產減值	可用於抵銷 未來應課稅 溢利的虧損	應計開支	租賃負債	總計
		Impairment of financial assets	Losses available for offsetting against future taxable profits	Accrued expenses	Lease liabilities	Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
於二零二四年一月一日	At 1 January 2024	43,653	8,847	3,100	1,005	56,605
年內(扣除自)/計入損益的遞延 稅項(附註10)	Deferred tax (charged)/credited to profit or loss during the year (note 10)	407	(2,455)	2,071	48,869	48,892
於二零二四年十二月三十一日及 二零二五年一月一日	At 31 December 2024 and 1 January 2025	44,060	6,392	5,171	49,874	105,497
年內計入/(扣除自)損益的遞延 稅項(附註10)	Deferred tax credited/(charged) to profit or loss during the year (note 10)	(2,393)	(2,617)	1,200	(17,376)	(21,186)
於二零二五年十二月三十一日	At 31 December 2025	41,667	3,775	6,371	32,498	84,311

### 26. DEFERRED TAX

The movements in deferred tax assets and liabilities during the year are as follows:

#### Deferred tax assets

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日  
31 December 2025

### 26. 遞延稅項 (續)

#### 遞延稅項負債

### 26. DEFERRED TAX (Continued)

#### Deferred tax liabilities

		其他無形 資產攤銷 Amortisation of other intangible assets 人民幣千元 RMB'000	使用權資產 Right-of-use assets 人民幣千元 RMB'000	投資物業 公平值變動 Change in fair value of investment properties 人民幣千元 RMB'000	融資租賃 應收款項 Finance lease receivables 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
於二零二四年一月一日	At 1 January 2024	8,831	440	3,660	-	12,931
年內(扣除自)/計入損益的遞延 稅項(附註10)	Deferred tax (charged)/credited to profit or loss during the year (note 10)	(1,526)	70	29,921	13,111	41,576
於二零二四年十二月三十一日 及二零二五年一月一日	At 31 December 2024 and 1 January 2025	7,305	510	33,581	13,111	54,507
年內計入損益的遞延稅項(附註10)	Deferred tax credited to profit or loss during the year (note 10)	(1,525)	(275)	(13,222)	(10,822)	(25,844)
於二零二五年十二月三十一日	At 31 December 2025	5,780	235	20,359	2,289	28,663

於二零二五年十二月三十一日，就呈列而言，若干遞延稅項資產及負債已於綜合財務狀況表內抵銷。以下為就財務申報目的而言的遞延稅項結餘分析：

For presentation purposes, certain deferred tax assets and liabilities have been offset in the consolidated statement of financial position as at 31 December 2025. The following is an analysis of the deferred tax balances for financial reporting purposes:

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
於綜合財務狀況表內確認的 遞延稅項資產淨值	Net deferred tax assets recognised in the consolidated statement of financial position	62,259	61,935
於綜合財務狀況表內確認的 遞延稅項負債淨額	Net deferred tax liabilities recognised in the consolidated statement of financial position	6,611	10,945

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 26. 遞延稅項 (續)

#### 遞延稅項負債 (續)

本集團在香港產生的稅項虧損為人民幣8,419,000元(二零二四年：人民幣7,622,000元)，其可供無限期抵銷該等錄得虧損的公司的未來應課稅溢利。於二零二五年十二月三十一日，本集團在中國內地產生的稅項虧損為人民幣230,969,000元(二零二四年：人民幣141,282,000元)，其可供抵銷該等錄得虧損的實體的未來應課稅溢利的期限將於一至五年到期。由於該等虧損來自虧損多時的附屬公司，且本集團認為不大可能出現應課稅溢利用以抵銷稅項虧損，故並無就該等虧損確認遞延稅項資產。

並無就下列項目確認遞延稅項資產：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
稅項虧損	Tax losses	122,900	115,010
可抵扣暫時差額	Deductible temporary differences	208,759	172,763
總計	Total	331,659	287,773

上述稅項虧損可供無限期抵銷該等錄得虧損的公司的未來應課稅溢利。本集團認為不大可能出現應課稅溢利用以抵銷上述項目，故並無就上述項目確認遞延稅項資產。

本集團須就該等在中國內地成立的附屬公司就自二零零八年一月一日起產生的盈利所分派的股息繳納預扣稅。本集團的適用稅率為10%(二零二四年：10%)。

### 26. DEFERRED TAX (Continued)

#### Deferred tax liabilities (Continued)

The Group has tax losses arising in Hong Kong of RMB8,419,000 (2024: RMB7,622,000) that are available indefinitely for offsetting against future taxable profits of the companies in which the losses arose. The Group had tax losses arising in Mainland China of RMB230,969,000 as at 31 December 2025 (2024: RMB141,282,000) that will expire in 1 to 5 years for offsetting against future taxable profits of the entities in which the losses arose. Deferred tax assets have not been recognised in respect of these losses as they have arisen in subsidiaries that have been loss-making for some time and it is not considered probable that taxable profits will be available against which the tax losses can be utilised.

Deferred tax assets have not been recognised in respect of the following items:

The above tax losses are available indefinitely for offsetting against future taxable profits of the companies in which the losses arose. Deferred tax assets have not been recognised in respect of the above items as it is not considered probable that taxable profits will be available against which the above items can be utilised.

The Group is liable for withholding taxes on dividends distributed by those subsidiaries established in Mainland China in respect of earnings generated from 1 January 2008. The applicable rate is 10% (2024: 10%) for the Group.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 26. 遞延稅項 (續)

#### 遞延稅項負債 (續)

於二零二五年十二月三十一日，並無就本集團於中國內地成立的附屬公司須繳納預扣稅的未匯出盈利應付的預扣稅確認遞延稅項。此乃由於本公司控制中國內地附屬公司的股息政策，而董事釐定本集團的資金將保留在中國內地用作擴張本集團的營運，故在可預見未來不大可能分配有關保留溢利。與投資於中國內地附屬公司有關而並未就此確認遞延稅項負債的暫時差異總額為約人民幣290,819,000元（二零二四年：人民幣289,703,000元）。

### 26. DEFERRED TAX (Continued)

#### Deferred tax liabilities (Continued)

At 31 December 2025, no deferred tax 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 Mainland China. This is because the Company controls the dividend policy of the Mainland China subsidiaries and the directors determined that the Group's funds will be retained in Mainland China for the expansion of the Group's operation, so such retained earnings are not likely to be distributed in the foreseeable future. The aggregate amounts of temporary differences associated with investments in subsidiaries in Mainland China for which deferred tax liabilities have not been recognised totalled approximately RMB290,819,000 (2024: RMB289,703,000).

### 27. 股本

### 27. SHARE CAPITAL

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
普通股數目：	Number of ordinary shares:		
法定：	Authorised:		
每股面值0.002美元的普通股 (二零二四年：0.002美元)	Ordinary shares of US\$0.002 each (2024: US\$0.002)	20,000,000,000	20,000,000,000
已發行：	Issued:		
每股面值0.002美元的普通股 (二零二四年：0.002美元)	Ordinary shares of US\$0.002 each (2024: US\$0.002)	1,037,500,000	1,037,500,000
金額：	Amounts:		
已發行及繳足：	Issued and fully paid:		
每股面值0.002美元的普通股 (二零二四年：0.002美元)	Ordinary shares of US\$0.002 each (2024: US\$0.002)	7,867	7,867

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 28. 儲備

本集團於當前及過往年度的儲備金額及其變動呈列於財務報表第108頁的綜合權益變動表。

#### (a) 股份溢價

股份溢價賬的應用受開曼群島公司法監管。根據章程文件及開曼群島公司法，當建議派付股息時，股份溢價在本公司能夠於其債項到期時於日常業務過程中支付該等債項的情況下，可作為股息分派。

#### (b) 資本儲備

本集團的資本儲備指面值超逾本公司股本的部分，及代價超逾所收購非控股權益賬面值的部分。

#### (c) 合併儲備

本集團的合併儲備指本集團現時旗下公司的當時控股公司就重組而抵銷在附屬公司內的投資後的出資。

#### (d) 法定盈餘儲備

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，本集團須按其除稅後淨利潤的10%提取法定盈餘儲備，此乃根據中國會計準則釐定，直至儲備餘額達到其註冊資本的50%。受相關中國法規及附屬公司組織章程細則所載若干限制的規限，法定盈餘儲備可用於抵銷虧損或轉增股本，惟轉換後儲備餘額不得少於各實體註冊資本的25%。儲備不得用作其設立目的以外的其他用途，亦不得作為現金股息分派。

### 28. RESERVES

The amounts of the Group's reserves and the movements therein for the current and prior years are presented in the consolidated statement of changes in equity on page 108 of the financial statements.

#### (a) Share premium

The application of the share premium account is governed by the Companies Law of the Cayman Islands. Under the constitutional documents and the Companies Law of the Cayman Islands, the share premium is distributable as dividend on the condition that the Company is able to pay its debts when they fall due in the ordinary course of business at the time the proposed dividend is to be paid.

#### (b) Capital reserve

The capital reserve of the Group represents the excess of the par value over the share capital of the Company and the excess of the consideration over the carrying amount of the non-controlling interests acquired.

#### (c) Merger reserve

The merger reserve of the Group represents the capital contribution of the then holding company of the companies now comprising the Group, after elimination of the investments in subsidiaries for the Reorganisation.

#### (d) Statutory surplus reserves

In accordance with the PRC Company Law and the articles of association of the subsidiaries established in the PRC, the Group is required to appropriate 10% of its net profits after tax, as determined under the Chinese Accounting Standards, to the statutory surplus reserve 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 the subsidiaries, the statutory surplus reserve may be used either to offset losses, or to be converted to increase share capital, provided that the balance after such conversion is not less than 25% of the registered capital of the respective entities. The reserve cannot be used for purposes other than those for which it is created and is not distributable as cash dividends.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 29. 綜合現金流量表附註

#### (a) 主要非現金交易

於本年度內，正榮地產集團已向本集團轉讓三宗物業及若干車位，以支付結欠本集團總金額為人民幣6,400,000元的應付款項。

#### (b) 融資活動產生的負債變動

### 29. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

#### (a) Major non-cash transaction

During the year, Zhenro Properties Group transferred three properties and several car park spaces to the Group to settle the payables due to the Group with a total amount of RMB6,400,000.

#### (b) Changes in liabilities arising from financing activities

		計息銀行 及其他借款	應付關聯公司款項	租賃負債
		Interest-bearing bank and other borrowings	Due to related companies	Lease liabilities
		人民幣千元	人民幣千元	人民幣千元
		RMB'000	RMB'000	RMB'000
於二零二四年一月一日	At 1 January 2024	73,100	2,439	4,020
利息開支	Interest expenses	-	-	9,943
新租賃	New Lease	-	-	217,350
經營活動所得現金流量	Cash flows from operating activities	-	(983)	-
融資活動所用現金流量	Cash flows used in financing activities	(13,430)	-	(31,176)
於二零二四年十二月三十一日	At 31 December 2024	59,670	1,456	200,137
利息開支	Interest expenses	-	-	7,062
經營活動所得現金流量	Cash flows from operating activities	-	(1,421)	-
融資活動所用現金流量	Cash flows used in financing activities	(17,100)	-	(77,141)
於二零二五年十二月三十一日	At 31 December 2025	42,570	35	130,058

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

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### 29. 綜合現金流量表附註 (續)

#### (c) 租賃總現金流出

計入現金流量表的租賃總現金流出如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
於經營活動內	Within operating activities	4,590	3,780
於融資活動內	Within financing activities	77,141	31,176
總計	Total	81,731	34,956

### 29. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

#### (c) Total cash outflow for leases

The total cash outflow for leases included in the statement of cash flows is as follows:

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 30. 關聯方交易

- (a) 除其他地方詳述的交易外，本集團與關聯方進行以下交易：

### 30. RELATED PARTY TRANSACTIONS

- (a) In addition to the transactions detailed elsewhere, the Group had the following transactions with related parties:

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
向關聯公司提供的物業管理服務、增值服務以及品牌及管理輸出服務(i)	Property management services, value-added services, and brand and management output services rendered to related companies (i)		
正榮地產集團	Zhenro Properties Group	5,662	31,424
正榮地產集團的合營企業及聯營公司	Joint ventures and associates of Zhenro Properties Group	3,379	8,624
正榮集團公司的聯營公司	An associate of Zhenro Group Company	443	377
總計	Total	9,484	40,425
向關聯公司支付的租賃款項	Lease payment to related companies		
正榮地產集團	Zhenro Properties Group	15,516	27,766

- (i) 該等交易乃根據參與各方共同協定的條款及條件進行。

- (i) These transactions were carried out in accordance with the terms and conditions mutually agreed by the parties involved.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 30. 關聯方交易 (續)

#### (b) 與關聯方的未付結餘

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
應收關聯公司款項：	Due from related companies:		
貿易相關	Trade related		
正榮地產集團	Zhenro Properties Group	–	20,520
正榮集團公司	Zhenro Group Company	–	354
正榮地產集團的合營企業 及聯營公司	Joint ventures and associates of Zhenro Properties Group	–	10,164
正榮集團公司的聯營公司	An associate of Zhenro Group Company	–	1,329
總計	Total	–	32,367
應付關聯公司款項：	Due to related companies:		
貿易相關	Trade related		
正榮地產集團的合營企業 及聯營公司	Joint ventures and associates of Zhenro Properties Group	35	1,456
租賃負債：	Lease liabilities:		
正榮地產集團	Zhenro Properties Group	32,315	99,963
應收關聯公司款項：	Due from related companies:		
總額	Gross amount	8,595	218,318
減值	Impairment	(8,595)	(185,951)
總計	Total	–	32,367

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 30. 關聯方交易 (續)

#### (b) 與關聯方的未付結餘 (續)

於報告期末基於發票日期及扣除虧損撥備後的應收關聯公司款項的賬齡分析如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
一年內	Within 1 year	–	18,982
一至二年	1 to 2 years	–	13,385
總計	Total	–	32,367

應收關聯公司款項減值虧損撥備的變動如下：

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
年初	At beginning of year	185,951	180,782
轉撥至貿易應收款項的結餘	Balance transferred to trade receivables	(182,662)	–
減值虧損淨額 (附註6)	Impairment losses, net (note 6)	5,306	5,169
年末	At end of year	8,595	185,951

年內，由於一名股東近親對正榮地產集團喪失控制權，正榮地產集團不再為本集團的關聯方。

應收關聯公司款項為無擔保且無利息的，且信貸期為三個月。

關聯方應收款項虧損撥備的計量乃由獨立專家仲量聯行進行。

### 30. RELATED PARTY TRANSACTIONS (Continued)

#### (b) Outstanding balances with related parties (Continued)

An ageing analysis of the due from related companies as at the end of the reporting period, based on the invoice date and net of loss allowance, is as follows:

The movements in the loss allowance for impairment of the amounts due from related companies are as follows:

During the year, Zhenro Properties Group was no longer the related parties of the Group, due to a loss of control to Zhenro Properties Group of a close relative of shareholders.

Amounts due from related companies were unsecured and interest-free, with a credit term of 3 months.

The calculation of loss allowance for receivables arising from related parties was carried out by an independent specialist, JLL.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 30. 關聯方交易 (續)

#### (c) 本集團主要管理人員薪酬

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
短期僱員福利	Short term employee benefits	6,528	7,356
退休金計劃供款及社會福利	Pension scheme contributions and social welfare	1,175	1,170
支付予主要管理人員的 薪酬總額	Total compensation paid to key management personnel	7,703	8,526

董事酬金的進一步詳情載於附註  
8。

### 30. RELATED PARTY TRANSACTIONS (Continued)

#### (c) Compensation of key management personnel of the Group

Further details of directors' emoluments are included in note 8.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 31. 按類別劃分的金融工具

各類別金融工具的賬面值如下：

於二零二五年十二月三十一日

#### 金融資產

		按攤銷成本 列賬的金融資產 Financial assets at amortised cost 人民幣千元 RMB'000
貿易應收款項 (附註20)	Trade receivables (note 20)	386,131
應收關聯公司款項 (附註30)	Due from related companies (note 30)	–
計入預付款項、其他應收款項 及其他資產的金融資產 (附註21)	Financial assets included in prepayments, other receivables and other assets (note 21)	45,155
現金及銀行結餘 (附註22)	Cash and bank balances (note 22)	540,551
總計	Total	971,837

#### 金融負債

		按攤銷成本 列賬的金融負債 Financial liabilities at amortised cost 人民幣千元 RMB'000
貿易應付款項 (附註23)	Trade payables (note 23)	191,918
計入其他應付款項及應計費用的 金融負債 (附註24)	Financial liabilities included in other payables and accruals (note 24)	188,342
應付關聯方款項 (附註30)	Due to related parties (note 30)	35
計息銀行及其他借款 (附註25)	Interest-bearing bank and other borrowings (note 25)	42,570
總計	Total	422,865

### 31. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments are as follows:

At 31 December 2025

#### Financial assets

#### Financial liabilities

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 31. 按類別劃分的金融工具 (續)

於二零二四年十二月三十一日

#### 金融資產

		按攤銷成本 列賬的金融資產 Financial assets at amortised cost 人民幣千元 RMB'000
貿易應收款項 (附註20)	Trade receivables (note 20)	342,377
應收關聯公司款項 (附註30)	Due from related companies (note 30)	32,367
計入預付款項、其他應收款項 及其他資產的金融資產 (附註21)	Financial assets included in prepayments, other receivables and other assets (note 21)	55,231
現金及銀行結餘 (附註22)	Cash and bank balances (note 22)	572,211
總計	Total	1,002,186

#### 金融負債

		按攤銷成本 列賬的金融負債 Financial liabilities at amortised cost 人民幣千元 RMB'000
貿易應付款項 (附註23)	Trade payables (note 23)	134,945
計入其他應付款項及應計費用的 金融負債 (附註24)	Financial liabilities included in other payables and accruals (note 24)	163,560
應付關聯方款項 (附註30)	Due to related parties (note 30)	1,456
計息銀行及其他借款 (附註25)	Interest-bearing bank and other borrowings (note 25)	59,670
總計	Total	359,631

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 32. 金融工具的公平值及公平值層級

本集團金融工具的賬面值及公平值（賬面值合理接近公平值的金融工具除外）如下：

### 32. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

The carrying amounts and fair values of the Group's financial instruments, other than those with carrying amounts that reasonably approximate to fair values, are as follows:

		賬面值 Carrying amounts 人民幣千元 RMB'000	公平值 Fair values 人民幣千元 RMB'000
二零二五年十二月三十一日	31 December 2025		
計息銀行及其他借款 – 非即期	Interest-bearing bank and other borrowings – non-current	–	–
其他應付款項 – 非即期	Other payables – non-current	11,593	10,948
總計	Total	11,593	10,948

		賬面值 Carrying amounts 人民幣千元 RMB'000	公平值 Fair values 人民幣千元 RMB'000
二零二四年十二月三十一日	31 December 2024		
計息銀行及其他借款 – 非即期	Interest-bearing bank and other borrowings – non-current	3,020	3,042
其他應付款項 – 非即期	Other payables – non-current	7,969	7,526
總計	Total	10,989	10,568

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 32. 金融工具的公平值及公平值層級 (續)

管理層已評估現金及銀行結餘、貿易應收款項、計入預付款項、其他應收款項及其他資產的金融資產、應收關聯方款項、貿易應付款項、計入其他應付款項及應計費用即期部分的金融負債、應付關聯方款項以及計息銀行及其他借款的即期部分的公平值與其賬面值相若，主要是由於該等工具的到期期限較短。

本集團的公司財務團隊由財務經理帶領，負責釐定金融工具公平值計量的政策及程序。公司財務團隊直接向本公司董事會匯報。於各報告日期，公司財務團隊分析金融工具價值的變動並決定應用於估值的主要輸入數據。估值由首席財務官審閱及批准。每年就中期及年度財務報告與董事會對估值程序及結果進行兩次討論。

金融資產及負債的公平值以自願交易方（強迫或清盤出售除外）當前交易下成交該工具的金額入賬。以下方法及假設乃用於估計公平值：

計息銀行及其他借款的非即期部分及其他應付款項的非即期部分的公平值乃通過使用具有類似條款、信貸風險及剩餘到期日的工具的當前可用利率對預期未來現金流量進行貼現計算。於年末，本集團自身就計息銀行及其他借款的違約風險被評估為並不重大。

### 32. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (Continued)

Management has assessed that the fair values of cash and bank balances, trade receivables, financial assets included in prepayments, other receivables and other assets, amounts due from related parties, trade payables, financial liabilities included in the current portion of other payables and accruals, amounts due to related parties, and the current portion of interest-bearing bank and other borrowings approximate to their carrying amounts largely due to the short term maturities of these instruments.

The Group's corporate finance team headed by the finance manager is responsible for determining the policies and procedures for the fair value measurement of financial instruments. The corporate finance team reports directly to the board of directors of the Company. At each reporting date, the corporate finance team analyses the movements in the values of financial instruments and determines the major inputs applied in the valuation. The valuation is reviewed and approved by the chief financial officer. The valuation process and results are discussed with the board of directors twice a year for interim and annual financial reporting.

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

The fair values of the non-current portion of interest-bearing bank and other borrowings, and non-current portion of other payables have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. The Group's own non-performance risk for interest-bearing bank and other borrowings and other payables was assessed to be insignificant as at end of year.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 32. 金融工具的公平值及公平值層級 (續)

披露公平值之負債：

二零二五年十二月三十一日

### 32. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (Continued)

Liabilities for which fair values are disclosed:

31 December 2025

		活躍市場 之報價 Quoted prices in active markets (第一級) (Level 1) 人民幣千元 RMB'000	重大可觀察 輸入數據 Significant observable inputs (第二級) (Level 2) 人民幣千元 RMB'000	重大不可觀察 輸入數據 Significant unobservable inputs (第三級) (Level 3) 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
計息銀行及其他借款 — 非即期	Interest-bearing bank and other borrowings — non-current	—	—	—	—
其他應付款項 — 非即期	Other payables — non-current	—	—	10,948	10,948
<b>總計</b>	<b>Total</b>	—	—	10,948	10,948

二零二四年十二月三十一日

31 December 2024

		活躍市場 之報價 Quoted prices in active markets (第一級) (Level 1) 人民幣千元 RMB'000	重大可觀察 輸入數據 Significant observable inputs (第二級) (Level 2) 人民幣千元 RMB'000	重大不可觀察 輸入數據 Significant unobservable inputs (第三級) (Level 3) 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
計息銀行及其他借款 — 非即期	Interest-bearing bank and other borrowings — non-current	—	3,042	—	3,042
其他應付款項 — 非即期	Other payables — non-current	—	—	7,526	7,526
<b>總計</b>	<b>Total</b>	—	3,042	7,526	10,568

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 33. 財務風險管理目標及政策

本集團的主要金融工具主要包括貿易應收款項、應收關聯公司款項、計入預付款項、其他應收款項及其他資產的金融資產、現金及銀行結餘、貿易應付款項、應付關聯公司款項以及計入其他應付款項及應計費用的金融負債，該等金融工具因其經營而直接產生。本集團擁有其他金融資產及負債，如租賃負債及計息銀行及其他借款。該等金融工具的主要目的在於為本集團的運營融資。

本集團金融工具產生的主要風險為外匯風險、信貸風險及流動資金風險。一般而言，本集團對其風險管理採取保守策略。本集團並無使用任何衍生及其他工具作對沖目的。本集團並未持有或發行可供交易的衍生金融工具。董事會審閱並同意各項風險管理政策，其概述如下。

#### 外匯風險

本集團存在交易貨幣風險。該等風險乃因以港元及美元計價的銀行結餘而產生。但本集團認為，只要港元仍與美元掛鈎，則外幣波動的風險是有限的。截至二零二四年十二月三十一日止年度的分析也是在同樣的基礎上進行的。

由於本集團大部分業務交易、資產及負債主要以本集團實體功能貨幣計價，因此本集團面臨的外幣風險極小。本集團目前概無有關外幣資產及負債的外幣套期保值政策。本集團將密切監控外幣風險，並將於需要時考慮對沖重大外幣風險。

### 33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments mainly include trade receivables, amounts due from related companies, financial assets included in prepayments, other receivables and other assets, cash and bank balances, trade payables, amounts due to related companies, and financial liabilities included in other payables and accruals, which arise directly from its operations. The Group has other financial assets and liabilities such as lease liabilities and interest-bearing bank and other borrowings. 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 foreign currency risk, credit risk and liquidity risk. Generally, the Group introduces conservative strategies on its risk management. 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.

#### Foreign Currency risk

The Group has transactional currency exposures. Such exposures arise from the bank balances denominated in HK\$ and US\$. But the Group considers the risk exposure to foreign currency fluctuation is limited as long as the HK\$ remains pegged to the US\$. This analysis is performed on the same basis for the year ended 31 December 2024.

The Group has minimal exposure to foreign currency risk as most of its business transactions, assets and liabilities are principally denominated in the functional currencies of the group entities. The Group currently does not have a foreign currency hedging policy in respect of foreign currency assets and liabilities. The Group will monitor its foreign currency exposure closely and will consider hedging significant foreign currency exposure should the need arise.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 33. 財務風險管理目標及政策

(續)

#### 信貸風險

本集團面臨有關其貿易應收款項、其他應收款項、應收關聯公司款項以及現金及銀行結餘的信貸風險。

本集團預計現金及銀行結餘並不存在重大信貸風險，因為該等現金及銀行結餘大部分存於中國內地國有銀行及其他大中型上市銀行。管理層預計將不會因該等銀行違約而蒙受任何重大損失。

由於本集團應收第三方的貿易應收款項及其他應收款項的客戶群廣泛分散，故本集團內並無應收第三方的貿易應收款項及其他應收款項的重大信貸集中風險。此外，本集團持續監控應收款項結餘。

所呈列金額為金融資產的賬面總值。

### 33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES *(Continued)*

#### Credit risk

The Group is exposed to credit risk in relation to its trade receivables, other receivables, amounts due from related companies and cash and bank balances.

The Group expects that there is no significant credit risk associated with cash and bank balances since they are substantially deposited at state-owned banks and other medium or large-sized listed banks in Mainland China. Management does not expect that there will be any significant losses from non-performance by these banks.

There are no significant concentrations of credit risk for trade receivables and other receivables from third parties as the customer bases of the Group's trade receivables and other receivables from third parties are widely dispersed. In addition, receivable balances are monitored on an ongoing basis.

The amounts presented are gross carrying amounts for financial assets.

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 33. 財務風險管理目標及政策

(續)

#### 信貸風險 (續)

##### 最高風險敞口及年末分階段

下表列示基於本集團信貸政策的信貸質量及信貸風險的最高風險敞口，主要基於逾期資料（除非其他資料可於無需付出不必要成本或努力的情況下獲得）及年末分階段分類。所呈列金額為金融資產的賬面總值。

二零二五年十二月三十一日

### 33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### 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. The amounts presented are gross carrying amounts for financial assets.

31 December 2025

		12個月預期 信貸虧損		整個存續期預期信貸虧損			總計	
		12-month		Lifetime ECLs				
		ECLs		第一階段	第二階段	第三階段		簡化方法
		Stage 1	Stage 2	Stage 3	approach	Total		
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元		
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000		
貿易應收款項*	Trade receivables*	-	-	-	462,031	462,031		
應收關聯公司款項貿易相關**	Due from related companies Trade related**	224,909	-	-	-	224,909		
計入預付款項、其他應收款項 及其他資產的金融資產	Financial assets included in prepayments, other receivables and other assets							
— 正常***	— Normal***	45,973	-	-	-	45,973		
— 可疑***	— Doubtful***	-	-	8,790	-	8,790		
現金及銀行結餘	Cash and bank balances							
— 尚未逾期	— Not yet past due	540,551	-	-	-	540,551		
<b>總計</b>	<b>Total</b>	<b>811,433</b>	<b>-</b>	<b>8,790</b>	<b>462,031</b>	<b>1,292,438</b>		

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 33. 財務風險管理目標及政策

(續)

#### 信貸風險 (續)

#### 最高風險敞口及年末分階段 (續)

二零二四年十二月三十一日

### 33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Credit risk (Continued)

#### Maximum exposure and year-end staging (Continued)

31 December 2024

		12個月預期 信貸虧損 12-month ECLs	整個存續期預期信貸虧損 Lifetime ECLs			
		第一階段	第二階段	第三階段	簡化方法 Simplified approach	總計 Total
		人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000	人民幣千元 RMB'000
貿易應收款項*	Trade receivables*	-	-	-	442,808	442,808
應收關聯公司款項 貿易相關**	Due from related companies Trade related**	218,318	-	-	-	218,318
計入預付款項、其他應收款項 及其他資產的金融資產	Financial assets included in prepayments, other receivables and other assets					
- 正常***	- Normal***	56,206	-	-	-	56,206
- 可疑***	- Doubtful***	-	-	4,613	-	4,613
現金及銀行結餘	Cash and bank balances					
- 尚未逾期	- Not yet past due	572,211	-	-	-	572,211
<b>總計</b>	<b>Total</b>	<b>628,417</b>	<b>-</b>	<b>4,613</b>	<b>661,126</b>	<b>1,294,156</b>

\* 就本集團應用減值簡化方法的貿易應收款項而言，基於撥備矩陣的資料於附註20中披露。

\*\* 就本集團應用減值簡化方法的應收關聯公司款項而言，基於撥備矩陣的資料於附註30(b)中披露。

\*\*\* 倘計入預付款項、其他應收款項及其他資產的金融資產以及應收關聯公司款項並未逾期且並無資料顯示該等金融資產的信貸風險自初始確認以來大幅增加，則該等金融資產之信貸質素被視為「正常」。否則，該金融資產的信貸質素被視為「可疑」。

\* For trade receivables to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in note 20.

\*\* For amounts due from related companies to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in note 30(b).

\*\*\* The credit quality of the financial assets included in prepayments, other receivables and other assets and amounts due from related companies 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".

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 33. 財務風險管理目標及政策

(續)

#### 流動資金風險

本集團旨在透過使用計息銀行及其他借款維持融資持續性及靈活性之間的平衡。現金流量情況受持續密切監控。

本集團按合約未貼現付款計算的金融負債的到期情況如下：

於二零二五年十二月三十一日

### 33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Liquidity risk

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of interest-bearing bank and other borrowings. Cash flows are closely monitored on an ongoing basis.

The maturity profile of the Group's financial liabilities based on the contractual undiscounted payments, was as follows:

At 31 December 2025

		3個月以內 或按要求 Less than 3 months or on demand 人民幣千元 RMB'000	3個月至1年 More than 3 months and within 1 year 人民幣千元 RMB'000	1年以上 Over 1 year 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
貿易應付款項	Trade payables	191,918	–	–	191,918
其他應付款項及應計費用	Other payables and accruals	188,342	–	–	188,342
計息銀行及其他借款	Interest-bearing bank and other borrowings	7,079	35,550	–	42,629
租賃負債	Lease liabilities	35,729	7,904	107,666	151,299
應付關聯公司款項	Due to related companies	35	–	–	35
<b>總計</b>	<b>Total</b>	<b>423,103</b>	<b>43,454</b>	<b>107,666</b>	<b>574,223</b>

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 33. 財務風險管理目標及政策

(續)

#### 流動資金風險 (續)

於二零二四年十二月三十一日

### 33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Liquidity risk (Continued)

At 31 December 2024

		3個月以內 或按要求 Less than 3 months or on demand 人民幣千元 RMB'000	3個月至1年 More than 3 months and within 1 year 人民幣千元 RMB'000	1年以上 Over 1 year 人民幣千元 RMB'000	總計 Total 人民幣千元 RMB'000
貿易應付款項	Trade payables	134,945	–	–	134,945
其他應付款項及應計費用	Other payables and accruals	163,560	–	–	163,560
計息銀行及其他借款	Interest-bearing bank and other borrowings	2,760	55,739	3,228	61,727
租賃負債	Lease liabilities	37,933	41,449	151,299	230,681
應付關聯公司款項	Due to related companies	1,456	–	–	1,456
總計	Total	340,654	97,188	154,527	592,369

#### 資本管理

本集團資本管理的主要目標是保障本集團持續經營的能力並維持穩健的資本比率，以支持其業務並使股東價值最大化。

本集團會根據經濟狀況的變化管理及調整其資本架構。為維持或調整資本架構，本集團或會調整派付予股東的股息、向股東返還資本或發行新股。

#### 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. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

## 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 33. 財務風險管理目標及政策

(續)

#### 資本管理 (續)

本集團使用資本負債比率監控資本，資本負債比率按截至各財政年度末的計息銀行及借款除以權益總額計算。資本負債比率如下：

### 33. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

#### Capital management (Continued)

The Group monitors capital using a gearing ratio, which is interest-bearing bank and borrowings divided by total equity as of the end of each financial year. The gearing ratios were as follows:

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
計息銀行及其他借款	Interest-bearing bank and other borrowings	42,570	59,670
權益總額	Total equity	612,388	844,262
資本負債比率	Gearing ratio	7.0%	7.1%

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 34. 有重大非控股權益的非全資附屬公司

本集團有重大非控股權益的附屬公司詳情載列如下：

### 34. PARTLY-OWNED SUBSIDIARY WITH MATERIAL NON-CONTROLLING INTERESTS

Details of the Group's subsidiaries that has material non-controlling interests are set out below:

附屬公司名稱	註冊成立地點 及主要營業地點	非控股權益持有的擁有權 權益及投票權比例		非控股權益應佔 (虧損)/利潤		累計非控股權益	
		二零二五年 三月三十一日	二零二四年 三月三十一日	截至 二零二五年 三月三十一日 止年度	截至 二零二四年 三月三十一日 止年度	二零二五年 三月三十一日	二零二四年 三月三十一日
Name of subsidiary	Place of incorporation and principal place of business	Proportion of ownership interests and voting rights held by non-controlling interests		non-controlling interests allocated to		Accumulated non-controlling interests	
		二零二五年 三月三十一日 31/3/2025 人民幣千元 RMB'000	二零二四年 三月三十一日 31/3/2024 人民幣千元 RMB'000	截至 二零二五年 三月三十一日 止年度 31/3/2025 人民幣千元 RMB'000	截至 二零二四年 三月三十一日 止年度 31/3/2024 人民幣千元 RMB'000	二零二五年 三月三十一日 31/3/2025 人民幣千元 RMB'000	二零二四年 三月三十一日 31/3/2024 人民幣千元 RMB'000
湖北長房正榮物業服務有限公司 Hubei Changfang Zhenro Property Services Co.,Ltd	中國／中國內地 PRC/ Mainland China	49%	49%	192	428	688	496
南昌青山湖區正榮城東 物業服務有限公司	中國／中國內地 PRC/ Mainland China	49%	49%	752	295	1,026	257
莆田市正鑫城市服務有限公司 Putian Zhengxin City Services Co.,Ltd	中國／中國內地 PRC/ Mainland China	49%	49%	714	(313)	(310)	(1,019)
南昌正榮青雲物業服務有限公司 Nanchang Zhenro Qingyun Property Services Co.,Ltd	中國／中國內地 PRC/ Mainland China	49%	49%	(49)	168	111	160

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 34. 有重大非控股權益的非全資附屬公司 (續)

附註：

(a) 湖北長房正榮物業服務有限公司

### 34. PARTLY-OWNED SUBSIDIARY WITH MATERIAL NON-CONTROLLING INTERESTS (Continued)

Notes:

(a) Hubei Changfang Zhenro Property Services Co.,Ltd

		二零二五年 2025	二零二四年 2024
非控股權益持有股權比例(%)	Percentage of equity interest held by non-controlling interests (%)	49%	49%
分配至非控股權益的年內利潤(人民幣千元)	Profit for the year allocated to non-controlling interest (RMB'000)	192	428
報告期末非控股權益累計結餘(人民幣千元)	Accumulated balances of non-controlling interests at the end of the reporting period (RMB'000)	688	496

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 34. 有重大非控股權益的非全資附屬公司 (續)

附註：(續)

(a) 湖北長房正榮物業服務有限公司 (續)

下表列示附屬公司的財務資料概要。所披露金額為任何公司間抵銷前的金額：

### 34. PARTLY-OWNED SUBSIDIARY WITH MATERIAL NON-CONTROLLING INTERESTS (Continued)

Notes: (Continued)

(a) Hubei Changfang Zhenro Property Services Co.,Ltd (Continued)

The following table illustrates the summarised financial information of the subsidiary. The amounts disclosed are before any inter-company eliminations:

		就截至二零二五年 十二月三十一日 止年度而言 In respect of year end 31 December 2025 人民幣千元 RMB'000	就截至二零二四年 十二月三十一日 止年度而言 In respect of year end 31 December 2024 人民幣千元 RMB'000
收入	Revenue	4,045	4,844
總成本、開支及其他收入淨額	Total cost, expenses and other income, net	(3,653)	(3,971)
年內利潤及年內全面收入總額	Profit for the year and total comprehensive income for the year	392	873
分配至非控股權益的年內利潤	Profit for the year allocated to non-controlling interests	192	428
流動資產	Current assets	2,658	7,132
非流動資產	Non-current assets	1,734	132
流動負債	Current liabilities	(3,890)	(1,654)
淨資產	Net assets	502	5,610
分配至非控股權益的淨資產	Net assets allocated to non-controlling interests	246	2,749
經營活動所用現金流量淨額	Net cash flows used in operating activities	2,290	272
現金及現金等價物 (減少)/增加淨額	Net (decrease)/increase in cash and cash equivalents	(410)	747

## 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 34. 有重大非控股權益的非全資 附屬公司 (續)

附註：(續)

(b) 南昌青山湖區正榮城東物業服務有限公司

### 34. PARTLY-OWNED SUBSIDIARY WITH MATERIAL NON-CONTROLLING INTERESTS (Continued)

Notes: (Continued)

(b) Nanchang Qingshanhu District Zhenro Chengdong Property Services Co.,Ltd

		二零二五年 2025	二零二四年 2024
非控股權益持有股權比例(%)	Percentage of equity interest held by non-controlling interests (%)	49%	49%
分配至非控股權益的年內利潤(人民幣千元)	Profit for the year allocated to non-controlling interest (RMB'000)	752	295
報告期末非控股權益 累計結餘(人民幣千元)	Accumulated balances of non-controlling interests at the end of the reporting period (RMB'000)	1,026	257

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 34. 有重大非控股權益的非全資附屬公司 (續)

附註：(續)

- (b) 南昌青山湖區正榮城東物業服務有限公司 (續)

下表列示附屬公司的財務資料概要。所披露金額為任何公司間抵銷前的金額：

### 34. PARTLY-OWNED SUBSIDIARY WITH MATERIAL NON-CONTROLLING INTERESTS (Continued)

Notes: (Continued)

- (b) Nanchang Qingshanhu District Zhenro Chengdong Property Services Co.,Ltd (Continued)

The following table illustrates the summarised financial information of the subsidiary. The amounts disclosed are before any inter-company eliminations:

		就截至二零二五年 十二月三十一日 止年度而言 In respect of year end 31 December 2025 人民幣千元 RMB'000	就截至二零二四年 十二月三十一日 止年度而言 In respect of year end 31 December 2024 人民幣千元 RMB'000
收入	Revenue	4,269	3,090
總成本、開支及其他收入淨額	Total cost, expenses and other income, net	(2,735)	(2,488)
年內利潤及年內全面收入總額	Profit for the year and total comprehensive income for the year	1,534	602
分配至非控股權益的年內利潤	Profit for the year allocated to non-controlling interests	752	295
流動資產	Current assets	1,853	1,027
非流動資產	Non-current assets	146	233
流動負債	Current liabilities	(911)	(1,069)
淨資產	Net assets	1,088	191
分配至非控股權益的淨資產	Net assets allocated to non-controlling interests	533	94
經營活動所得／(所用) 現金流量淨額	Net cash flows generated from/(used in) operating activities	1,476	(1,315)
現金及現金等價物增加／(減少) 淨額	Net increase/(decrease) in cash and cash equivalents	1,006	(609)

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 34. 有重大非控股權益的非全資 附屬公司 (續)

附註：(續)

(c) 莆田市正鑫城市服務有限公司

### 34. PARTLY-OWNED SUBSIDIARY WITH MATERIAL NON-CONTROLLING INTERESTS (Continued)

Notes: (Continued)

(c) Putian Zhengxin City Services Co.,Ltd

		二零二五年 2025	二零二四年 2024
非控股權益持有股權比例(%)	Percentage of equity interest held by non-controlling interests (%)	49%	49%
分配至非控股權益的年內利潤／(虧損) (人民幣千元)	Profit/(loss) for the year allocated to non-controlling interest (RMB'000)	714	(313)
報告期末非控股權益累計結餘 (人民幣千元)	Accumulated balances of non-controlling interests at the end of the reporting period (RMB'000)	(310)	(1,019)

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 34. 有重大非控股權益的非全資附屬公司 (續)

附註：(續)

(c) 莆田市正鑫城市服務有限公司 (續)

下表列示附屬公司的財務資料概要。所披露金額為任何公司間抵銷前的金額：

### 34. PARTLY-OWNED SUBSIDIARY WITH MATERIAL NON-CONTROLLING INTERESTS (Continued)

Notes: (Continued)

(c) Putian Zhengxin City Services Co.,Ltd (Continued)

The following table illustrates the summarised financial information of the subsidiary. The amounts disclosed are before any inter-company eliminations:

		就截至二零二五年 十二月三十一日 止年度而言 In respect of year end 31 December 2025 人民幣千元 RMB'000	就截至二零二四年 十二月三十一日 止年度而言 In respect of year end 31 December 2024 人民幣千元 RMB'000
收入	Revenue	5,695	1,607
總成本、開支及其他收入淨額	Total cost, expenses and other income, net	(4,238)	(2,246)
年內利潤／(虧損)及 年內全面(虧損)／收入總額	Profit/(loss) for the year and total comprehensive (loss)/income for the year	1,457	(639)
分配至非控股權益的 年內利潤／(虧損)	Profit/(loss) for the year allocated to non-controlling interests	714	(313)
流動資產	Current assets	819	2,262
非流動資產	Non-current assets	6	9
流動負債	Current liabilities	(3,511)	(6,414)
淨負債	Net liabilities	(2,686)	(4,143)
分配至非控股權益的淨負債	Net liabilities allocated to non-controlling interests	(1,316)	(2,030)
經營活動(所用)／所得 現金流量淨額	Net cash flows (used in)/generated from operating activities	(1,344)	116
現金及現金等價物減少淨額	Net decrease in cash and cash equivalents	(635)	(896)

## 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 34. 有重大非控股權益的非全資 附屬公司 (續)

附註：(續)

(d) 南昌正榮青雲物業服務有限公司

### 34. PARTLY-OWNED SUBSIDIARY WITH MATERIAL NON-CONTROLLING INTERESTS (Continued)

Notes: (Continued)

(d) Nanchang Zhenro Qingyun Property Services Co.,Ltd

		二零二五年 2025	二零二四年 2024
非控股權益持有股權比例(%)	Percentage of equity interest held by non-controlling interests (%)	49%	49%
分配至非控股權益的年內 (虧損)/利潤(人民幣千元)	(Loss)/profit for the year allocated to non-controlling interest (RMB'000)	(49)	168
報告期末非控股權益累計結餘 (人民幣千元)	Accumulated balances of non-controlling interests at the end of the reporting period (RMB'000)	111	160

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 34. 有重大非控股權益的非全資附屬公司 (續)

附註：(續)

(d) 南昌正榮青雲物業服務有限公司 (續)

下表列示附屬公司的財務資料概要。所披露金額為任何公司間抵銷前的金額：

### 34. PARTLY-OWNED SUBSIDIARY WITH MATERIAL NON-CONTROLLING INTERESTS (Continued)

Notes: (Continued)

(d) Nanchang Zhenro Qingyun Property Services Co.,Ltd (Continued)

The following table illustrates the summarised financial information of the subsidiary. The amounts disclosed are before any inter-company eliminations:

		就截至二零二五年 十二月三十一日 止年度而言 In respect of year end 31 December 2025 人民幣千元 RMB'000	就截至二零二四年 十二月三十一日 止年度而言 In respect of year end 31 December 2024 人民幣千元 RMB'000
收入	Revenue	5,014	5,218
總成本、開支及其他收入淨額	Total cost, expenses and other income, net	(5,113)	(4,875)
年內(虧損)/利潤 及年內全面(虧損)/收入總額	(Loss)/profit for the year and total comprehensive (loss)/income for the year	(99)	343
分配至非控股權益的 年內(虧損)/利潤	(Loss)/profit for the year allocated to non-controlling interests	(49)	168
流動資產	Current assets	1,116	2,501
非流動資產	Non-current assets	-	228
流動負債	Current liabilities	(788)	(2,302)
淨資產	Net assets	328	427
分配至非控股權益的淨資產	Net assets allocated to non-controlling interests	161	209
經營活動(所用)/所得 現金流量淨額	Net cash flows (used in)/generated from operating activities	(1,266)	535
現金及現金等價物(減少)/增加淨額	Net (decrease)/increase in cash and cash equivalents	(1,315)	703

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 35. 本公司財務狀況表

於報告期末，有關本公司財務狀況表的資料如下：

### 35. 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:

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000
非流動資產	NON-CURRENT ASSETS		
於附屬公司的投資	Investments in subsidiaries	2,524	2,524
流動資產	CURRENT ASSETS		
應收關聯公司款項	Due from related companies	1,120,607	1,139,796
現金及銀行結餘	Cash and bank balances	344	3
流動資產總值	Total current assets	1,120,951	1,139,799
流動負債	CURRENT LIABILITIES		
其他應付款項	Other payables	873	638
流動資產淨值	NET CURRENT ASSETS	1,120,078	1,139,161
淨資產	NET ASSETS	1,122,602	1,141,685
權益	EQUITY		
母公司擁有人應佔權益	Equity attributable to owners of the parent		
股本	Share capital	7,867	7,867
儲備	Reserves	1,114,735	1,133,818
總權益	TOTAL EQUITY	1,122,602	1,141,685

# 財務報表附註

## Notes To Financial Statements

二零二五年十二月三十一日

31 December 2025

### 35. 本公司財務狀況表 (續)

本公司儲備概要如下：

		股份溢價	資本儲備	匯率波動儲備	總計
		Share	Capital	Exchange	Total
		premium	reserve	fluctuation	Reserves
		人民幣千元	人民幣千元	人民幣千元	人民幣千元
		RMB'000	RMB'000	RMB'000	RMB'000
於二零二四年一月一日	At 1 January 2024	1,061,564	2,168	57,591	1,121,323
年內全面收入總額	Total comprehensive income for the year	-	-	12,495	12,495
於二零二四年十二月三十一日 及二零二五年一月一日	At 31 December 2024 and 1 January 2025	1,061,564	2,168	70,086	1,133,818
年內全面收入總額	Total comprehensive income for the year	-	-	(19,083)	(19,083)
於二零二五年十二月三十一日	At 31 December 2025	1,061,564	2,168	51,003	1,114,735

### 35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (Continued)

A summary of the Company's reserves is as follows:

### 36. 批准財務報表

董事會於二零二六年三月二十五日批准  
並授權刊發本財務報表

### 36. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 25 March 2026.

# 財務概要

## Financial Summary

截至十二月三十一日止年度

Year ended 31 December

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000	二零二三年 2023 人民幣千元 RMB'000	二零二二年 2022 人民幣千元 RMB'000	二零二一年 2021 人民幣千元 RMB'000
收入	Revenue	1,062,576	1,113,933	1,145,503	1,141,293	1,335,788
毛利	Gross profit	173,339	232,944	244,672	252,856	428,111
年內(虧損)/溢利	(Loss)/profit for the year	(228,865)	(235,396)	(81,936)	(280,749)	177,641
母公司擁有人 應佔年內 (虧損)/溢利	(Loss)/profit for the year attributable to owners of the parent	(230,487)	(235,915)	(81,189)	(281,326)	174,578

於十二月三十一日

As at 31 December

		二零二五年 2025 人民幣千元 RMB'000	二零二四年 2024 人民幣千元 RMB'000	二零二三年 2023 人民幣千元 RMB'000	二零二二年 2022 人民幣千元 RMB'000	二零二一年 2021 人民幣千元 RMB'000
非流動資產	Non-current assets	513,673	687,630	804,324	733,535	1,076,026
流動資產	Current assets	1,025,192	1,086,857	1,042,394	1,248,014	1,442,542
資產總額	Total assets	1,538,865	1,774,487	1,846,718	1,981,549	2,518,568
非流動負債	Non-current liabilities	106,597	140,625	29,602	47,786	165,118
流動負債	Current liabilities	819,879	789,600	728,574	764,472	880,149
負債總額	Total liabilities	926,476	930,225	758,176	812,258	1,045,267
權益總額	Total equity	612,389	844,262	1,088,542	1,169,291	1,473,301
母公司擁有人 應佔權益總額	Total equity attributable to owners of the parent	611,233	841,720	1,082,431	1,163,643	1,451,140

**zhenro**正榮服務  
ZHENRO SERVICES GROUP LIMITED  
正榮服務集團有限公司