



# 新明中国控股

XINMING CHINA

XINMING CHINA HOLDINGS LIMITED

## 新明中國控股有限公司

(Incorporated in the Cayman Islands with limited liability)

(於開曼群島註冊成立的有限公司)

Stock code 股份代號: 2699

年 報

# 2024

ANNUAL REPORT





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# CORPORATE INFORMATION

## 公司資料

### DIRECTORS

#### Executive Directors

Mr. Chen Chengshou (*Chairman and Chief Executive Officer*)  
Mr. Feng Cizhao (retired on 14 April 2025)  
Mr. Zhou Fenli (appointed on 9 August 2024 and retired on 14 April 2025)

#### Non-executive Directors

Mr. Cao Zhiqiang (appointed on 9 August 2024 and redesignated on 11 April 2025)  
Ms. Gao Qiaoqin (retired on 14 April 2025)  
Mr. Zhou Zhencun (retired on 14 April 2025)  
Mr. Choi Clifford Wai Hong (resigned on 24 February 2025)

#### Independent Non-executive Directors

Ms. Lee Yin Man (appointed on 9 August 2024)  
Ms. Huang Chunlian (appointed on 9 August 2024)  
Ms. Chan Wai Yan (appointed on 11 April 2025)  
  
Mr. Khor Khie Liem Alex (retired on 14 April 2025)  
Mr. Chiu Kung Chak (retired on 14 April 2025)  
Mr. Lau Wai Leung, Alfred (resigned on 10 December 2024)

### AUDIT COMMITTEE

Ms. Lee Yin Man (*Chairman*) (appointed on 9 August 2024)  
  
Ms. Huang Chunlian (appointed on 9 August 2024)  
Ms. Chan Wai Yan (appointed on 11 April 2025)  
  
Mr. Khor Khie Liem Alex (retired on 14 April 2025)  
Mr. Chiu Kung Chak (retired on 14 April 2025)  
Mr. Lau Wai Leung, Alfred (resigned on 10 December 2024)

### REMUNERATION COMMITTEE

Ms. Lee Yin Man (*Chairman*) (appointed on 9 August 2024)  
  
Ms. Huang Chunlian (appointed on 9 August 2024)  
Ms. Chan Wai Yan (appointed on 11 April 2025)  
  
Mr. Khor Khie Liem Alex (retired on 14 April 2025)  
Mr. Chiu Kung Chak (retired on 14 April 2025)  
Mr. Choi Clifford Wai Hong (resigned on 24 February 2025)

### NOMINATION COMMITTEE

Mr. Chen Chengshou (*Chairman*)  
Ms. Lee Yin Man (appointed on 9 August 2024)  
Ms. Huang Chunlian (appointed on 9 August 2024)  
Mr. Cao Zhiqiang (appointed on 11 April 2025)  
  
Ms. Chan Wai Yan (appointed on 11 April 2025)  
  
Mr. Khor Khie Liem Alex (retired on 14 April 2025)  
Mr. Chiu Kung Chak (retired on 14 April 2025)

### 董事

#### 執行董事

陳承守先生(*主席兼行政總裁*)  
豐慈招先生(於二零二五年四月十四日退任)  
周奮力先生(於二零二四年八月九日獲委任及於二零二五年四月十四日退任)

#### 非執行董事

曹志強先生(於二零二四年八月九日獲委任及於二零二五年四月十一日調職)  
高巧琴女士(於二零二五年四月十四日退任)  
周振存先生(於二零二五年四月十四日退任)  
蔡偉康先生(於二零二五年二月二十四日辭任)

#### 獨立非執行董事

李彥雯女士(於二零二四年八月九日獲委任)  
黃春蓮女士(於二零二四年八月九日獲委任)  
陳慧恩女士(於二零二五年四月十一日獲委任)  
許麒麟先生(於二零二五年四月十四日退任)  
趙公澤先生(於二零二五年四月十四日退任)  
劉偉樑先生(於二零二四年十二月十日辭任)

### 審核委員會

李彥雯女士(*主席*)(於二零二四年八月九日獲委任)  
黃春蓮女士(於二零二四年八月九日獲委任)  
陳慧恩女士(於二零二五年四月十一日獲委任)  
許麒麟先生(於二零二五年四月十四日退任)  
趙公澤先生(於二零二五年四月十四日退任)  
劉偉樑先生(於二零二四年十二月十日辭任)

### 薪酬委員會

李彥雯女士(*主席*)(於二零二四年八月九日獲委任)  
黃春蓮女士(於二零二四年八月九日獲委任)  
陳慧恩女士(於二零二五年四月十一日獲委任)  
許麒麟先生(於二零二五年四月十四日退任)  
趙公澤先生(於二零二五年四月十四日退任)  
蔡偉康先生(於二零二五年二月二十四日辭任)

### 提名委員會

陳承守先生(*主席*)  
李彥雯女士(於二零二四年八月九日獲委任)  
黃春蓮女士(於二零二四年八月九日獲委任)  
曹志強先生(於二零二五年四月十一日獲委任)  
陳慧恩女士(於二零二五年四月十一日獲委任)  
許麒麟先生(於二零二五年四月十四日退任)  
趙公澤先生(於二零二五年四月十四日退任)

**AUTHORIZED REPRESENTATIVES**

Mr. Kam Chun Ying Francis  
Mr. Cao Zhiqiang (appointed on 5 March 2025)  
Mr. Choi Clifford Wai Hong (resigned on 24 February 2025)

**COMPANY SECRETARY**

Mr. Kam Chun Ying Francis

**REGISTERED OFFICE**

Windward 3, Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

**HEADQUARTERS IN THE PRC**

Block I, 5th Floor  
Hengli Building  
No. 5 Huang Long Road, Hangzhou  
Zhejiang Province, the PRC

**PRINCIPAL PLACE OF BUSINESS IN HONG KONG**

Unit D, 7/F, Kee Shing Centre  
74-76 Kimberley Road  
Tsim Sha Tsui, Kowloon  
Hong Kong

**COMPANY'S WEBSITE ADDRESS**

<http://www.xinm.com.cn>

**PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE**

Ocorian Trust (Cayman) Limited  
Windward 3, Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

**HONG KONG SHARE REGISTRAR**

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

**PRINCIPAL BANKERS**

Industrial and Commercial Bank of China, Tengzhou Branch  
Agricultural Bank of China, Branch of Datong Road, Tengzhou  
China Construction Bank, Branch of Datong Road, Tengzhou  
Agricultural Bank of China, Taizhou Jiazhi Branch  
Taizhou Bank, Hongjia Branch

**AUDITOR**

Global Link CPA Limited  
Certified Public Accountants

**LISTING INFORMATION**

The Company's ordinary shares are listed on the Main Board of  
The Stock Exchange of Hong Kong Limited  
(Stock Code: 02699)

**授權代表**

甘俊英先生  
曹志強先生(於二零二五年三月五日獲委任)  
蔡偉康先生(於二零二五年二月二十四日  
辭任)

**公司秘書**

甘俊英先生

**註冊辦事處**

Windward 3, Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

**中國總部**

中國浙江省  
杭州市黃龍路5號  
恒勵大廈  
5樓I座

**香港主要營業地點**

香港  
九龍尖沙咀  
金巴利街74-76號  
奇盛中心7樓D室

**公司網址**

<http://www.xinm.com.cn>

**股份過戶登記總處**

Ocorian Trust (Cayman) Limited  
Windward 3, Regatta Office Park  
PO Box 1350  
Grand Cayman KY1-1108  
Cayman Islands

**香港股份過戶登記處**

卓佳證券登記有限公司  
香港  
夏慤道16號  
遠東金融中心17樓

**主要往來銀行**

中國工商銀行滕州支行  
中國農業銀行滕州市大同路支行  
中國建設銀行滕州市大同路分理處  
中國農業銀行台州葭芷支行  
台州銀行洪家支行

**核數師**

高嶺會計師有限公司  
執業會計師

**上市資料**

本公司普通股於香港聯合交易所有限公司  
主板上市  
(股份代號：02699)



# CHAIRMAN'S STATEMENT

## 主席報告書

To all Shareholders,

I hereby announce the annual results of Xinming China Holdings Company Limited (the "Company" or "Xinming China"), for the year ended 31 December 2024 (the "Year under Review"), on behalf of the board (the "Board") of directors (the "Director") of the Company.

Looking back at the year 2024, China's real estate industry continued to face difficulties, including unstable liquidity due to mounting developers' debt, weakened consumer confidence, weakened demand for property and sales decline, and the continued decline in property prices. As a result of the ongoing market downturn, the total investment in the real estate sector during the year ended 31 December 2024 amounted to approximately RMB10.0 trillion, representing a year-on-year decrease of approximately 10.6%. Investment in residential properties amounted to approximately RMB7.6 trillion, representing a year-on-year decrease of 10.5%. The sales area of commercial properties was approximately 973.85 million square metres, representing a year-on-year decrease of approximately 12.9%, with the sales area of residential properties decreasing by approximately 14.1%. The sales revenue of commercial properties was approximately RMB97 trillion, down approximately 17.1% from the previous year, with the sales of residential properties decreasing by approximately 17.6%. The statistical data illustrated that the sales and investment performance of the real estate market continued to be weakened.

In the past year, the Central Government has actively and steadily implemented policies with the goal of reversing the downturn of and supporting and stabilizing the real estate market, including the introduction of a "white list" policy, lowering of down payment ratios, reduction of restrictions on housing purchases and provision of financing support to developers. However, the effects of these policies will take time to yield results, with the industry set to consolidate further.

During the Year under Review, the Group actively prioritized the strategic focus of revitalizing assets and reducing liabilities. Through practical actions and diverse approaches, it sought to resolve the Company's ongoing operational challenges and improve its long-term viability.

致各位股東：

本人謹代表新明中國控股有限公司（「本公司」或「新明中國」）董事（「董事」）會（「董事會」）欣然宣佈本公司截至二零二四年十二月三十一日止年度（「回顧年度」）之全年業績。

回顧二零二四年，中國房地產行業持續面臨困難，包括發展商債務增加導致流動資金不穩定、消費者信心減弱、房地產需求減弱及銷售下滑，以及房地產價格持續下跌。由於市場持續低迷，截至二零二四年十二月三十一日止年度，房地產行業的總投資額約為人民幣10.0萬億元，較去年同期減少約10.6%。住宅物業投資約人民幣7.6萬億元，較去年同期減少約10.5%。商品房銷售面積約為973.85百萬平方米，按年減少約12.9%，其中住宅物業銷售面積減少約14.1%。商品房銷售收入約人民幣97萬億元，較去年下降約17.1%，其中住宅物業銷售減少約17.6%。統計數據顯示，房地產市場的銷售及投資表現持續疲弱。

過去一年中，中央政府積極穩妥地實施以扭轉房地產市場下滑趨勢、支持及穩定房地產市場為目標的政策，包括推出「白名單」政策，降低首付比例、減少購房限制及為開發商提供融資支持。然而，該等政策的效果需要時間才能見效，行業將進一步整合。

回顧年度內，本集團積極優先抓緊盤活資產及降負債為戰略主線，用實際行動及嘗試各種方式務求解決本公司改善持續經營問題，以提高本公司的長期存在價值。

The Company focused on the residential property development of Shandong Project, and completed the second and third phases of presale. The main structure and exterior façade of Blocks no. 9 and no. 16 of the fourth phase of the residential zone of the Shandong Project has been completed. The remaining construction works of the fourth phase is scheduled to commence in August 2025 and the expected presale commencement and construction completion date are March 2026 and June 2026, respectively.

Meanwhile, the Company will continue to actively negotiate with various financial institutions to extend the repayment date or refinance its outstanding borrowings, and will proactively seek various feasible options in assets revitalization in the future, including but not limited to change of property use and sale of property in its overall strategy.

During the Year under Review, the total revenue of the Company (together with its subsidiaries, the "Group") amounted to approximately RMB86.8 million, representing a decrease of approximately RMB333.5 million or approximately 79.4% as compared with the corresponding period of last year. The loss attributable to the shareholders of the Company amounted to approximately RMB542.5 million, representing an increase of loss of approximately RMB16.4 million or approximately 3.1% from a loss of approximately RMB526.1 million for the corresponding period of last year, mainly due to a decrease in revenue and an increase in other expenses and finance costs during the Year under Review.

During the Year under Review, loss per share was approximately RMB0.289 (2023: approximately RMB0.281). As at 31 December 2024, total assets of the Group amounted to approximately RMB2,144.7 million (31 December 2023: approximately RMB2,215.7 million); total liabilities were approximately RMB5,694.0 million (31 December 2023: approximately RMB5,175.2 million); total negative equity was approximately RMB3,549.3 million (31 December 2023: approximately RMB2,959.5 million); and net liabilities per share were approximately RMB1.89 (31 December 2023: approximately RMB1.58).

本公司集中在山東項目住宅物業開發，經已完成第二及三期預售。山東項目第四期住宅區第9座及第16座的主體結構及外牆已完成。第四期餘下工程預計於二零二五年八月動工，預期預售開始日期及工程竣工日期分別為二零二六年三月及二零二六年六月。

本公司同時將積極繼續與多家金融機構磋商以延長償還日期或為其未償還借款進行再融資，以及於日後積極尋找各種盤活資產的可行性，包括但不限於變更房產用途及房產出售整體策略。

於回顧年度內，本公司（連同其附屬公司統稱「本集團」）的總收入約為人民幣86.8百萬元，較去年同期減少約人民幣333.5百萬元或約79.4%。本公司股東應佔虧損約人民幣542.5百萬元，較去年同期虧損約人民幣526.1百萬元增加約人民幣16.4百萬元或約3.1%，主要由於於回顧年度內收入下降及其他開支及財務成本增加所致。

於回顧年度內，每股虧損為約人民幣0.289元（二零二三年：約人民幣0.281元）。於二零二四年十二月三十一日，本集團資產總額約人民幣2,144.7百萬元（二零二三年十二月三十一日：約人民幣2,215.7百萬元）；負債總額約人民幣5,694.0百萬元（二零二三年十二月三十一日：約人民幣5,175.2百萬元）；負權益總值約為人民幣3,549.3百萬元（二零二三年十二月三十一日：約人民幣2,959.5百萬元）；每股負債淨值約為人民幣1.89元（二零二三年十二月三十一日：約為人民幣1.58元）。



## CHAIRMAN'S STATEMENT

### 主席報告書

During the Year under Review, the Group recorded property sales of approximately RMB85.4 million, representing a decrease of approximately RMB333.5 million or approximately 79.6% compared to approximately RMB418.9 million in 2023. Total GFA of property sales delivered was approximately 7,451.3 sq.m., representing a decrease of approximately 88.3% compared to approximately 63,413.5 sq.m. in 2023. This was mainly due to the overall downturn in the Chinese real estate market, as well as the cumulative presold residential units delivered and recognised in 2023. As at 31 December 2024, the Group's property portfolio consisted of 5 property development projects in various cities in the PRC. These projects were at different stages of development, with total GFA amounting to approximately 382,000 sq.m., of which approximately 281,000 sq.m. had been completed, approximately 22,000 sq.m. was under development, and approximately 79,000 sq.m. was held for future development.

### PROSPECTS AND DEVELOPMENT STRATEGIES

Looking ahead to 2025, it is expected that China's macro-economy will remain steady, with various cities relaxing restrictions on purchases and loans, followed by the introduction of "three-arrow" measures such as guaranteeing the delivery of properties, credit, debt issuance and equity financing, which are all favourable to real estate enterprises. The property market and investment sentiment is expected to gradually stabilise and recover. In the National Economic Programme of the 20th National Congress of the PRC government, the PRC government stated that it is required to maintain stable and healthy development of the real estate market, and adhere to the principle of "housing is for living in and not for speculation". As China's demographic structure gradually increases the rate of urbanisation and the economies of third and fourth tier cities are expected to grow, the development of real estate investment is expected to become the focus of the market. The Group will actively accelerate its de-stocking of completed properties while exploring feasibility of assets revitalisation, including but not limited to changing of property use and sale of properties in its entirety. Furthermore, the Group will negotiate with different financial institutions in respect of its outstanding borrowings, with a view to improving its liability and financial gearing conditions.

於回顧年度內，本集團錄得物業銷售額約人民幣85.4百萬元，較二零二三年約人民幣418.9百萬元減少約人民幣333.5百萬元或約79.6%。已交付物業銷售總建築面積為約7,451.3平方米，較二零二三年的約63,413.5平方米減少約88.3%。主要是由於中國房地產市場整體低迷，以及二零二三年交付及確認的累計預售住宅單位。於二零二四年十二月三十一日，本集團的物業組合包括位於中國不同城市的5個物業開發項目，這些項目處於不同開發階段，總建築面積約382,000平方米，其中約281,000平方米的建築面積已竣工，約22,000平方米的建築面積正在開發中，另約79,000平方米的建築面積持作未來開發。

### 前景展望及發展策略

展望二零二五年，預計中國宏觀經濟將保持平穩發展，多個城市在鬆綁限購限貸，繼而出台保交樓，信貸、發債、股權融資等「三箭齊發」措施全面利好物業開發商。房地產市場及投資氣氛有望逐步企穩恢復。中國政府在「二十大」國家經濟綱要提出房地產市場必需平穩健康發展，堅持房住不炒的方針。中國人口結構逐漸城鎮化比率提高，三四線城市經濟將會增速，預期房產投資發展成市場焦點。本集團將積極加快已竣工物業庫存去化，同時探索盤活資產的可行性，包括但不限於變更房產用途及整棟房產出售，以及與不同金融機構就本集團就未償還借款進行磋商，務求改善負債及財務槓桿狀況。

## SUMMARY

Xinming China is still facing the most difficult time in the history of the domestic real estate industry. We will continue to adhere to our original intention, fulfil our duties with a firm belief, overcome difficulties, and find high-valued business opportunities, focus on de-stocking and de-leveraging with dedicated efforts, thereby creating best value to our shareholders.

On behalf of the Board, I would like to take this opportunity to express the heartfelt and sincere gratitude to our management and all staff members for their persistent efforts in the previous year and to all the shareholders for their support and trust.

**Xinming China Holdings Limited**  
**Chen Chengshou**  
*Chairman and Chief Executive Officer*

Hangzhou, China  
31 March 2025

## 總結

新明中國仍面對國內房產行業最艱難時刻，我們繼續堅守初心，恪盡職守，堅定信念，克服困難，全力專注去存貨、降槓桿，及找高增值機遇為股東創造最佳價值。

本人謹藉此機會，代表董事會向管理層及全體員工在過去一年的努力不懈，以及全體股東的支持和信賴，表示衷心和誠摯的感謝！

**新明中國控股有限公司**  
**主席兼行政總裁**  
**陳承守**

中國 • 杭州  
二零二五年三月三十一日



# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論與分析

### INDUSTRY REVIEW AND OPERATION MANAGEMENT

Looking back at the PRC real estate market in 2024, according to data published by the National Bureau of Statistics, the construction area of housing projects by property development enterprises totaled 733,247,000 square meters, reflecting a 12.7% year-on-year decrease. New commercial housing sales amounted to RMB9.675 trillion, down 17.1% compared to the previous year, with residential property sales declining by 17.6%. The real estate industry was inevitably impacted by the nationwide downturn in the property market.

During the Year under Review, the Group adopted various methods to improve the going concern issue of the Company by revitalizing assets and reducing liabilities. The Company focused on the residential property development of Shandong Project, and completed the second and third phases of presale. Meanwhile, the Company will continue to actively negotiate with various financial institutions to extend the repayment date or refinance its outstanding borrowings, and will proactively seek various feasible options in assets revitalization in the future, including but not limited to change of property use and sale of property in its overall strategy.

### BUSINESS REVIEW

During the Year under Review, the Group recorded property sales of approximately RMB85.4 million, representing a decrease of approximately RMB333.5 million or approximately 79.6% as compared to approximately RMB418.9 million in 2023, it was mainly due to the overall downturn in China's real estate market. Despite stabilization policies implemented by Chinese policymakers in 2024 and early 2025, the market environment has yet to recover sufficiently to reflect the effects of these measures. The Company anticipates that, starting from the second half of 2025, signs of recovery will gradually emerge in China's real estate market as the impact of the government's stabilization policies begins to materialize. In practice, the Company recorded moderate sales from its Shandong project; however, lower-than-expected revenue from other projects due to the recent slump in China's property market contributed to the overall decline in revenue during the Year under Review. Total GFA delivered during the Year under Review was approximately 7,451.3 sq.m., representing a decrease of approximately 88.3%, as compared to approximately 63,413.5 sq.m. of 2023. At the same time, various real estate developers were eager to cash in through price reduction and sales promotion which intensified competition. In this regard, the Group has actively made business adjustments and explored the use of each project, including but not limited to changing property use and selling properties in its entirety to speed up the cash-out. Such measures, however, have not been able to significantly enhance the Group's revenue for the Year under Review.

### 行業回顧及經營管理

回顧二零二四年中國房地產市場，根據國家統計局公佈的數據，物業開發企業的房屋項目施工面積為733,247,000平方米，較去年同期減少12.7%。新建商品房銷售額為人民幣9.675萬億元，較去年減少17.1%，其中住宅物業銷售額減少17.6%。房地產行業無可避免地受到全國房地產市場下行的影響。

回顧年度內，本集團採取各種方法重點盤活資產及降負債，以改善本公司持續經營問題。本公司集中在山東項目的住宅物業開發，經已完成第二及三期預售。同時，本公司將繼續積極與多家金融機構磋商，以延長償還日期或為其未償還借款進行再融資，以及於日後積極尋找各種盤活資產的可行性，包括但不限於變更房產用途及房產出售整體策略。

### 業績回顧

回顧年度內，本集團錄得物業銷售額約人民幣85.4百萬元，較二零二三年約人民幣418.9百萬元減少約人民幣333.5百萬元或約79.6%，主要是由於中國房地產市場整體低迷所致。儘管中國決策者已於二零二四年及二零二五年初實施穩定政策，但市場環境尚未足夠復甦以反映該等政策的效果。本公司預期，自二零二五年下半年起，隨著中國政府實施穩定政策的效果開始發揮，中國房地產市場將逐漸出現復甦跡象。事實上，本公司從其山東項目錄得溫和的銷量；然而，由於近期中國房地產市場低迷，其他項目的收入低於預期，導致回顧年度的整體收入減少。回顧年度內交付的總建築面積約7,451.3平方米，較二零二三年的約63,413.5平方米減少約88.3%。同時，各物業開發商通過減價促銷，從而加劇競爭。就此，本集團已積極進行業務調整，探討各項目用途，包括但不限於改變物業用途、整體出售物業以加快套現。然而，該等措施暫未能顯著提升本集團回顧年度的收入。

Loss attributable to the shareholders of the Company amounted to approximately RMB542.5 million, representing an increase of approximately RMB16.4 million or approximately 3.1% from approximately RMB526.1 million in 2023, mainly due to a decrease in revenue and an increase in other expenses and finance costs during the Year under Review. Loss per share was approximately RMB0.289 (2023: loss per share amounted to approximately RMB0.281).

During the Year under Review, the Board did not recommend payment of a final dividend for the year ended 31 December 2024.

As at 31 December 2024, total assets of the Group amounted to approximately RMB2,144.7 million (31 December 2023: approximately RMB2,215.7 million); total liabilities were approximately RMB5,694.0 million (31 December 2023: approximately RMB5,175.2 million); total negative equity was approximately RMB3,549.3 million (31 December 2023: approximately RMB2,959.5 million); and net liabilities per share were approximately RMB1.89 (31 December 2023: approximately RMB1.58).

### Property development

As at 31 December 2024, the Group's property portfolio consisted of 5 property development projects with an aggregate GFA of approximately 382,000 sq.m. developed and under various stages of development in various cities in the PRC.

本公司股東應佔虧損約為人民幣542.5百萬元，較二零二三年約人民幣526.1百萬元增加約人民幣16.4百萬元或約3.1%，主要歸因於回顧年度內的收入減少以及其他開支及財務成本增加所致。每股虧損約人民幣0.289元（二零二三年：每股虧損約人民幣0.281元）。

回顧年度內，董事會不建議就截至二零二四年十二月三十一日止年度派發末期股息。

於二零二四年十二月三十一日，本集團資產總額約人民幣2,144.7百萬元（二零二三年十二月三十一日：約人民幣2,215.7百萬元）；負債總額約人民幣5,694.0百萬元（二零二三年十二月三十一日：約人民幣5,175.2百萬元）；負權益總值約為人民幣3,549.3百萬元（二零二三年十二月三十一日：約人民幣2,959.5百萬元）；每股負債淨值約為人民幣1.89元（二零二三年十二月三十一日：約為人民幣1.58元）。

### 物業開發

於二零二四年十二月三十一日，本集團物業組合現有5項物業開發項目，於中國不同城市已開發及在不同開發階段的總建築面積約382,000平方米。



## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The summary of the portfolio of our property development projects as at 31 December 2024 is set out in the table below:

下表為二零二四年十二月三十一日我們物業開發項目組合的概要：

Project	Location	Existing use	Site area	COMPLETED 已竣工			UNDER DEVELOPMENT 開發中			FUTURE DEVELOPMENT 未來開發				Equity attributable to the Group
				GFA completed	Saleable GFA	Non saleable GFA	Saleable GFA in remaining unsold	GFA under development	Saleable GFA	Saleable GFA pre-sold	Planned GFA	Estimated date of completion	Estimated stage of completion	
項目	地址	目前用途	地盤面積 sq.m. 平方米	已竣工面積 sq.m. 平方米	可銷售面積 sq.m. 平方米	不可銷售面積 sq.m. 平方米	餘下未銷售面積的可銷售面積 sq.m. 平方米	開發中建築面積 sq.m. 平方米	可銷售建築面積 sq.m. 平方米	已預售建築面積 sq.m. 平方米	規劃建築面積 sq.m. 平方米	預計竣工日期	預計完工階段	本集團所佔權益 %
<b>Completed 已竣工</b>														
Taizhou Xinming Peninsula 台州新明半島														
Phase 1 一期	Xinming Peninsula, West Road, Baiyunshan, Jiaojiang District, Taizhou City 台州市椒江區白雲山西路新明半島	Residential, commercial 住宅、商用	86,667	189,387	157,005	32,382	-	-	-	-	-	-	-	100%
Phase 2 – Stage 1 二期一階段	Xinming Peninsula, West Road, Baiyunshan, Jiaojiang District, Taizhou City 台州市椒江區白雲山西路新明半島	Residential, commercial 住宅、商用	66,600	121,498	111,723	9,775	-	-	-	-	-	-	-	100%
Phase 2 – Stage 2 二期二階段	Xinming Peninsula, West Road, Baiyunshan, Jiaojiang District, Taizhou City 台州市椒江區白雲山西路新明半島	Residential, commercial 住宅、商用	52,540	152,624	125,824	26,800	27.8	-	-	-	-	-	-	100%
Xinming International Household Products Mall and Exhibition Center 新明國際家居生活廣場及展示中心	No. 8, North Section, Taizhou Boulevard, Jiaojiang District, No. 27 Building, No. 8, North Section, Taizhou Boulevard, Jiaojiang District, Taizhou City 台州市椒江區台州大道北段8號、椒江區台州大道北段8號27幢	Commercial 商用	131,768	207,908	100,151	107,757	-	-	-	-	-	-	-	100%
Xinming Lijiang Garden 新明麗江苑	Xinming Lijiang Garden, No. 8, North Section, Taizhou Boulevard, Jiaojiang District, Taizhou City 台州市椒江區台州大道北段8號新明麗江苑	Residential, commercial 住宅、商用	63,431	210,988	177,466	33,522	143.43	-	-	-	-	-	-	100%
Wenshang Times • Xinming Household Decorations and Fittings City 溫商時代 • 新明飾品城	No. 1990, East Ring Boulevard, Jiaojiang District, Taizhou City (Xinming Household Decorations and Fittings City) 台州市椒江區東環大道1990號(新明飾品城)	Commercial 商用	44,871	67,251	44,415	22,836	359.1	-	-	-	-	-	-	100%
Wenshang Times • Xinming Apartment 溫商時代 • 新明公館	No. 1990-1, East Ring Boulevard, Jiaojiang District, Taizhou City 台州市椒江區東環大道1990-1號	Residential 住宅	10,263	39,941	35,605	4,336	-	-	-	-	-	-	-	100%
Shandong Xingmeng International Commercial City 山東興盟國際商業城	Xingmeng International Commercial City, Wulitunzhuangpan, Tengzhou City, Shandong Province 山東省滕州市五裡屯轉盤興盟國際商業城	Commercial 商用	89,100	88,505	86,399	2,106	6,267.7	-	-	-	-	-	-	75%
Shanghai Xinming Children's World 上海新明兒童世界	No. 699, Liuxiang Road, Nanxiang Town, Jiading District, Shanghai Municipality 上海市嘉定區南翔鎮瀏翔公路699號	Commercial 商用	39,720	186,904	138,179	48,725	42,273.3	-	-	-	-	-	-	79%
Hangzhou Xinming Children's World 杭州新明兒童世界	No. 698, Xiaoke Road, Gongshu District, Hangzhou 杭州市拱墅區小河路698號	Commercial 商用	30,499	147,754	147,754	-	-	-	-	-	-	-	-	100%

# MANAGEMENT DISCUSSION AND ANALYSIS

## 管理層討論與分析

Project	Location	Existing use	COMPLETED 已竣工					UNDER DEVELOPMENT 開發中			FUTURE DEVELOPMENT 未來開發			
			Site area	GFA completed	Saleable GFA	Non saleable GFA	Saleable GFA in remaining unsold 餘下未銷售面積的可銷售面積	GFA under development	Saleable GFA	Saleable GFA pre-sold	Planned GFA	Estimated date of completion	Estimated stage of completion	Equity attributable to the Group
項目	地址	目前用途	地盤面積 sq.m. 平方米	已竣工面積 sq.m. 平方米	可銷售面積 sq.m. 平方米	不可銷售面積 sq.m. 平方米	可銷售面積 sq.m. 平方米	開發中建築面積 sq.m. 平方米	可銷售建築面積 sq.m. 平方米	已預售建築面積 sq.m. 平方米	規劃建築面積 sq.m. 平方米	預計竣工日期	預計完工階段	本集團所佔權益 %
Shandong Xingmeng Yayuan	The western side of Luban Avenue and the northern side of Jinghe West Road, Tengzhou City, Shandong Province	Residential	54,826	95,402	92,130	3,272	34,688	-	-	-	-	-	-	75%
山東興盟雅園	山東省滕州市魯班大道西側，荊河西路北側	住宅												
<b>Under Development</b>														
開發中														
Shandong Xingmeng Yayuan	Xingmeng International Commercial City, Wulitunzhuangpan, Tengzhou City, Shandong Province	Residential	29,206	-	-	-	-	108,186	102,026	986.3	-	-	100%	75%
山東興盟雅園	山東省滕州市五裡屯轉盤興盟國際商城	住宅												
<b>Total 總計</b>			699,491	1,508,162	1,216,620	209,511	108,879.73	108,186	102,026	986.3	-			

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Property sales

During the Year under Review, the Group recorded property sales of approximately RMB85.4 million, representing a decrease of approximately RMB333.5 million or approximately 79.6% as compared to approximately RMB418.9 million in 2023. Total GFA of property sales delivered during the Year under Review was approximately 7,451.3 sq.m., representing a significant decrease of approximately 63,413.5 q.m. as compared with 2023, which was mainly derived from the overall downturn in China's real estate market and the cumulative presold residential units delivered and recognized in 2023. In this regard, the Group has actively made business adjustments and assessed all potential project applications, including but not limited to change of use and sale of property. Such measures, however, have not yet resulted in a measurable revenue contribution as at the date of this report.

The following table summarizes the property projects of the Group sold during the Year under Review:

#### 物業銷售

於回顧年度內，本集團錄得物業銷售額約人民幣85.4百萬元，較二零二三年約人民幣418.9百萬元減少約人民幣333.5百萬元或約79.6%。於回顧年度內交付物業銷售總建築面積約7,451.3平方米，較二零二三年大幅減少約63,413.5平方米，主要是由於中國房地產市場整體低迷，以及二零二三年交付及確認的累計預售住宅單位。本集團已就此積極進行業務調整，評估所有潛在的項目申請，包括但不限於變更房產用途及出售物業。於本年報日期，該等行動尚未帶來可計量的收入貢獻。

下表載列於回顧年度本集團物業銷售項目概要：

Project 項目	Location 位置	GFA sold 銷售建築面積 sq.m. 平方米	Income 收入 RMB in million 人民幣百萬元	Average selling price 平均售價 RMB/sq.m. 人民幣／平方米
<b>By market sale</b> <b>按市場銷售</b>				
Xingmeng International Commercial City 興盟國際商城 Residential 住宅	Tengzhou 滕州	4,410.9	30.4	6,882.6
Shanghai Xinming Children's World 上海市新明兒童世界 Commercial 商鋪	Shanghai 上海	3,040.4	55.0	18,577.9
Total 合計		7,451.3	85.4	11,461
<b>By court-ordered sale</b> <b>按法院命令出售</b>				
Taizhou Xinming 台州新明	Taizhou 台州	376.97	2.1	5,607.9



### Property leasing

The Group carries out property leasing business through leasing its commercial properties held for investment and leasing the sold commercial properties leased back from third parties by the Group. As at 31 December 2024, the actual area leased out was approximately 13,546.5 sq.m., representing approximately 90.2% of the Group's investment properties held-for-lease and the sold commercial properties leased back from third parties purchasers.

During the Year under Review, the rental income was approximately RMB1.5 million, representing a decrease of approximately RMB2.2 million or 59.8% as compared to approximately RMB3.7 million in 2023.

The following table summarises the commercial properties held by the Group for investment during the Year under Review:

### 物業租賃

本集團通過出租其持作投資的商業物業及出租本集團向第三方回租的已售商業物業，從事物業租賃業務。於二零二四年十二月三十一日，實際租賃面積約為13,546.5平方米，佔本集團持作出租用途的投資物業及透過第三方買家回租的已售商業物業約90.2%。

於回顧年度內，租金收入約人民幣1.5百萬元，較二零二三年約人民幣3.7百萬元，減少約人民幣2.2百萬元或59.8%。

下表載列於回顧年度本集團持作投資的商業物業概要：

As at 31 December 2024 於二零二四年十二月三十一日				Average occupancy rate	Rental income for the year ended 31 December 2024 截至 二零二四年 十二月 三十一日止 年度的 租金收入
Total GFA	Leasable area	Leased area			
總建築面積	可租賃面積	已租賃面積	平均租用率		RMB million
sq.m.	sq.m.	sq.m.	%		人民幣百萬元
平方米	平方米	平方米	%		

Note: All properties were located in the PRC, and were held under medium term lease.

附註：所有物業均位於中國，並根據中期租賃持有。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Court ordered sale of completed properties held for sale

During the year ended 31 December 2024, an auction in respect of certain completed properties held for sale of Taizhou Xinming has taken place and the said completed properties held for sale had been sold in the said auction for an amount of RMB2,114,000 which is same as the aggregate reserve price and accordingly the loss on court-ordered sale of approximately RMB3,319,000 was charged to profit or loss for the year ended 31 December 2024.

#### Land reserves

As at 31 December 2024, the Group's property portfolio consisted of 5 property development projects located in a number of cities throughout China. These projects were at various stages of development, with total GFA amounting to approximately 382,000 sq.m., of which approximately 281,000 sq.m. was completed, approximately 22,000 sq.m. was under development, and approximately 79,000 sq.m. was held for future development.

#### PROSPECTS

Looking ahead to 2025, it is expected that China's macro-economy will remain steady, with various cities relaxing restrictions on purchases and loans, followed by the introduction of "three-arrow" measures such as guaranteeing the delivery of properties, credit, debt issuance and equity financing, which are all favourable to real estate enterprises. The property market and investment sentiment is expected to gradually stabilise and recover.

In the National Economic Programme of the 20th National Congress of the PRC government, the PRC government stated that it is required to maintain stable and healthy development of the real estate market, and adhere to the principle of "housing is for living in and not for speculation". As China's demographic structure gradually increases the rate of urbanisation and the economies of third and fourth tier cities are expected to grow, the development of real estate investment is expected to become the focus of the market.

The Group will actively accelerate its de-stocking of completed properties while exploring feasibility of assets revitalisation, including but not limited to changing of property use and sale of properties in its entirety. Furthermore, the Group will negotiate with different financial institutions in respect of its outstanding borrowings, with a view to improving its liability and financial gearing conditions.

#### 法院命令出售持作出售的已竣工物業

截至二零二四年十二月三十一日止年度，台州新明的若干持作出售已竣工物業已進行拍賣，而上述持作出售已竣工物業已於上述拍賣中售出，金額為人民幣2,114,000元，與總底價相同，因此，法院命令出售虧損約人民幣3,319,000元於截至二零二四年十二月三十一日止年度於損益中扣除。

#### 土地儲備

於二零二四年十二月三十一日，本集團的物業組合包括位於中國不同城市的5個物業開發項目。該等項目處於不同開發階段，總建築面積約382,000平方米，其中約281,000平方米的建築面積已竣工，約22,000平方米的建築面積正在開發中，另約79,000平方米的建築面積持作未來開發。

#### 前景展望

展望二零二五年，預計中國宏觀經濟將保持平穩發展，多個城市在鬆綁限購限貸，繼而出台保交樓，信貸、發債、股權融資等「三箭齊發」措施全面利好房企。房地產市場及投資氣氛有望逐步企穩恢復。

中國政府在「二十大」國家經濟綱要提出房地產市場必需平穩健康發展，堅持房住不炒的方針。中國人口結構逐漸城鎮化比率提高，三四線城市經濟將會增速，預期房產投資發展成市場焦點。

本集團將積極加快已竣工物業庫存去化，同時探索盤活資產的可行性，包括但不限於變更房產用途及整棟房產出售，以及與不同金融機構就本集團就未償還借款進行磋商，務求改善負債及財務槓桿狀況。

## FINANCIAL REVIEW

### Revenue

The Group's revenue is primarily generated from property sales and property leasing services, which contributed approximately 98.3% and 1.7%, respectively, to the revenue during the Year under Review of approximately RMB86.8 million. Property sales, the major revenue source of the Group, decreased by approximately RMB333.5 million from approximately RMB418.9 million in the same period of last year, mainly represented by the sale of the Shandong residential project during the Year Under Review, which was substantially less than the same period of last year due to the completion of residential property development of the Shandong Project of the second and third phases of legal property registration that was recognised as sales in 2023. Property leasing recorded a decrease of approximately RMB2.2 million as compared to approximately RMB3.7 million in the same period of last year.

### Cost of sales

During the Year under Review, the Group's cost of sales was approximately RMB66.2 million, representing a decrease of approximately RMB303.0 million or 82.1% as compared to approximately RMB369.1 million in the same period of last year. Such decrease was primarily attributable to a reduction of the delivered properties sold during the Year under Review.

### Gross profit

During the Year under Review, gross profit amounted to approximately RMB20.7 million, representing a decrease of approximately RMB32.8 million or approximately 61.3% as compared to approximately RMB53.4 million in the same period of last year. The gross profit margin was approximately 23.8%, which increased as compared to approximately 12.6% last year, which was mainly attributable to the effective cost control of Shandong residential properties held for sale.

### Other income and gains and losses

Other income and gains and losses during the Year under Review amounted to approximately RMB21,000 as compared to a loss of approximately RMB6.1 million in the same period of last year, mainly due to no significant exchange loss arisen during the Year under Review.

### Selling and administrative expenses

During the Year under Review, the selling and administrative expenses amounted to approximately RMB23.4 million, representing a decrease of approximately RMB14.3 million or approximately 37.9% as compared to approximately RMB37.7 million last year, mainly due to a decrease in administrative expenses by approximately RMB13.3 million as compared to the same period of last year through continued streamlining of the manpower of the Group in line with the decrease in revenue.

## 財務回顧

### 收益

本集團收益主要由物業銷售及物業租賃服務產生，於回顧年度內的收入約人民幣86.8百萬元，佔比分別約為98.3%及1.7%。物業銷售是本集團主要收入來源，較去年同期約人民幣418.9百萬元減少約人民幣333.5百萬元，主要是回顧年度內銷售山東住宅項目，有關銷售較去年同期大幅減少，主要由於二零二三年山東項目第二及三期住宅物業開發完成合法產權登記並確認為銷售。物業租賃收入較去年同期約人民幣3.7百萬元減少約人民幣2.2百萬元。

### 銷售成本

於回顧年度內，本集團銷售成本約人民幣66.2百萬元，較去年同期約人民幣369.1百萬元減少約人民幣303.0百萬元或82.1%。該跌幅主要歸因於回顧年度內出售的已交付物業減少。

### 毛利

於回顧年度內的毛利約人民幣20.7百萬元，較去年同期的約人民幣53.4百萬元減少約人民幣32.8百萬元或約61.3%。毛利率約為23.8%，較去年的約12.6%有所上升，主要歸因於有效控制持作銷售的山東住宅物業的成本。

### 其他收入及收益及虧損

於回顧年度內的其他收入及收益及虧損約人民幣21,000元，去年同期的虧損則約為人民幣6.1百萬元，主要是由於回顧年度並無產生重大匯兌虧損所致。

### 銷售及行政開支

於回顧年度內的銷售及行政開支約人民幣23.4百萬元，較去年的約人民幣37.7百萬元減少約人民幣14.3百萬元或約37.9%，主要是由於本集團持續精簡人力，導致行政開支較去年同期減少約人民幣13.3百萬元，與收益減少相符。



## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Other expenses

Other expenses during the Year under Review was approximately RMB473.8 million, representing an increase of approximately RMB33.5 million or approximately 7.6% as compared to approximately RMB440.3 million in the same period of last year, mainly due to (i) increase in liquidated damages on borrowings; (ii) offset by a decrease in provision for impairment of properties due to the expected decrease of their realisable value; and (iii) the market of properties under development and completed properties held for sale were adversely affected by the weak market sentiment during the year ended 31 December 2024 and an impairment provision of approximately RMB5.3 million was made during the year ended 31 December 2024 under the impact of the expected decrease of realizable value on financial assets. Breakdown of other expenses are set out below:

#### 其他開支

於回顧年度內的其他開支約人民幣473.8百萬元，較去年同期的約人民幣440.3百萬元增加約人民幣33.5百萬元或約7.6%，主要是由於(i)借款違約金增加；(ii)被物業可變現價值預期減少，導致其減值撥備減少所抵銷；及(iii)開發中物業及持作出售的已竣工物業市場受到截至二零二四年十二月三十一日止年度市場氣氛疲弱不利影響，在金融資產可變現價值預期下降的影響下於截至二零二四年十二月三十一日止年度作出減值撥備約人民幣5.3百萬元。其他開支明細載列如下：

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Liquidated damages on borrowings	借款違約金	412,709	314,859
Provision for impairment of properties under development and completed properties held for sale	開發中物業及持作出售的已竣工物業減值撥備	55,861	126,514
Impairment losses on financial assets, net	金融資產之減值虧損淨額	5,273	2,756
Total	合計	473,843	444,129

#### Change in fair value of investment properties

During the Year under Review, the loss on change in fair value of investment properties amounted to approximately RMB12.3 million, representing a decrease of approximately RMB5.6 million or approximately 31.5% as compared to that of approximately RMB17.9 million in the same period of last year. The fair value of investment properties decreased at a slower rate as compared to that in the same period of last year as the downturn in the real estate sector stabilised during the Year under Review.

#### 投資物業公允價值變動

於回顧年度內的投資物業公允價值變動損失約人民幣12.3百萬元，較去年同期約人民幣17.9百萬元減少約人民幣5.6百萬元或約31.5%。投資物業公允價值與去年同期相比下跌速度較慢，主要是由於回顧年度內衰退的房地產行業轉趨穩定所致。

#### Finance costs

During the Year under Review, the finance costs amounted to approximately RMB96.7 million, representing an increase of approximately RMB19.6 million or approximately 25.4% as compared to approximately RMB77.1 million in the same period of last year, mainly due to an increase in interest on interest-bearing bank and other borrowings and a decrease of capitalised interest as compared to the same period of last year.

#### 融資成本

於回顧年度內的融資成本約人民幣96.7百萬元，較去年同期約人民幣77.1百萬元增加約人民幣19.6百萬元或約25.4%，主要是由於計息銀行及其他借款利息增加及資本化利息較去年同期減少所致。

### Operating loss

During the Year under Review, the operating loss amounted to approximately RMB598.3 million, representing an increase of loss of approximately RMB34.1 million or approximately 6.0% as compared to the operating loss of approximately RMB564.2 million in the same period of last year which was mainly due to a decrease in revenue and the increase in liquidated damages on borrowings.

### Income tax credit/expense

During the Year under Review, the income tax credit amounted to approximately RMB8.6 million as compared to income tax expense of approximately RMB28.5 million in the same period of last year, mainly due to deferred tax movements and the decrease in land appreciation tax.

### Loss attributable to the shareholders

During the Year under Review, the loss attributable to the shareholders amounted to approximately RMB542.5 million, representing an increase of approximately RMB16.4 million or approximately 3.1% as compared to the loss of approximately RMB526.1 million in the same period of last year. The basic loss per share was approximately RMB0.289 (2023: approximately RMB0.281).

### Cash flows

As at 31 December 2024, cash and bank deposits of the Group, including restricted cash, was approximately RMB2.1 million in aggregate (31 December 2023: approximately RMB1.9 million), representing an increase of approximately RMB0.2 million or approximately 11.8%.

### Borrowings

As at 31 December 2024, the total borrowings of the Group were approximately RMB1,212.7 million, representing a decrease of approximately RMB66.8 million or approximately 5.2% as compared to approximately RMB1,279.5 million as at 31 December 2023.

The borrowings on demand and repayable within one year of the Group were approximately RMB1,212.7 million, representing a decrease of approximately RMB66.8 million or approximately 5.2% as compared to approximately RMB1,279.5 million as at 31 December 2023. The decrease was due to the repayment of loan principals through the court-ordered sales which covered repayment of certain principals and default interests.

### 營業虧損

於回顧年度內的營業虧損約人民幣598.3百萬元，較去年同期營業虧損的約人民幣564.2百萬元增加虧損約人民幣34.1百萬元或約6.0%，主要是由於收益減少及借款違約金增加所致。

### 所得稅抵免／支出

於回顧年度內的所得稅抵免約人民幣8.6百萬元，去年同期所得稅開支則約為人民幣28.5百萬元，主要是由於遞延稅項變動及土地增值稅減少所致。

### 股東應佔虧損

於回顧年度內股東的應佔虧損約人民幣542.5百萬元，較去年同期的虧損約人民幣526.1百萬元增加約人民幣16.4百萬元或約3.1%。每股基本虧損為約人民幣0.289元（二零二三年：約人民幣0.281元）。

### 現金流量

本集團於二零二四年十二月三十一日的現金及銀行存款（包括受限制現金）共約人民幣2.1百萬元（二零二三年十二月三十一日：約人民幣1.9百萬元），增加約人民幣0.2百萬元，增幅約11.8%。

### 借款

於二零二四年十二月三十一日，本集團的借款總額約人民幣1,212.7百萬元，較二零二三年十二月三十一日的約人民幣1,279.5百萬元減少約人民幣66.8百萬元或約5.2%。

本集團即期及須於一年內償還的借款約人民幣1,212.7百萬元，較二零二三年十二月三十一日的約人民幣1,279.5百萬元，減少約人民幣66.8百萬元或約5.2%。減少主要是由於透過法院命令出售償還貸款本金，其中包括償還若干本金及違約利息所致。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Trade receivables, prepayments, other receivables and other assets

As at 31 December 2024, the sum of trade receivables, prepayments, other receivables and other assets of the Group was approximately RMB48.7 million, representing an increase of approximately RMB7.0 million or approximately 16.9% as compared to approximately RMB41.7 million as at 31 December 2023, mainly due to an increase of prepayment in the Shandong Project.

#### Trade payables, contract liabilities and other payables and accruals

As at 31 December 2024, the sum of trade payables, contract liabilities, other payables and accruals of the Group was approximately RMB3,118.4 million, representing an increase of approximately RMB567.0 million or approximately 22.2% as compared to approximately RMB2,551.4 million as at 31 December 2023. The increase was mainly due to an increase in accrual of interest and penalties on interest and other payables for the Shandong Project.

#### Assets and liabilities

As at 31 December 2024, the total assets of the Group was approximately RMB2,144.7 million, representing a decrease of approximately RMB71.0 million as compared to approximately RMB2,215.7 million as at 31 December 2023. The total current assets was approximately RMB1,010.3 million, representing approximately 47.1% (31 December 2023: approximately 49.1%) of the total assets, with a decrease of approximately RMB76.5 million as compared to approximately RMB1,086.7 million as at 31 December 2023. The total noncurrent assets was approximately RMB1,134.5 million, representing approximately 52.9% (31 December 2023: approximately 51.0%) of the total assets, with an increase of approximately RMB5.5 million as compared to approximately RMB1,129.0 million as at 31 December 2023.

As at 31 December 2024, the total liabilities of the Group was approximately RMB5,694.0 million, representing an increase of approximately RMB518.8 million as compared to approximately RMB5,175.2 million as at 31 December 2023. The total current liabilities was approximately RMB5,518.2 million, representing approximately 96.9% (31 December 2023: approximately 96.7%) of the total liabilities, with an increase of approximately RMB511.4 million as compared to approximately RMB5,006.9 million as at 31 December 2023. The total non-current liabilities was approximately RMB175.7 million, representing approximately 3.1% (31 December 2023: approximately 3.3%) of the total liabilities, with an increase of approximately RMB7.4 million as compared to approximately RMB168.3 million as at 31 December 2023.

#### 貿易應收款項、預付款項及其他應收款項及其他資產

於二零二四年十二月三十一日，本集團的貿易應收款項、預付款項、其他應收款項及其他資產總額約人民幣48.7百萬元，較二零二三年十二月三十一日的約人民幣41.7百萬元，增加約人民幣7.0百萬元或約16.9%，主要是山東項目預付款增加所致。

#### 貿易應付款項、合約負債及其他應付賬款及應計費用

於二零二四年十二月三十一日，本集團的貿易應付款項、合約負債、其他應付款項及應計費用合共約人民幣3,118.4百萬元，較二零二三年十二月三十一日的約人民幣2,551.4百萬元增加約人民幣567.0百萬元或約22.2%。有關增加主要是由於山東項目的利息及其他應付款項的應計利息及罰息增加所致。

#### 資產與負債

於二零二四年十二月三十一日，本集團資產總額約人民幣2,144.7百萬元，較二零二三年十二月三十一日的約人民幣2,215.7百萬元減少約人民幣71.0百萬元。流動資產總額約人民幣1,010.3百萬元，較二零二三年十二月三十一日約人民幣1,086.7百萬元減少約人民幣76.5百萬元，佔資產總額的約47.1%（二零二三年十二月三十一日：約49.1%）。非流動資產總額約人民幣1,134.5百萬元，較二零二三年十二月三十一日的約人民幣1,129.0百萬元增加約人民幣5.5百萬元，佔資產總額的約52.9%（二零二三年十二月三十一日：約51.0%）。

於二零二四年十二月三十一日，本集團負債總額約人民幣5,694.0百萬元，較二零二三年十二月三十一日的約人民幣5,175.2百萬元增加約人民幣518.8百萬元。流動負債總額約人民幣5,518.2百萬元，較二零二三年十二月三十一日的約人民幣5,006.9百萬元增加約人民幣511.4百萬元，佔負債總額的約96.9%（二零二三年十二月三十一日：約96.7%）。非流動負債總額約人民幣175.7百萬元，較二零二三年十二月三十一日的約人民幣168.3百萬元增加約人民幣7.4百萬元，佔負債總額的約3.1%（二零二三年十二月三十一日：約3.3%）。



As at 31 December 2024, the net current liabilities of the Group was approximately RMB4,508.0 million, representing an increase of approximately RMB587.8 million or approximately 15.0% as compared to the net current liabilities of approximately RMB3,920.2 million as at 31 December 2023.

### Current ratio

As at 31 December 2024, the current ratio of the Group, being the ratio of the current assets divided by the current liabilities, was 0.18:1 (31 December 2023: 0.22:1).

### Gearing ratio

As at 31 December 2024, the gearing ratio of the Group was calculated based on net debt divided by the sum of total equity and net debt. The Group's net debt consists of interest-bearing bank and other borrowings and convertible bonds, less cash and cash equivalents. Total equity includes equity attributable to owners of the parent and non-controlling interests. The gearing ratio of the Group was (72.7)% (31 December 2023: (110)%).

### Convertible bonds

On 1 June 2018, the Company issued convertible bonds in the aggregate principal amount of HK\$300,000,000 (the "Convertible Bonds" or "CB") at the price of 100% of their principal amount. The Convertible Bonds were redeemable at the option of the bondholders at a price of HK\$1.39 per bond on 1 June 2020. The convertible bonds bore interest at the rate of 6.5% plus 1% handling fee per annum (the "Coupon Rate") and were payable in arrears every six months. The convertible bonds were jointly guaranteed by the Controlling Shareholder, Mr. Chen Chengshou, and the nonexecutive director, Ms. Gao Qiaoqin, pursuant to a deed of guarantee, and secured by Xinxing Company Limited by 940,000,000 shares of the Company held by Xinxing Company Limited, a company controlled by Mr. Chen Chengshou, of which the aforesaid shares was completely sold and transferred to Share Purchasers on 16 January 2025.

On 16 January 2025, the Company was informed by Chance Talent ("CB Sellers") that on 15 January 2025, Advance Day and CB Sellers transferred the convertible bonds, free from all encumbrances, together with all rights and entitlements attaching to them, to the CB Purchaser, Motivational Mathematics Limited, at the total consideration of HK\$31.5 million.

For details, please refer to the Company's announcements dated 16 January 2025 and 21 January 2025 respectively.

The principal amount of HK\$300 million and interests have not been settled as of the date of this report.

於二零二四年十二月三十一日，本集團流動負債淨值約人民幣4,508.0百萬元，較二零二三年十二月三十一日的流動負債淨值約人民幣3,920.2百萬元增加約人民幣587.8百萬元或約15.0%。

### 流動比率

於二零二四年十二月三十一日，本集團的流動比率（即流動資產除以流動負債之比率）為0.18:1（二零二三年十二月三十一日：0.22:1）。

### 資本負債比率

於二零二四年十二月三十一日，本集團的資本負債比率乃按債務淨額除以權益總額加債務淨額而計算。本集團的債務淨額含有計息銀行及其他借款及可換股債券減現金及現金等價物。權益總額包括母公司擁有人應佔權益及非控股權益。本集團的資本負債比率為(72.7)%（二零二三年十二月三十一日：(110)%）。

### 可換股債券

於二零一八年六月一日，本公司按其本金額100%的價格發行本金總額為300,000,000港元的可換股債券（「可換股債券」）。可換股債券可由債券持有人選擇於二零二零年六月一日按每張債券1.39港元的價格贖回。可換股債券的年利率為6.5%，另加1%手續費（「票面利率」）計息及每六個月支付一次。可換股債券由控股股東陳承守先生及非執行董事高巧琴女士根據擔保契據共同擔保，及由陳承守先生控制的Xinxing Company Limited通過其持有的本公司940,000,000股股份作抵押，而上述股份已於二零二五年一月十六日全部出售及轉讓予股份購買人。

於二零二五年一月十六日，本公司獲Chance Talent（「可換股債券賣方」）告知，於二零二五年一月十五日，Advance Day及可換股債券賣方已以總代價31.5百萬港元轉讓不受任何擔保限制的可換股債券，以及所有附帶的權利及應有的收益，予可換股債券買方Motivational Mathematics Limited。

詳情請參閱本公司日期分別為二零二五年一月十六日及二零二五年一月二十一日的公告。

本金300百萬港元及利息截至本公告日期尚未結算。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Significant investments

During the Year under Review, the Group has no significant investment.

#### Material acquisitions and disposals of subsidiaries

During the Year under Review, the Group has no material acquisitions or disposals of any subsidiaries.

#### Guarantees on mortgage facilities

As at 31 December 2024, the Group provided guarantees over the mortgage loans of certain purchasers of approximately RMB28.0 million (31 December 2023: approximately RMB28.6 million).

#### Assets guarantees

As at 31 December 2024, the Group has pledged or restricted deposits in the bank deposits of RMB1.4 million (31 December 2023: approximately RMB0.5 million). In addition, partial other borrowings of the Group were secured by the Group's certain properties under development, completed properties held for sale, investment properties and the equity interests in certain subsidiaries of the Group, and jointly guaranteed by the Controlling Shareholder of the Group, Mr. Chen Chengshou ("Mr. Chen"), Mr. Chen's children and the non-executive Director, Ms. Gao Qiaoqin, the Group's related company, Xinming Group Limited, and other minority shareholders of certain subsidiaries of the Group free of charge.

#### Capital expenditure

During the Year under Review, the Group's total capital expenditure was approximately RMB0 million (31 December 2023: approximately RMB0 million).

#### Capital commitments

As at 31 December 2024, the capital commitments related to activities of properties under development were approximately RMB24.5 million (31 December 2023: approximately RMB3.7 million).

#### Exposure to exchange rate fluctuations

The Group operates mainly in Renminbi, and certain bank deposits of the Group are denominated in Hong Kong dollars. Save as disclosed above, the Group was not exposed to any material exchange rate fluctuation risk and did not enter into foreign currency hedging policies. However, the Group will monitor closely the foreign exchange risk and may, as the case may be and depending on the trend of foreign currencies, consider to apply significant foreign currency hedging policies in the future.

#### 重大投資

於回顧年度內，本集團並無任何重大投資。

#### 有關附屬公司的重大收購及出售

於回顧年度內，本集團並無任何附屬公司的重大收購及出售。

#### 按揭融資的擔保

於二零二四年十二月三十一日，本集團就若干買家的按揭貸款提供擔保約人民幣28.0百萬元(二零二三年十二月三十一日：約人民幣28.6百萬元)。

#### 資產擔保

於二零二四年十二月三十一日，本集團已抵押或受限制的銀行存款為人民幣1.4百萬元(二零二三年十二月三十一日：約人民幣0.5百萬元)。此外，本集團部分其他借款以本集團若干開發中物業、持作出售的已竣工物業、投資物業及於本集團若干附屬公司的股權作抵押，並由本集團的控股股東陳承守先生(「陳先生」)、陳先生的子女、非執行董事高巧琴女士及本集團的關聯公司新明集團有限公司以及本集團若干附屬公司的其他少數權益股東免費共同擔保。

#### 資本開支

於回顧年度內，本集團資本開支總額約人民幣0百萬元(二零二三年十二月三十一日：約人民幣0百萬元)。

#### 資本承擔

於二零二四年十二月三十一日，有關開發中物業活動的資本承擔約為人民幣24.5百萬元(二零二三年十二月三十一日：約人民幣3.7百萬元)。

#### 匯率波動風險

本集團主要以人民幣經營業務。本集團若干銀行存款以港元計值。除上述披露者外，本集團並無承受任何重大外匯匯率波動風險。本集團並無訂立外匯對沖政策。然而，本集團會緊密監察外匯風險及日後可能(視情況及外幣走勢而定)考慮採用重大外幣對沖政策。

### Employees and remuneration policy

As at 31 December 2024, the Group has a total of 50 employees (31 December 2023: a total of 55 employees). The Group promoted the upgrading of talents, cultivated and recruited excellent talents with sales and management experience, improved the allocation system of remuneration linked to performance and maintained harmonious labor relations. The remuneration of employees of the Group will be based on their performance, experience and the prevailing market remuneration. Moreover, the Group has also adopted a share option scheme and a share award scheme.

### Contingent liabilities

As at 31 December 2024, the Company had guarantees in respect of mortgage facilities granted to purchasers of the Group's properties of approximately RMB28.0 million (31 December 2023: approximately RMB28.6 million).

### AUDITOR'S MODIFIED OPINION

The Auditor does not express an opinion on consolidated financial statements of the Group. Because of the potential interaction of the multiple uncertainties and their possible cumulative effect on the consolidated financial statements as described in the Basis for Disclaimer of Opinion section of their report, it is not possible for them to form an opinion on these consolidated financial statements. In all other respects, in their opinion the consolidated financial statements have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

### Basis for disclaimer of opinion

#### Multiple material uncertainties relating to going concern

As set out in note 2 to the consolidated financial statements, the Group incurred a net loss of approximately RMB589,691,000 for the year ended 31 December 2024. At 31 December 2024, the Group's current liabilities exceeded its current assets by approximately RMB4,507,983,000. In addition, at 31 December 2024, the Group's borrowings of approximately RMB1,212,708,000 and the convertible bonds issued by the Group amounting approximately RMB282,125,000 were overdue pursuant to the borrowing agreements which constituted events of defaults. These conditions, together with other matters disclosed in note 2 to the consolidated financial statements, indicate the existence of material uncertainties which may cast significant doubt on the Group's ability to continue as a going concern.

### 員工及薪酬政策

於二零二四年十二月三十一日，本集團共有僱員50人（二零二三年十二月三十一日：共55人），本集團繼續推動人才升級，培育招聘優秀銷售及管理經驗人才，完善薪酬表現掛鈎的分配體系和保持良好和諧勞資關係。本集團根據僱員表現、工作經驗及現行市場工資水準給予僱員薪酬。此外，本集團亦採納購股權計劃及股份獎勵計劃。

### 或然負債

於二零二四年十二月三十一日，本公司就本集團物業買家獲授的按揭融資提供擔保約人民幣28.0百萬元（於二零二三年十二月三十一日：約人民幣28.6百萬元）。

### 核數師修改意見

核數師沒有就本集團的綜合財務報表發表意見，基於在本報告中無法表示意見的基礎一節所述，由於多個不確定事項之間可能相互影響及對綜合財務報表產生累計影響，彼等無法就該等綜合財務報表形成意見。在所有其他方面，彼等認為該等綜合財務報表已遵照香港《公司條例》的披露規定妥為擬備。

### 不發表意見基礎

#### 與持續經營相關的多個不確定事項

誠如綜合財務報表附註2所載，本集團於截至二零二四年十二月三十一日止年度產生虧損淨額約人民幣589,691,000元。於二零二四年十二月三十一日，本集團的流動負債超過其流動資產約人民幣4,507,983,000元。此外，於二零二四年十二月三十一日，本集團尚欠借款約人民幣1,212,708,000元以及本集團已發行可換股債券約人民幣282,125,000元根據借款協議已逾期，構成違約事項。該等狀況連同綜合財務報表附註2所披露的其他事宜，表明存在的重大不確定性可能對本集團持續經營業務的能力帶來重大疑問。



## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The Management has been undertaking measures to improve the Group's liquidity and financial position, which are set out in note 2 to the consolidated financial statements. The validity of the going concern assumption on which the consolidated financial statements have been prepared depends on the outcome of these measures, which are subject to multiple material uncertainties, including (i) successfully negotiating with various financial institutions on the renewal of or extension for repayment of outstanding borrowings, including those with overdue principals and interests; (ii) successfully negotiating with various financial institutions and potential lenders/investors to identify various options for additionally financing the Group's working capital and commitments in the foreseeable future; (iii) successfully accelerating the pre-sale and sale of properties under development and completed properties and speeding up the collection of outstanding sales proceeds, and controlling costs and capital expenditure so as to generate adequate net cash inflows; (iv) successfully procuring and negotiating the preliminary terms with large property development enterprises for the sale of individual property development project at a price deemed appropriate; and (v) successfully accelerate the de-stocking of the Group's properties by selling the residential properties in Shandong and the whole or portion of commercial properties in Taizhou and Shanghai as a package, with a view to accelerating the recovery of working capital to improve the Group's liability and financial gearing conditions.

The auditors of the Group were unable to obtain sufficient appropriate audit evidence about the appropriateness of the use of going concern basis of accounting in the preparation of the consolidated financial statements. Should the Group be unable to operate as a going concern, adjustments would have to be made to write down the carrying values of the Group's assets to their recoverable amounts, to provide for any further liabilities which might arise, and to reclassify non-current assets and non-current liabilities as current assets and current liabilities, respectively. The effects of these adjustments have not been reflected in the consolidated financial statements.

管理層已採取多項措施，以改善本集團的流動性及財務狀況，有關資料載於綜合財務報表附註2。綜合財務報表是依據持續經營的假設編製，其有效性取決於該等措施之結果，並受限於多個重大不明朗因素，包括(i)成功與各家金融機構就尚欠借款(包括已逾期本金及利息)磋商達成重續或延展還款安排；(ii)成功與各家金融機構及潛在貸款人／投資者磋商以物色多種選擇為本集團可見將來的營運資金及承擔額外撥資；(iii)成功加速開發中及已竣工物業之預售和銷售，加速收回尚未支付的銷售所得款項，以及控制成本和資本開支，從而產生充足現金流入淨額；(iv)成功促使及與大型物業開發企業磋商有關出售個別物業開發項目的初步條款(倘認為價格合適)；及(v)透過配套出售山東的住宅物業以及台州及上海的全部或部分商業物業，成功加快本集團物業庫存去化，務求加快回流營運資金改善本集團負債及財務槓桿狀況。

本集團的核數師未能取得充足適當的審核憑證，以使我們信納於編製綜合財務報表時採用持續經營會計基準的適當性。倘本集團未能按持續經營基準經營，而可能須作出有關調整以撇減本集團資產的賬面值至其可回收金額，並就可能產生進一步負債計提撥備並將非流動資產及非流動負債重新分類為流動資產及流動負債。該等調整的影響尚未於綜合財務報表中反映。

### Details of the Audit Modification and the Management's Position, View and Assessment on the Relevant Audit Modification

In view of the detailed conditions set out in the note 2 to the consolidated financial statement for the year ended 31 December 2024 in this report, the auditor is of the view that, there's significant uncertainties that may cast significant doubt regarding the Group's ability to continue as a going concern. The Group's ability to continue as a going concern is subject to the Group's ability to generate sufficient financial and operating cash flows. As at 31 December 2024, the Group's certain borrowings amounted to approximately RMB1,212,708,000 and convertible bonds amounted to approximately RMB282,125,000 were overdue in accordance with repayment schedules pursuant to the borrowing agreements. In view of these circumstances, in assessing whether the Group will have sufficient financial resources to continue as a going concern, the management of the Group (the "Management") has taken into full consideration of the future liquidity and performance of the Group and its available sources of finance. To mitigate the liquidity pressure and improve the cash flow position of the Group, the Management has adopted and will continue to implement various measures mentioned in this report. Therefore, the Directors are of the opinion that it is appropriate to prepare the consolidated financial statements of the Group for the year ended 31 December 2024 on a going concern basis.

The auditor was unable to obtain sufficient appropriate audit evidence about the appropriateness of the use of going concern basis of accounting in the preparation of the consolidated financial statements. Should the Group be unable to operate as a going concern, adjustments would have to be made to write down the carrying values of the Group's assets to their recoverable amounts, to provide for any further liabilities from which might arise, and to reclassify non-current assets and non-current liabilities as current assets and current liabilities, respectively. The effects of these adjustments have not been reflected in the consolidated financial statements.

### 審核保留意見的詳情以及管理層有關審核保留意見的立場、意見及評估

鑒於該公告所載截至二零二四年十二月三十一日止年度之綜合財務報表附註2詳述的狀況，核數師認為，存在重大不確定性，可能對本集團持續經營的能力帶來重大疑慮。本集團是否能持續經營將取決於本集團產生足夠的財務及經營現金流的能力。於二零二四年十二月三十一日，本集團若干借款本金約人民幣1,212,708,000元及可換股債券約人民幣282,125,000元已根據借款協議的還款時間表逾期。鑒於相關情況，於評估本集團是否擁有充足財務資源繼續持續經營時，本集團的管理層（「管理層」）充分考慮本集團未來流動資金及表現以及其可用財務資源。為緩解本集團的流動資金壓力及改善現金流狀況，管理層亦已採取並將繼續執行本報告所述的各項措施。因此，董事認為，按持續經營基準編製本集團截至二零二四年十二月三十一日止年度之綜合財務報表乃恰當之舉。

核數師未能就編製綜合財務報表時採用持續經營會計基準的適當性取得足夠的適當審核憑證。倘本集團無法以持續經營基準經營，則須作出調整，將本集團資產的賬面值撇減至其可收回金額，為可能產生的任何進一步負債作出撥備，並將非流動資產及非流動負債分別重新分類為流動資產及流動負債。該等調整的影響並未反映在綜合財務報表中。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The Management has been continuously negotiating with the Group's existing lenders on the renewal of or extension for repayment of outstanding borrowings such that no actions will be taken by the relevant lenders to demand immediate repayment of the borrowings with interest payments in default, including those with cross-default terms and hope to extend the due date and the repayment schedules of the outstanding borrowings. As of 31 December 2024, the outstanding amount of the total principal is RMB1,212.7 million. According to the recent negotiations with various financial institutions and the current market situations, the Management considers that after repayment or waive of overdue interests, the financial institutions will be willing to extend the current repayment schedule of outstanding borrowings and waive the penalty interest.

管理層一直與本集團現有貸款人就未償還借款的續期或延期償還進行磋商，以確保相關貸款人不會採取行動要求立即償還拖欠利息的借款，包括有交叉違約條款的借款，並希望延長未償還借款的到期日及還款時間表。截至二零二四年十二月三十一日，未償還本金總額為人民幣1,212.7百萬元。根據近期與各金融機構的磋商及目前的市場情況，管理層認為在償還或豁免逾期利息後，金融機構將願意延長目前未償還借款的還款期及豁免罰息。

#### Mitigation measures disclosed in the 2023 annual report of the Group

本集團二零二三年年報披露的緩解措施

#### Reasons such measures failed to resolve the Audit Modification in 2024

此類措施未能解決二零二四年審核保留意見的原因

- |   |  |
|---|--|
| <p>i. Continuously negotiating with various financial institutions on the renewal of or extension for repayment of outstanding borrowings, including those with overdue principals and interests;</p> <p>i. 就尚欠借款(包括已逾期本金及利息)正與各家金融機構繼續磋商達成重續或延展還款安排；</p> <p>ii. Continuously negotiating with various financial institutions and potential lenders/investors to identify various options for additionally financing the Group's working capital and commitments in the foreseeable future;</p> <p>ii. 與各家金融機構以及潛在貸款人／投資者繼續磋商及物色多種選擇為本集團可見將來的營運資金及承擔額外撥資；</p> | <p>The commercial real estate business environment in the PRC has yet to fully recover. Banks and financial institutions in the PRC tended to adopt a more conservative and risk avoidance approach in granting new loans or extending existing loans to the real estate sector.</p> <p>中國的商業房地產業務環境尚未完全恢復。中國的銀行及金融機構在向房地產行業發放新貸款或延長現有貸款時更多採取更為保守及風險規避的方法。</p> |
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**Mitigation measures disclosed in the 2023 annual report of the Group**

本集團二零二三年年報披露的緩解措施

**Reasons such measures failed to resolve the Audit Modification in 2024**

此類措施未能解決二零二四年審核保留意見的原因

- iii. Accelerating the pre-sale and sale of properties under development and completed properties, such as Shandong Project and controlling costs and controlling capital expenditure so as to generate adequate net cash inflows;
- iii. 加速開發中物業及已竣工物業之預售和銷售諸如山東項目，以及控制成本和控制資本開支，從而產生充足現金流入淨額；

The Group has partially completed the pre-sale and sale of Block 9 and no. 16 of the 4th phase of the residential zone of Shandong Project in 2024 and continues to sell the rest of the Block 9 and no. 16 of the residential properties.

本集團已於二零二四年完成山東項目第四期住宅區第9座及第16座的部分預售及銷售工作，並繼續銷售餘下的第9座及第16座住宅物業。

The main structure and exterior façade of Blocks no. 9 and no. 16 of the fourth phase of the residential zone of the Shandong Project has been completed. The remaining construction works of phase 4 of the Shandong Project is scheduled to commence in August 2025 and the expected presale commencement and construction completion date are March 2026 and June 2026, respectively.

山東項目第四期住宅區第9座及第16座的主體結構及外牆已完成。山東項目的第四期餘下工程預計於二零二五年八月動工，預期預售開始日期及工程竣工日期分別為二零二六年三月及二零二六年六月。

The Management has been negotiating financing arrangements with self-financed contractor, who will advance construction costs during the contract period, settlement will not occur at the topping-off stage but rather at or around the handover stage, with payments made according to the sales proceeds. The number of contractors interested in such arrangement has increased in light of the policies and initiatives introduced by the PRC policymakers to stabilise the PRC property market and prevent further declines.

管理層一直與自負盈虧的承建商商討融資安排，承建商將於合約期內墊支建築成本，結算將不會於封頂階段進行，而是於交樓階段或其前後進行，並根據銷售所得款項支付。鑑於中國決策者為穩定中國房地產市場及防止市場進一步下滑而推出的政策及措施，對此類安排感興趣的承建商數目有所增加。



## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

#### Mitigation measures disclosed in the 2023 annual report of the Group

本集團二零二三年年報披露的緩解措施

#### Reasons such measures failed to resolve the Audit Modification in 2024

此類措施未能解決二零二四年審核保留意見的原因

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|---|--|
| <p>iv. Actively procuring and negotiating the preliminary terms with large property development enterprises for the sale of individual property development project or whole commercial property at a price deemed appropriate.</p> <p>iv. 積極促使及與大型物業開發企業磋商有關出售個別物業開發項目或整棟商用房的初步條款(倘認為價格合適)。</p> <p>v. Actively accelerate the de-stocking of its properties by selling the residential properties in Shandong and the whole or portion of commercial properties in Taizhou and Shanghai as a package, with a view to accelerating the recovery of working capital to improve its liability and financial gearing conditions.</p> <p>v. 積極加快其物業去庫存，將位於山東的住宅物業及位於台州及上海的商業物業全部或部分配套出售，以加快回收營運資金，改善其負債及財務資產負債狀況。</p> | <p>The Group is negotiating with other property development enterprise and investors in relation to Shanghai property development project and have done preliminary due diligence work but since the real estate market has yet to fully recover, such negotiations were either not fruitful or proceeded very slowly.</p> <p>本集團正與其他物業開發企業及投資者就上海物業開發項目進行磋商並已開展初步盡職審查工作，但由於房地產市場尚未完全恢復，該等談判均無成果或進展緩慢。</p> <p>The Group is negotiating with other property development enterprises and investors in relation to Shanghai property development project and have done preliminary due diligence work but since the real estate market has yet to fully recover, such negotiations did not proceed smoothly.</p> <p>本集團正與其他物業開發企業及投資者就上海物業開發項目進行磋商並已開展初步盡職審查工作，但由於房地產市場尚未完全恢復，有關磋商未能順利進行。</p> <p>The Management is also planning to renovate the commercial properties in Shanghai and Taizhou to increase its underlying value before selling the commercial properties of the said project. The renovation costs are expected to be funded by a private investor through a profit-sharing scheme or by advanced receipts from customers and operating cash flow.</p> <p>管理層亦計劃在出售上述項目的商業物業前，翻新位於上海及台州的商業物業，以提升其相關價值。預期翻新成本將由私人投資者透過利潤分享計劃或客戶預收款項及營運現金流撥付。</p> |
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### The action plan in response to the audit modification of the group and the impact of the audit modification on the financial position of the company

In response to the uncertainties that may cast doubt regarding the Group's ability to continue as a going concern and for the purpose of the removal of the Audit Modification, the Company has adopted and intends to continue the implementation of the following measures, including but not limited to:

- (i) continuously negotiating with various financial institutions on the renewal of or extension for repayment of outstanding borrowings, including those with overdue principals and interests. The Management has been continuously negotiating with the Group's existing lenders on the renewal of or extension for repayment of outstanding borrowings such that no action will be taken by the relevant lenders to demand immediate repayment of the borrowings with interest payments in default, including those with cross-default terms and hope to extend the due date and the repayment schedules of the outstanding borrowings.
- (ii) continuously negotiating with various financial institutions and potential lenders/investors to identify various opportunities for additionally financing the Group's working capital and commitments in the foreseeable future. As of the date of this report, the Company negotiated with current and other banks and financial institutions using the lands held by the Group as guarantees on the additional financing. The Management has also been negotiating financial arrangements with self-financed contractor, who will advance construction costs during the contract period, settlement will not be occurred at the topping-off stage but rather at or around the handover stage, with payments made according to the sales proceeds.
- (iii) accelerating the pre-sale and sale of properties under development and completed properties, such as Shandong Project and controlling costs and containing capital expenditure so as to generate adequate net cash inflows for the Group. The Group has partially completed the pre-sale and sale of Block 9 and no. 16 of the fourth phase of the Shandong Project in 2024 and continues to sell the rest of the Block 9 and no. 16 of the residential properties. The main structure and exterior façade of Blocks no. 9 and no. 16 of the fourth phase of the residential zone of the Shandong Project has been completed. The remaining construction works of the fourth phase is scheduled to commence in August 2025 and the expected presale commencement and construction completion date are March 2026 and June 2026, respectively.

### 本集團應對審核保留意見的行動計劃及審核保留意見對本公司財務狀況的影響

為應對可能對本集團持續經營的能力帶來疑慮的不確定性，且出於撤銷審核保留意見之目的，本公司已採取並擬繼續執行下述的各項措施，包括但不限於：

- (i) 就尚欠借款（包括已逾期本金及利息）與各家金融機構繼續磋商達成重續或延展還款安排。管理層一直就尚欠借款達成重續或延展還款安排與本集團的現有貸款人磋商以確保相關貸款人不會採取行動以要求即時償還拖欠的借款及利息（包括交叉違約條款所涵蓋的借款及利息）及希望延展到期日及尚欠借款的還款時間表。
- (ii) 與各家金融機構及潛在貸款人／投資者持續磋商為本集團於可見將來的營運資金及承擔物色各種額外融資的機會。截至本報告日期，本公司以本集團持有的土地作為擔保，與現有及其他銀行及金融機構磋商，以獲得額外融資。管理層一直與自負盈虧的承建商商討融資安排，承建商將於合約期內墊支建築成本，結算將不會於封頂階段進行，而是於交樓階段或其前後進行，並根據銷售所得款項支付。
- (iii) 加速開發中物業及已竣工物業之預售和銷售，諸如山東項目，以及控制成本和控制資本開支，從而為本集團帶來充足現金流入淨額。本集團已於二零二四年完成山東項目第四期第9座及第16座的部分預售及銷售工作，並繼續銷售餘下的第9座及第16座住宅物業。山東項目第四期住宅區第9座及第16座的主體結構及外牆已完成。第四期餘下工程預計於二零二五年八月動工，預期預售開始日期及工程竣工日期分別為二零二六年三月及二零二六年六月。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The Management considers the proceeds from the aforementioned presales and sales are sufficient to complete the remaining construction work for Blocks 9 and 16 of the Shandong Project, while effectively controlling costs and capital expenditures to achieve cash flow breakeven. The Management has also been negotiating financing arrangements with self-financed contractor, who will advance construction costs during the contract period, settlement will not occur at the topping-off stage but rather at or around the handover stage, with payments made according to the sales proceeds. Due to weak market conditions, the management is committed to implementing attractive sales promotion plans and strategies to sell residential properties, thereby maintaining adequate cash inflows.

Majority of the net proceeds from the Shandong Project has been and will be used for the repayment of the outstanding borrowings.

- (iv) actively procuring and formulating the preliminary terms with large property developers to sell individual property development projects or whole commercial properties at an appropriate price.

The Group is in discussions with other property developers and investors regarding the Shanghai real estate development project and has completed preliminary due diligence. However, due to the incomplete recovery of the real estate market, these negotiations have yet to progress smoothly. The Management is actively seeking new investors to participate in the redevelopment projects in Shanghai and Taizhou, aiming to increase their underlying value and to accelerate the sales of commercial properties more rapidly and effectively.

The Management estimated that most of the net proceeds from the Shanghai Project will be used for the repayment of the outstanding borrowing. The sale of the Shanghai Project might constitute a transaction of the Company subject to announcement pursuant to Chapter 14 of the Listing Rules and subject to the relevant requirements under the Listing Rules.

- (v) actively accelerate the de-stocking of its properties by selling the residential properties in Shandong and the whole or portion of commercial properties in Taizhou and Shanghai as a package, with a view to accelerating the recovery of working capital to improve its liability and financial gearing conditions.

管理層認為上述預售及銷售所得款項足以完成山東項目第9座及第16座的餘下建築工程，並有效控制成本及資本開支，以應付現金流的收支平衡。管理層一直與自負盈虧的承建商商討融資安排，承建商將於合約期內墊支建築成本，結算將不會於封頂階段進行，而是於交樓階段或其前後進行，並根據銷售所得款項支付。由於市況疲弱，管理層致力推出具吸引力的銷售推廣計劃及策略，以出售住宅物業，從而維持充足的現金流入。

大部分山東項目所得款項淨額已經並將用於償還尚欠借款。

- (iv) 積極促使並與大型物業開發商制定初步條款，以按合適的價格銷售個別物業開發項目或整棟商用物業。

本集團正與其他物業開發商及投資者就上海物業開發項目進行磋商，並已完成初步盡職審查工作，但由於房地產市場仍未全面復甦，該等磋商未能順利進行，管理層積極爭取新投資者參與投資上海及台州的 rebuilding 項目，旨在增加其基本價值及更快及更有效地加快商業物業的銷售。

管理層估計上海項目的大部分所得款項淨額將用於償還尚欠借款。出售上海項目可能構成上市規則第14章下本公司須予公佈的交易，並將須遵守上市規則的相關規定。

- (v) 積極加快物業去庫存，透過配套出售山東的住宅物業以及台州及上海的全部或部分商業物業，務求加快收回營運資金改善其負債及財務槓桿狀況。

Due to weak market conditions, the Company's management is committed to implementing attractive sales promotion plans and strategies to sell residential properties, thereby ensuring ample cash inflows. Additionally, the management has initiated proposals for capital restructuring and a rights issue to raise funds of up to HKD84.2 million, which will be used to repay the Company's borrowings and maintain sufficient working capital to support its normal operations. For details, please refer to the announcement dated 6 December 2024.

Under the influence of the negative property market debt crisis since 2022 onward, the nationwide sale of the residential and commercial properties has been severely and adversely affected. Therefore, the Group failed to implement its previous plans effectively, including accelerating the sale of its properties under development or completed properties as expected or the sale of the Shandong residential project to repay the borrowings during the year ended 31 December 2024.

However, in view of the global economic downturn, deterioration of geopolitical relationships and the drag on China's overall real estate market recovery, the central government of the PRC launched a series of policies to stabilize the sound development of the real estate market on 17 May 2024 and 24 September 2024 respectively, including the introduction of a "white list" policy, lowering of down payment ratios, reduction of restrictions on housing purchases and provision of financing support to developers. With various cities relaxing restrictions on purchases and loans, followed by the introduction of "three-arrow" measures such as guaranteeing the delivery of properties, credit, debt issuance and equity financing, which are all favourable to real estate developers, the downturn of the real estate market is expected to stabilise and gradually reverse.

The property market and investment sentiment is expected to gradually stabilise and recover. In the best case scenario, assuming (i) the Company could sell the whole or portion of commercial properties in Taizhou and Shanghai as a package; (ii) the Company is able to successfully extend the repayment schedules of existing borrowings; and (iii) financial institutions are willing to waive penalty after repayment of overdue principal and/or interest, it will be able to fully repay all overdue interests and principal.

Even if the Company could not sell the whole or portion of commercial properties in Taizhou and Shanghai as a package, assuming (i) the Company is able to sell its residential properties in Shandong and commercial properties in Taizhou and Shanghai to individual customers; (ii) the Company is able to sell whole of commercial properties in Shanghai as a package; (iii) the Company is able to successfully extend the repayment schedules of existing borrowings; and (iv) financial institutions are willing to waive penalty after repayment of overdue principal and/or interest, the Company will be able to fully repay the overdue interest and principal of the borrowings.

由於市場疲弱，本公司管理層致力推出具吸引力的銷售推廣計劃及策略，以出售住宅物業，從而維持充裕的現金流入狀況。此外，本公司管理層已展開資本重組及供股之建議，以籌集約不超過84.2百萬港元之資金，以償還本公司借款及維持充足營運資金以應付公司之正常營運。詳情請參閱日期為二零二四年十二月六日之公告。

在二零二二年以來負面房產市場債務危機的影響下，全國範圍內的住宅及商業物業的銷售已經受到嚴峻不利影響。因此，本集團未能有效執行其先前的計劃，包括於截至二零二四年十二月三十一日止年度以預期速度加快開發中物業及已竣工物業的銷售或出售山東住宅項目以償還借款。

然而，鑒於全球經濟低迷，地緣政治持續惡化加劇，惟於二零二四年五月十七日及二零二四年九月二十四日分別推出一系列穩定房地產市場健康發展的中央政策措施後，拖累中國房地產市場的整體復甦，其中包括推出「白名單」政策、降低首付比例、減少住房限購及向發展商提供融資支持等。隨著各城市放寬限購、限貸，以及隨後推出的保證交樓、信貸、發債、股權融資等「三箭」措施，均對物業開發商有利，房地產市場的低迷勢頭有望穩定並逐漸扭轉。

預期物業市場及投資氣氛將逐漸回穩復甦。於最佳情境下，假設(i)本公司能配套出售台州及上海的全部或部分商業物業；(ii)本公司能成功延長現有借款的還款時間表；以及(iii)金融機構願意豁免逾期償還本金及／或利息的罰款，本公司將能悉數償還所有逾期利息及本金。

儘管本公司未能成功配套出售台州及上海的全部或部分商業物業，假設(i)本公司能向個人客戶出售其山東的住宅物業及台州及上海的商業物業；(ii)本公司能配套出售上海的全部商業物業；(iii)本公司能成功延長現有借款的還款時間表；以及(iv)金融機構願意豁免逾期本金及／或利息的罰款，本公司仍能償還借款的所有逾期利息及本金。



## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

The Management is of the view that the repayment terms of the major liabilities of the Group, i.e. the bank borrowings and convertible bond are negotiable. The Management has been negotiating terms of the liabilities with its major creditors and given the fact that most of the outstanding bank borrowings are secured by properties and the market value of the properties held by the Group exceed the principal amount of total bank borrowings and convertible bonds, the Management considers the Group has the ability to repay the principal amount of total bank borrowings and convertible bonds of the Group and negotiate the waiver of the interest and default penalties eventually in relation to the said liabilities.

Additionally, the Group has been actively developing its existing property development projects. The main structure and exterior façade of Blocks no. 9 and no. 16 of the fourth phase of the residential zone of the Shandong Project has been completed. The remaining construction works of phase 4 of the Shandong Project is scheduled to commence in August 2025 and the expected presale commencement and construction completion date are March 2026 and June 2026, respectively. The Management has been negotiating financial arrangements with self-financed contractor, who will advance construction costs during the contract period, with payments made according to the sales proceeds.

The Management is also planning to renovate the commercial properties in Shanghai and Taizhou to increase its underlying value before selling the commercial properties of the said projects. The renovation costs are expected to be funded by a private investor through a profit-sharing scheme or by advanced receipts from customers and operating cash flows.

Having considered the above, the Management considers it is appropriate to prepare the consolidated financial statements of the Group for the year ended 31 December 2024 on a going concern basis.

However, as the auditor was unable to obtain sufficient appropriate audit evidence about the appropriateness of the use of going concern basis of accounting in preparation of the consolidated financial statements, the auditor of the Group issued the disclaimer of opinion on the Company's consolidated financial statements for the year ended 31 December 2024.

The Audit Modification by itself does not have any material impact on the financial position of the Group for the year ended 31 December 2024. As stated in the independent auditor's report, these events or conditions, along with other matters as set forth in note 2 to the consolidated financial statements, indicate that material uncertainties exist that may cast significant doubt on the Group's ability to continue as a going concern.

管理層認為，本集團主要負債（即銀行借款及可換股債券）的償還條款可議。管理層一直與其主要債權人商討有關負債的條款，鑒於大部分未償還銀行借款均以物業作抵押，而本集團所持物業的市值超過銀行借款總額及可換股債券的本金額，管理層認為本集團有能力償還銀行借款總額及可換股債券的本金額，並商討最終豁免有關上述負債的利息及違約罰款。

此外，本集團一直積極發展其現有物業發展項目。山東項目第四期住宅區9座及16座的主體結構及外牆已完成。山東項目第四期住宅區第9座及第16座的主體結構及外牆已完成。第四期餘下工程預計於二零二五年八月動工，預期預售開始日期及工程竣工日期分別為二零二六年三月及二零二六年六月。管理層一直與自負盈虧的承建商商討財務安排，承建商將於合約期內墊支建築成本，並根據銷售所得款項支付。

管理層亦計劃在出售上述項目的商業物業前，翻新位於上海及台州的商業物業，以提升其相關價值。預期翻新成本將由私人投資者透過利潤分享計劃或客戶預收款項及營運現金流撥付。

經考慮上述因素後，管理層認為按持續經營基準編製本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乃屬適當。

然而，由於核數師未能就編製綜合財務報表時採用持續經營會計基準的適當性取得足夠的適當審核憑證，本集團核數師對本公司截至二零二四年十二月三十一日止年度的綜合財務報表發出不發表意見。

審核保留意見本身對本集團截至二零二四年十二月三十一日止年度的財務狀況並無任何重大影響。誠如獨立核數師報告所述，該等事件或情況，連同綜合財務報表附註2所載的其他事項，顯示存在重大不確定性，可能對本集團持續經營的能力構成重大疑問。

### AUDIT COMMITTEE'S VIEW ON THE AUDIT MODIFICATION

The Audit Committee has been closely communicating with the Management and the Auditor on the Audit Modification. The Management has reported regularly to the Audit Committee on the measures taken to improve the conditions of the Group's cash flow and their progress during the year. The Board and the Audit Committee have taken into account of the following actions taken by the Management prior to publication of the unaudited consolidated financial statements of the Company for the year ended 31 December 2024: including (i) renewal or extension of outstanding borrowings; (ii) additional financing; (iii) accelerating the pre-sale and sale of properties under development and completed properties; (iv) selling properties as a whole; and (v) developing properties through joint efforts of the Company and its potential investors. The Management also provides explanation to the Audit Committee, the reasons that the Company failed to remove the Audit Modification for the year ended 31 December 2024.

Having taken into consideration of the overdue interest of the outstanding loans and the amount of the principal, the Board and the Audit Committee understood that the action plan was still ongoing as at the date of approval of the financial statements and the Company will need time for completing the action plan, in particular the disposal of investment properties which will lead to the Group receiving substantial amount of proceeds and will mitigate the Group's liquidity pressure and address the Audit Modification.

### 審核委員會關於審核保留意見的觀點

審核委員會一直就審核保留意見與管理層及核數師密切溝通。管理層已定期就改善本集團年內現金流狀況及彼等於年內進展所採取的措施向審核委員會匯報。董事會及審核委員會已計及管理層於刊發本公司截至二零二四年十二月三十一日止年度的未經審核綜合財務報表前所採取的下列行動：包括(i)重續或延長尚欠借款；(ii)額外融資；(iii)加速開發中物業及已竣工物業的預售及銷售；(iv)物業整體銷售；及(v)透過本公司及其潛在投資者共同努力開發物業。管理層亦向審核委員會作出解釋，本公司未能撤銷截至二零二四年十二月三十一日止年度的審核保留意見的原因。

經考慮未還貸款的逾期利息及本金數額，董事會及審核委員會知悉於財務報表批准日期，行動計劃仍在進行中，且本公司將需要時間完成行動計劃，尤其是出售投資物業將會使本集團收取大量所得款項，並將緩解本集團的流動資金壓力及應對審核保留意見。

## MANAGEMENT DISCUSSION AND ANALYSIS

### 管理層討論與分析

Based on the above, the Audit Committee believes the Management has used its best endeavors to act in accordance with its previous plan in order to address the Audit Modification and the Audit Committee continues to support the Management point of view on the Audit Modification and agrees that the Group will have sufficient financial resources to continue as a going concern for the next 12 months and have been meeting regularly with the Management for monitoring the progress of its actions taken to address the Audit Modifications.

Given (i) the value of the investment properties owned by the Group amounted to approximately RMB905.9 million as at 31 December 2024; and (ii) residential property market is expected to stabilise and gradually recover in 2025 and the pre-sale and sale of residential properties of the Shandong Project is ongoing, the Audit Committee agreed with the Management that despite the previous plan failed to adequately address the Audit Modification, the Company's revised action plan is reasonable and adequate to resolve the Audit Modification.

The Audit Committee is also of the view that the Management should continue to act in the best interests of the Shareholders in implementing the actions and measures set out in the action plan with the intention of mitigating the Group's liquidity pressure and removing the Audit Modification.

The Company will publish further announcement(s) disclosing any developments and updates on (a) the Company's negotiations with banks and financial institutions; (b) the progress of the pre-sale and sale of properties under development and completed properties; and (c) the disposal of the residential properties in Shandong and whole or portion of commercial properties in Taizhou and Shanghai as a package.

根據上述者，審核委員會相信，管理層已竭盡全力根據其先前計劃行事旨在應對審核保留意見，而審核委員會繼續贊成管理層對審核保留意見的觀點，並同意本集團將有足夠財務資源於未來十二個月繼續持續經營，且已定期與管理層舉行會議，以監察其為處理審核保留意見而採取的行動的進展。

鑒於(i)本集團於二零二四年十二月三十一日所擁有的投資物業價值約為人民幣905.9百萬元；及(ii)住宅物業市場預期於二零二五年穩定並逐漸復原，而預售及銷售山東項目的住宅物業正在進行中，審核委員會贊成管理層意見，儘管先前計劃未能充分應對審核保留意見，本公司經修訂行動計劃屬合理並足以應對審核保留意見。

審核委員會亦認為管理層應繼續以股東的最佳利益執行於行動計劃所載的行動及措施，旨在緩解本集團流動資金壓力及撤銷審核保留意見。

本公司將另行刊發公告以披露有關以下事項的任何進展及更新：(a)本公司與銀行及金融機構進行的協商；及(b)開發中物業及已竣工物業的預售及銷售進度；及(c)配套出售山東的住宅物業以及台州及上海的全部或部分商業物業。

# PROFILES OF DIRECTORS AND SENIOR MANAGEMENT

## 董事及高級管理層簡介

### EXECUTIVE DIRECTORS

**Mr. Chen Chengshou**, aged 59, was appointed as an executive Director, the chairman, chief executive officer, chairman of the Nomination Committee and an authorized representative of the Company on 16 January 2014. Mr. Chen ceased to be an authorized representative of the Company as a result of his intention to concentrate on his other role on the Board on 5 February 2020. He is the founder of the Group and primarily responsible for corporate strategic planning and overall business development of the Group. Mr. Chen had over 30 years of experience in the real estate industry. He has been the chairman of the board of Taizhou City Xinming Real Estate Development Company Limited\* (台州市新明房地產開發有限公司) since February 2007 and a director of certain subsidiaries of the Group. Mr. Chen has been first participated in the management of the property development business in the PRC since June 2001 when he was appointed as the chairman of Hangzhou Taoyuan Shanzhuang Property Development Limited\* (杭州桃源山莊房地產開發有限公司) ("Taoyuan Property").

Mr. Chen is the chairman of Hangzhou City Chamber of Commerce for Enterprises Invested in Hangzhou\* (杭州市來杭投資企業(商會)聯合會), a member of the standing committee of Federation of Industry & Commerce of Zhejiang Province\* (浙江省工商聯), the vice-chairman of Hangzhou Public Diplomacy Association\* (杭州公共外交協會), a member of the Eleventh Hangzhou City Committee of the Chinese People's Political Consultative Conference\* (中國人民政治協商會議第十一屆杭州市委員會), the honorary chairman of the Hangzhou City Wenzhou Chamber of Commerce\* (杭州市溫州商會), the chairman of the Nationwide Taishun Entrepreneurs Fellowship Association\* (全國泰順企業家聯誼會) and the vice chairman of Hangzhou City Chamber of Commerce\* (杭州市總商會). He was appointed as the deputy director of the market committee of Chinese General Chamber of Commerce\* (中國商業聯合會) in March 2013. He has also been a director of Wenzhou Bank since November 2012 and a part-time tutor of master degree in international business of Zhejiang University (浙江大學) since February 2014.

### 執行董事

陳承守先生，59歲，於二零一四年一月十六日獲任為本公司執行董事、主席、行政總裁、提名委員會主席及授權代表。於二零二零年二月五日陳先生因有意專注於其在董事會的其他角色而不再擔任本公司的授權代表。彼為本集團的創辦人，主要負責本集團的公司策略規劃及整體業務發展。陳先生於房地產行業擁有逾30年經驗。彼自二零零七年二月起為台州市新明房地產開發有限公司的董事會主席及本集團若干附屬公司的董事。陳先生自二零零一年六月獲委任為杭州桃源山莊房地產開發有限公司(「桃源房地產」)的主席時初次參與中國物業開發業務的管理。

陳先生為杭州市來杭投資企業(商會)聯合會會長、浙江省工商聯常務委員會委員、杭州公共外交協會副會長、中國人民政治協商會議第十一屆杭州市委員會委員、杭州市溫州商會榮譽會長、全國泰順企業家聯誼會會長及杭州市總商會副會長。彼於二零一三年三月獲委任為中國商業聯合會市場委員會副主任。彼亦自二零一二年十一月起擔任溫州銀行的董事及自二零一四年二月起擔任浙江大學國際商務碩士學位的兼職導師。

\* English name is for identification purpose only.



## PROFILES OF DIRECTORS AND SENIOR MANAGEMENT

### 董事及高級管理層簡介

Mr. Chen was awarded "Excellent Entrepreneur of Hangzhou\* (傑出杭商)" in October 2016, "Outstanding Contribution of Entrepreneurs of Wenzhou for years 2013 to 2015\* (2013-2015年度溫商回歸突出貢獻人物)" in September 2016, "Top ten in Zhejiang Real Estate Industry in the "12th Five-Year Plan"\* (「十二五」浙江房地產十大風雲人物)" in June 2016, "2016 Worldwide Outstanding 30 People of Entrepreneur of Wenzhou (External)\* (二零一六年世界溫商百名風雲人物-在外傑出溫商三十人)" in February 2016; "Wenzhou People of the Year\* (世界溫州人年度人物)" and "One Hundred Excellent Entrepreneur of Wenzhou\* (世界溫商百名風雲人物)" in December 2014; "Entrepreneur with Good Character of Hangzhou\* (品質杭商)" jointly by Hangzhou Municipal Committee of the Communist Party of China\* (中共杭州市委) and The People's Government of Hangzhou\* (杭州市人民政府) in October 2013, "Outstanding Representative of Credible Entrepreneurs of Wenzhou\* (誠信溫商傑出代表)" jointly by Promotion Department of Wenzhou Municipal Committee of the Communist Party of China\* (溫州市委宣傳部) and Wenzhou Credibility Office\* (溫州市信用辦公室) in August 2011, "Outstanding Builder of Socialist Undertaking\* (優秀社會主義事業建設者)" jointly by Hangzhou Municipal Committee of the Communist Party of China\* (中共杭州市委) and The People's Government of Hangzhou\* (杭州市人民政府) in September 2010 and "Staff Caring Excellent Entrepreneur\* (關愛員工優秀企業家)" jointly by Federation of Trade Union of Hangzhou\* (杭州市總工會) and Hangzhou Federation of Industry and Commerce (杭州市工商聯合會) in December 2009.

Mr. Chen obtained a graduation certificate in administrative management (through online courses) from Huazhong University of Science and Technology (華科技大學) in the PRC in July 2013. Mr. Chen obtained an executive master's degree in business administration from Cheung Kong Graduate School of Business (長江商學院) in the PRC in September 2015. Mr. Chen obtained a master's degree in business administration from Tsinghua University in April 2018.

Mr. Chen is the spouse of Ms. Gao, who is a non-executive Director.

Mr. Chen was deemed to be interested in 24,330,000 shares of the Company (within the meaning of Part XV of the Securities and Futures Ordinance (the "SFO") (Chapter 571 of the Laws of Hong Kong)), representing approximately 1.3% of the issued share capital of the Company. Such interests are held by Xinxing Company Limited (a company controlled by Mr. Chen) ("Xinxing"). Save as disclosed, Mr. Chen does not have any interests or short positions in the shares of the Company or its associated corporations within the meaning of Part XV of the SFO.

陳先生於二零一六年十月獲得「傑出杭商」榮譽稱號，於二零一六年九月獲得「2013-2015年度溫商回歸突出貢獻人物」榮譽稱號，於二零一六年六月獲選為「『十二五』浙江房地產十大風雲人物」，於二零一六年二月獲得「二零一六年世界溫商百名風雲人物-在外傑出溫商三十人」榮譽稱號；於二零一四年十二月獲得「世界溫州人年度人物」和「世界溫商百名風雲人物」榮譽稱號；於二零一三年十月獲中共杭州市委及杭州市人民政府共同授予「品質杭商」稱號，於二零一一年八月獲溫州市委宣傳部及溫州市信用辦公室共同授予「誠信溫商」傑出代表稱號，於二零一零年九月獲中共杭州市委及杭州市人民政府共同授予「優秀社會主義事業建設者」稱號及於二零零九年十二月獲杭州市總工會及杭州市工商聯合會共同授予「關愛員工優秀企業家」稱號。

陳先生於二零一三年七月在中國(透過網絡課程)取得華科技大學的行政管理畢業證書。陳先生於二零一五年九月取得中國修讀長江商學院的行政人員工商管理碩士學位。陳先生於二零一八年四月取得清華大學工商管理碩士專業學位。

陳先生為非執行董事高女士的配偶。

陳先生被視為擁有24,330,000股本公司股份之權益(定義見香港法例第571章證券及期貨條例(「證券及期貨條例」)第XV部)，相當於本公司已發行股本約1.3%。有關權益乃透過Xinxing Company Limited(受陳先生控制之公司)(「Xinxing」)持有。除已披露者外，陳先生並無於本公司或其相聯公司之股份中擁有任何其他權益或淡倉(定義見證券及期貨條例第XV部)。

\* English name is for identification purpose only.

## PROFILES OF DIRECTORS AND SENIOR MANAGEMENT

### 董事及高級管理層簡介

**Mr. Feng Cizhao**, aged 49, was appointed as an executive Director with effect from 31 October 2015.

Mr. Feng graduated from Zhejiang University of Finance & Economics (浙江財經學院) and obtained his college degree in accounting in 2005, and then obtained an MBA degree from Zhejiang Gongshang University (浙江工商大學) in 2013.

Mr. Feng has extensive experiences in financing and management. He served as a deputy chief financial officer of Taidi Holdings Group Co. Ltd.\* (泰地控股集團有限公司) from August 2011 to September 2015. He worked with the finance department of Shaoxing Wantong Real Estate\* (紹興萬通房產) and Margaret Business Management Company\* (瑪格麗特商業管理公司) (both subsidiaries of Taidi Group (泰地集團)) as the chief financial officer from September 2006 to July 2011. Mr. Feng acted as the head of office for Hangzhou Qingcheng Real Estate Development Co., Ltd.\* (杭州青城房地產開發有限公司) from October 2002 to September 2006. He held several positions in Zhejiang Quzhou Transportation Group Co., Ltd.\* (浙江衢州汽車運輸集團有限公司) from July 1996 to September 2002, including accountant with the planning and finance department of Zhejiang Quzhou Transportation Group Co., Ltd.\* (浙江衢州汽車運輸集團有限公司), finance manager with the cargo container company and the automobile repair company under Zhejiang Quzhou Transportation Group Co., Ltd.\* (浙江衢州汽車運輸集團有限公司).

Mr. Feng Cizhao retired as an executive Director with effect on 14 April 2025.

**Mr. Zhou Fenli**, aged 55, was appointed as an executive Director on 9 August 2024. He served as the senior management of various companies in China since 2006 and has accumulated over 18 years of experience in finance and corporate management. Mr. Zhou is currently the general manager and executive director of Shenzhen Qianhai Zhongmao Commercial Factoring Co., Ltd.\* (深圳市前海中茂商業保理有限公司), Asia Pacific Kunpeng Financial Leasing (Shenzhen) Co., Ltd.\* (亞太鯤鵬融資租賃(深圳)有限公司) and Zhunxing International Holdings (Shenzhen) Co., Ltd.\* (准興國際控股(深圳)有限公司) which provide financial services in China. Mr. Zhou also currently serves as the independent non-executive director of Millennium Pacific Group Holdings Limited, a company whose shares are listed on GEM of The Stock Exchange of Hong Kong Limited (the "Stock Exchange") (stock code: 8147).

Mr. Zhou Fenli retired as an executive Director with effect on 14 April 2025.

**豐慈招先生**，49歲，於二零一五年十月三十一日獲任為執行董事。

豐先生於二零零五年畢業於浙江財經學院並持有會計專科學位及於二零一三年獲得浙江工商大學企業管理碩士學位。

豐先生具有豐富的財務金融及管理經驗。於二零一一年八月至二零一五年九月期間於泰地控股集團有限公司擔任集團財務副總監。彼於二零零六年九月至二零一一年七月期間於泰地集團下屬紹興萬通房產和瑪格麗特商業管理公司的財務部擔任財務總監。豐先生於二零零二年十月至二零零六年九月期間擔任杭州青城房地產開發有限公司的辦公室主任。彼於一九九六年七月至二零零二年九月於浙江衢州汽車運輸集團有限公司依次擔任浙江衢州汽車運輸集團有限公司計劃財務處之會計、浙江衢州汽車運輸集團有限公司下屬貨聯運集裝箱公司之財務經理以及下屬汽車修理公司之財務經理。

豐慈招先生已退任執行董事，自二零二五年四月十四日起生效。

**周奮力先生**，55歲，於二零二四年八月九日獲委任為執行董事。彼自二零零六年起擔任中國多家公司的高級管理層，已於財務及企業管理方面積累逾18年的經驗。周先生現時為深圳市前海中茂商業保理有限公司、亞太鯤鵬融資租賃(深圳)有限公司及准興國際控股(深圳)有限公司總經理兼執行董事，該等公司於中國提供金融服務。周先生現時亦擔任匯思太平洋集團控股有限公司(其股份於香港聯合交易所有限公司(「聯交所」)GEM上市(股份代號：8147))獨立非執行董事。

周奮力先生已退任執行董事，自二零二五年四月十四日起生效。

\* English name is for identification purpose only.

## PROFILES OF DIRECTORS AND SENIOR MANAGEMENT

### 董事及高級管理層簡介

#### NON-EXECUTIVE DIRECTORS

**Mr. Cao Zhiqiang**, aged 40, was appointed as an executive Director on 9 August 2024. He has 15 years of experience in financial audit, bank compliance risk control and government credit financing. Mr. Cao has served as senior management positions in various Chinese enterprises, including RSM China Accounting Firm (Special General Partnership) and China Everbright Bank Co., Ltd. Hefei Branch. Mr. Cao obtained a Bachelor's Degree in Accounting from Anhui University of Finance and Economics (安徽財經大學) in China in July 2008.

Mr. Cao Zhiqiang was re-designated as a non-executive Director with effect on 11 April 2025.

**Ms. Gao Qiaoqin**, aged 56, was appointed as a non-executive Director on 10 June 2014. She is responsible for advising on overall strategic planning of our Group, but she doesn't participate in the day-to-day management of our Group's business operation. She has over 10 years of experience in the real estate industry.

Ms. Gao obtained a graduation certificate in computer information management (through online courses) from Huazhong University of Science and Technology (華中科技大學) in the PRC in June 2005.

Ms. Gao is the spouse of Mr. Chen, who is the chairman, executive Director and chief executive officer of the Company.

Ms. Gao was deemed to have interests in the 24,330,000 shares of the Company within the meaning of Part XV of the SFO, representing approximately 1.3% of the issued share capital of the Company. Such interests are held by Xinxing (a company controlled by Mr. Chen). Save as disclosed, Ms. Gao does not have any interests or short positions in the shares of the Company or its associated corporations within the meaning of Part XV of the SFO.

Ms. Gao retired as a non-executive Director with effect on 14 April 2025.

#### 非執行董事

**曹志強先生**，40歲，於二零二四年八月九日獲委任為執行董事。於財務審計、銀行合規風險控制及政府信貸融資方面擁有15年經驗。曹先生曾於多家中國企業(包括容誠會計師事務所(特殊普通合夥)及中國光大銀行股份有限公司合肥分行)擔任高級管理職務。曹先生於二零零八年七月獲得安徽財經大學會計學學士學位。

曹志強先生已調職為非執行董事，自二零二五年四月十一日起生效。

**高巧琴女士**，56歲，於二零一四年六月十日獲任為非執行董事。彼負責就本集團的整體策略規劃提供意見，但不參與本集團業務運營的日常管理。彼於房地產行業擁有逾10年經驗。

高女士於二零零五年六月在中國(透過網絡課程)取得華中科技大學的計算機信息管理畢業證書。

高女士為本公司之主席、執行董事兼行政總裁陳先生之配偶。

高女士被視為擁有24,330,000股本公司股份之權益(定義見證券及期貨條例第XV部)，相當於本公司已發行股本約1.3%。有關權益乃透過Xinxing(受陳先生控制之公司)持有。除已披露者外，高女士並無於本公司或其相聯公司之股份中擁有任何其他權益或淡倉(定義見證券及期貨條例第XV部)。

高女士已退任非執行董事，自二零二五年四月十四日起生效。

**Mr. Zhou Zhencun**, aged 63, was appointed as a non-executive Director on 17 November 2021. Mr. Zhou has accumulated more than 41 years of experience in trading and energy fields. He has been a deputy general manager of Central Century Energy Investment Co., Ltd.\* (中部世紀能源投資有限公司) in Henan Province since August 2016. He served as the deputy general manager of China National Offshore Gas & Power (Guangdong) New Energy Co., Ltd.\* (中海氣電(廣東)新能源有限公司) (formerly known as CNOOC Meizhou New Energy Co., Ltd.\* (中海油梅州新能源有限公司)) from July 2015 to August 2016. From August 1980 to June 2015, Mr. Zhou worked in the foreign trade department of Shantou Special Economic Zone Light Industry Material Development Company\* (汕頭經濟特區輕工物資發展公司) and his last position was an operation manager. Mr. Zhou finished his high school education in Chaonan District, Shantou, Guangdong Province in July 1980.

Mr. Zhou Zhencun retired as a non-executive Director with effect on 14 April 2025.

**Mr. Choi Clifford Wai Hong**, aged 66, was appointed as a non-executive Director and a member of the Remuneration Committee on 16 April 2021. On 25 November 2021, he was appointed as an authorized representative of the Company.

Mr. Choi has extensive experience in finance, accounting and management. Mr. Choi joined Pricewaterhouse (formerly known as PricewaterhouseCoopers) in Hong Kong in January 1983 and departed in July 1992 with his last position as manager. He was subsequently a general manager in DCH MSC (China) Limited, NHK Distribution Company Limited and Porsche Centre Hangzhou from July 1992 to June 1999, July 1999 to December 2003 and January 2004 to August 2012, respectively. He then joined Princess Yacht Southern China Limited as a chief executive officer from September 2012 to November 2012 and later on as a director in the NHK Yacht Services division of NHK Distribution Company Limited from December 2012 to August 2017. Mr. Choi then joined Beijing Glory Star Centre Automotive Sales and Service Company Limited (北京極光星徽汽車銷售服務有限公司) as its general manager from September 2017 to January 2018. He has rejoined NHK Distribution Company Limited since 2018 and is currently serving as its director.

**周振存先生**，63歲，於二零二一年十一月十七日獲任為非執行董事。周先生在貿易及能源領域積累了超過41年的工作經驗，於二零一六年八月起在河南中部世紀能源投資有限公司擔任常務副總經理。彼自二零一五年七月至二零一六年八月擔任中海氣電(廣東)新能源有限公司(前稱中海油梅州新能源有限公司)常務副總經理。周先生於一九八零年八月至二零一五年六月期間在汕頭經濟特區輕工物資發展公司擔任外貿部，其最後擔任業務經理。周先生自一九八零年七月於廣東汕頭潮南區高中程度畢業。

周振存先生已退任非執行董事，自二零二五年四月十四日起生效。

**蔡偉康(「蔡先生」)**，66歲，於二零二一年四月十六日獲委任為本公司非執行董事及薪酬委員會成員。於二零二一年十一月二十五日獲委任為本公司授權代表。

蔡先生在財務、會計及管理方面擁有豐富經驗。蔡先生自一九八三年一月起加入香港普華會計師事務所(前稱為羅兵咸會計師事務所)，並於一九九二年七月離職，最後擔任職位為經理。彼其後分別自一九九二年七月至一九九九年六月、一九九九年七月至二零零三年十二月及二零零四年一月至二零一二年八月擔任DCH MSC (China) Limited、NHK Distribution Company Limited及Porsche Centre Hangzhou之總經理。彼隨後自二零一二年九月至二零一二年十一月加入Princess Yacht Southern China Limited，擔任行政總裁，並其後自二零一二年十二月至二零一七年八月擔任NHK Distribution Company Limited及NHK Yacht Services分部總監。蔡先生隨後自二零一七年九月至二零一八年一月加入北京極光星徽汽車銷售服務有限公司，擔任總經理。彼自二零一八年起重新加入NHK Distribution Company Limited，目前擔任其董事。

\* English name is for identification purpose only.



## PROFILES OF DIRECTORS AND SENIOR MANAGEMENT

### 董事及高級管理層簡介

Mr. Choi has also been an independent non-executive director of C&D Newin Paper & Pulp Corporation Limited (formerly known as Samson Paper Holdings Limited) (a company listed on the main board of the Stock Exchange, stock code: 731) since July 2020, and was re-designated as an executive director since May 2021 and re-designated as a non-executive director on 26 January 2022, respectively. Mr. Choi was an executive director and an authorised representative of Arta TechFin Corporation Limited (formerly known as Freeman FinTech Corporation Limited) (a company listed on the main board of the Stock Exchange (stock code: 279)) from 19 November 2020 to 29 October 2021, and a non-executive director of Silk Road Logistics Holdings Limited (a company listed on the main board of the Stock Exchange) from 4 June 2021 to 14 December 2021, and a non-executive director of Silk Road Logistics Holdings Limited (a company listed on the main board of the Stock Exchange (stock code: 988)) from 4 June 2021 to 14 December 2021. Mr. Choi was an independent non-executive director of Bolina Holding Co., Ltd. (former Stock Code: 1190) from 29 January 2021 to 10 March 2021, a company incorporated in the Cayman Islands with limited liability and delisted from the Main Board of the Stock Exchange on 10 March 2021. From December 2021 to 15 January 2024, Mr. Choi also served as an independent non-executive director of Dreameast Group Limited (a company listed on the main board of the Stock Exchange, stock code: 593). Mr. Choi was an independent non-executive director of South Shore Holdings Limited (provisional liquidators appointed) (former Stock Code: 577) from 18 May 2021 to 30 June 2023 and an independent non-executive director of EcoGreen International Group Limited (a company listed on the Main Board of the Stock Exchange, Stock Code: 2341) from 8 November 2022 to 7 January 2024, respectively. Mr. Choi has also been an independent non-executive director of Jiayuan International Group Limited (in liquidation) (former stock code: 2768, a company incorporated in the Cayman Islands with limited liability and is delisted from the main board of the Stock Exchange from 29 October 2024) since 4 June 2024 and an executive director of China Evergrande New Energy Vehicle Group Limited (a company listed on the main board of the Stock Exchange, stock code: 708) since 6 August 2024, respectively.

Mr. Choi obtained a degree of Bachelor of Arts in Economic and Social Studies from The Victoria University of Manchester, United Kingdom (currently known as The University of Manchester), in July 1982. Mr. Choi is a member of (i) The Hong Kong Institute of Certified Public Accountants; (ii) The Institute of Chartered Accountants in England and Wales; (iii) The Association of Chartered Certified Accountants; and (iv) The Taxation Institute of Hong Kong; and is an accredited ESG planner of the International Council for Sustainable Development. Mr. Choi currently holds the Hong Kong Institute of Certified Public Accountants Practising Certificate.

Mr. Choi resigned as a non-executive Director with effect on 24 February 2025.

蔡先生亦自二零二零年七月起擔任建發新勝漿紙有限公司(前稱森信紙業集團有限公司)(於聯交所主板上市之公司, 股份代號: 731)之獨立非執行董事, 並自二零二一年五月起調任執行董事, 於二零二二年一月二十六日調任非執行董事。蔡先生自二零二零年十一月十九日至二零二一年十月二十九日出任裕承科金有限公司(前稱民眾金融科技控股有限公司)(於聯交所主板上市之公司, 股份代號: 279)之執行董事及授權代表以及自二零二一年六月四日至二零二一年十二月十四日出任絲路物流控股有限公司(於聯交所主板上市之公司, 股份代號: 988)之非執行董事。蔡先生自二零二一年一月二十九日至二零二一年三月十日擔任航標控股有限公司(前股份代號: 1190)之獨立非執行董事, 該公司為於開曼群島註冊成立之有限公司, 已於二零二一年三月十日從聯交所主板除牌。自二零二一年十二月至二零二四年一月十五日, 蔡先生亦擔任夢東方集團有限公司(於聯交所主板上市之公司, 股份代號: 593)之獨立非執行董事。蔡先生自二零二一年五月十八日至二零二三年六月三十日擔任南岸集團有限公司(委任臨時清盤人)(前股份代號: 577)之獨立非執行董事及自二零二二年十一月八日至二零二四年一月七日出任中怡國際集團有限公司(於聯交所主板上市之公司, 股份代號: 2341)之獨立非執行董事。蔡先生亦自二零二四年六月四日起出任佳源國際控股有限公司(清盤中)(前股份代號: 2768)之獨立非執行董事, 該公司為於開曼群島註冊成立之有限公司, 已於二零二四年十月二十九日從聯交所主板除牌及自二零二四年八月六日起出任中國恒大新能源汽車集團有限公司(於聯交所主板上市之公司, 股份代號: 708)之執行董事。

蔡先生於一九八二年七月在英國曼徹斯特維多利亞大學(現稱為曼徹斯特大學)取得經濟及社會研究學士學位。蔡先生為(i)香港會計師公會; (ii)英格蘭及威爾斯特許會計師公會; (iii)特許公認會計師公會; 及(iv)香港稅務學會之會員; 並為國際可持續發展協進會認可ESG策劃師。蔡先生目前持有香港會計師公會執業證書。

蔡先生已辭任非執行董事, 自二零二五年二月二十四日起生效。

## INDEPENDENT NON-EXECUTIVE DIRECTORS

**Mr. Khor Khie Liem Alex (formerly known as Mr. Khor Kee Lin)**, aged 56, was appointed as an independent non-executive Director, chairman of the Audit Committee and the Remuneration Committee, and a member of the Nomination Committee of the Company on 16 August 2021. He has accumulated more than 30 years of experience in the field of finance, capital market, financial reporting and financial compliance services. Mr. Khor has held CFO-equivalent positions in several SGX-listed companies, including Regional Finance Director of Showpla Asia Limited (1997-2000), Group Finance Director of TEE International Limited (2000-2002) and Group Finance Director of CFM Holdings Limited (2002-2004).

Since July 2004, Mr. Khor has founded KBS Capital Partners (Singapore) Pte. Ltd. a strategy consulting company. Mr. Khor is currently the Managing Director of KBS Capital Partners (Singapore) Pte. Ltd. ("KBS Capital"). Mr. Khor has been involved in a wide range of capital projects including IPOs, mergers and acquisitions and project financing, as well as accounting, tax, company secretarial compliance and corporate advisory services. Under Mr. Khor's leadership, KBS Capital has successfully completed numerous initial public offerings, mergers and acquisitions and project financing projects for its clients in Singapore, Malaysia and China.

Mr. Khor has been an independent non-executive director and the chairman of the audit committee of Sanai Health Industry Group Company Limited (SEHK: 01889) since February 2021. Since March 2023, he has been the chairman of the nomination committee of Pa Shun International Holdings Limited (SEHK: 00574). Mr. Khor has been an Independent Non-Executive Director and Chairman of the Audit Committee of Davis Communities Ltd (NASDAQ: DTCK) since November 2023 and has been a member of the Audit Committee of JLOGO Holdings Limited (SEHK: 8527) since April 2024.

Mr. Khor graduated from the Association of Chartered Certified Accountants (ACCA) in the United Kingdom and was granted membership and fellow membership of ACCA in 1999 and 2002 respectively. Mr. Khor also graduated from the University of Leicester in the United Kingdom in 2004 with a master degree of Business Administration. Mr Khor is a Chartered Accountant with the Institute of Chartered Accountants of Singapore and the Malaysian Institute of Accountants.

Mr. Khor retired as an independent non-executive Director with effect on 14 April 2025.

## 獨立非執行董事

**許麒麟先生(前稱Khor Kee Lin先生)**，56歲，於二零二一年八月十六日獲委任為本公司獨立非執行董事，審核委員會及薪酬委員會主席及提名委員會成員，在金融、資本市場、財務報告和財務合規領域擁有近30年的經驗。許先生曾在幾家新加坡交易所上市公司擔任首席財務官同等職務，包括Showpla Asia Limited的區域財務總監(1997-2000年)、TEE International Limited的集團財務總監(2000-2002年)和CFM Holdings Limited的集團財務總監(2002-2004年)。

自二零零四年七月，許先生創立了KBS Capital Partners (Singapore) Pte. Ltd. 策略諮詢有限公司。許先生目前一直擔任KBS Capital有限公司(「KBS Capital」)的執行董事。許先生主要提供策略諮詢，參與了多項各種資本運作項目，包括上市、並購和項目融資等，也提供會計、稅務、公司秘書合規和企業諮詢服務。在許先生的領導下，KBS Capital已為其新加坡、馬來西亞和中國的客戶成功完成了眾多首次公開募股、並購和項目融資等項目。

許先生自二零二一年二月起擔任三愛健康產業集團有限公司(香港聯交所代碼：01889)的獨立非執行董事及審核委員會主席。自二零二三年三月起擔任百順國際控股有限公司(香港聯交所股票代碼：00574)提名委員會主席。自二零二三年十一月起擔任Davis Communities Ltd(納斯達克股票代碼：DTCK)獨立非執行董事兼審計委員會主席。自二零二四年四月起擔任JLOGO Holdings Limited(香港聯交所代碼：8527)獨立非執行董事。

許先生畢業於英國特許公認會計師公會(ACCA)，並分別於一九九九年及二零零二年獲ACCA會員及資深會員。許先生還於二零零四年畢業於英國萊斯特大學，獲得工商管理碩士學位。許先生是新加坡特許會計師協會和馬來西亞會計師協會的特許會計師。

許先生已退任獨立非執行董事，自二零二五年四月十四日起生效。

## PROFILES OF DIRECTORS AND SENIOR MANAGEMENT

### 董事及高級管理層簡介

**Mr. Chiu Kung Chak**, aged 43, was appointed as an independent non-executive Director, a member of Audit Committee, Remuneration Committee and Nomination Committee of the Company on 1 November 2021. He has accumulated 13 years of experience in finance and real estate market in the People's Republic of China (the "PRC"). Mr. Chiu co-founded Vision Capital Group Limited in 2014 and currently serves as its director and principal. From April 2012 to June 2014, Mr. Chiu worked as a business manager for the construction of Henderson Centre, Guangzhou. From July 2008 to February 2012, he served as a regional manager of Jiangsu Zhongli Group Co., Ltd., a company listed on the Shenzhen Stock Exchange (stock code: 002309.SZ), and was responsible for overseeing business in the PRC. Mr. Chiu obtained a bachelor of arts (honours) in social policy and administration from the University of Nottingham in 2007. Mr. Chiu obtained a master degree of science in international business from the Business School of the University of Nottingham in 2008.

Mr. Chiu retired as an independent non-executive Director with effect on 14 April 2025.

**Mr. Lau Wai Leung, Alfred**, aged 44, was appointed as an independent non-executive Director and a member of Audit Committee of the Company on 17 November 2021. Mr. Lau has accumulated more than approximately 20 years of experience in accounting, corporate finance, debt restructuring and private equity investment. Mr. Lau has been the company secretary of Risecomm Group Holdings Limited ("Risecomm") (stock code: 1679), a company listed on the Main Board of the Stock Exchange, since July 2020 and the financial controller of its subsidiary, Risecomm (HK) Holding Co., Limited. Mr. Lau was a director of Risecomm from November 2017 to June 2020, and was subsequently appointed as an executive director of Risecomm since January. Mr. Lau has served as an independent non-executive director of Sau Sau Tong Holdings Limited (listed on the GEM of the Stock Exchange, stock code: 8200) since December 2016. He was an independent non-executive director of Samson Paper Holdings Limited (listed on the Main Board of the Stock Exchange, stock code: 731) from July 2020 to May 2021 and has been re-designated as an executive director since May 2021. In January 2022, Mr Lau resigned as an executive director of the company. Since August 2022, Mr Lau has been an independent non-executive director of Seek Education Technology Group Limited (listed on the NASDAQ Stock Exchange (Stock Code: JZ)). He obtained a bachelor's degree in business administration from the City University of Hong Kong in 2002. He is a member of the American Institute of Certified Public Accountants and a certified public accountant in Washington State of the United States of America.

Mr. Lau resigned as an independent non-executive Director with effect on 10 December 2024.

**趙公澤先生**，43歲，於二零二一年十一月一日獲委任為本公司獨立非執行董事，審核委員會成員、薪酬委員會成員及提名委員會成員。在中華人民共和國（「中國」）金融和地產市場方面積累了13年的工作經驗。趙先生為二零一四年設立的Vision Capital Group Limited的共同創始人，現時擔任其董事及負責人。趙先生於二零一二年四月至二零一四年六月就廣州恒基中心建設擔任業務經理。於二零零八年七月至二零一二年二月期間擔任深圳證券交易所上市公司江蘇中利集團股份有限公司（股份代號：002309.SZ）區域經理，負責監管中國業務。趙先生自二零零七年於諾丁漢大學取得社會政策及行政學（榮譽）文學士。趙先生於二零零八年在諾丁漢大學商學院取得國際商務理學碩士學位。

趙先生已退任獨立非執行董事，自二零二五年四月十四日起生效。

**劉偉樑（「劉先生」）**，44歲，於二零二一年十一月十七日獲委任為本公司獨立非執行董事及審核委員會成員。劉先生於會計、企業融資、債務重組及私募股權投資擁有約20年的經驗。劉先生自二零二零年七月起，劉先生出任聯交所主機板上市公司瑞斯康集團控股有限公司（「瑞斯康」）（股份代號：1679）之公司秘書及其下屬瑞斯康（香港）有限公司（Risecomm (HK) Holding Co., Limited）擔任財務主管。劉先生於二零一七年十一月至二零二零年六月擔任瑞斯康之董事。彼其後於二零二一年一月起獲委任為執行董事。劉先生自二零一六年十二月起於修身堂控股有限公司（於聯交所GEM上市，股份代號：8200）擔任獨立非執行董事職務。彼自二零二零年七月至二零二一年五月期間擔任森信紙業集團有限公司（於聯交所主機板上市，股份代號：731）的獨立非執行董事並於二零二一年五月起調任為執行董事。於二零二二年一月，劉先生辭任該公司執行董事職務。劉先生自二零二二年八月起於見知教育科技集團有限公司（於納斯達克股票交易所上市，股份代號：JZ）擔任獨立非執行董事。彼於二零零二年取得香港城市大學工商管理學士學位。彼為美國執業會計師公會會員及美國華盛頓州之執業會計師。

劉先生已辭任獨立非執行董事，自二零二四年十二月十日起生效。



**Ms. Lee Yin Man**, aged 41, was appointed as an independent executive Director on 9 August 2024. She has 15 years of experience in human resources management, administration, company secretarial services and corporate communications of various companies listed on the Stock Exchange. From August 2016 to January 2018, Ms. Lee served as the human resources director of China Innovation Investment Limited (stock code: 1217). From February 2018 to December 2019, Ms. Lee served as the administration and human resources manager of Hope Life International Holdings Limited, a company whose shares are listed on the Main Board of the Stock Exchange (stock code: 1683). From January 2020 to March 2023, Ms. Lee served as the administration and human resources director of Greater Bay Convergence Services Limited. Ms. Lee holds a Bachelor of Arts Degree from the City University of Hong Kong and a Master Degree in Human Resources Management from Hong Kong Baptist University.

**Ms. Huang Chunlian**, aged 29, was appointed as an independent executive Director on 9 August 2024. She has over 7 years of experience in finance and corporate management. Ms. Huang has served as the financial director of Shenzhen Guangyi Xiangtong Trading Company Limited\* (深圳市廣翊翔通貿易有限公司) since 2020. Ms. Huang obtained a Bachelor's Degree in Accounting from South China Normal University (華南師範大學) in China in 2020.

**Ms. Chan Wai Yan**, aged 29, obtained a bachelor's degree in Accounting from University of Hull in England. Ms. Chan is a member of the Hong Kong Institute of Certified Public Accountants. Ms. Chan has over 8 years of financial and accounting experiences. Ms. Chan is currently an INED of Hope Life International Holdings Limited (stock code: 1683), since October 2023, an INED of Royal Century Resources Holdings Limited (stock code: 8125), since May 2024 and an independent non-executive director of OneConstruction Group Limited (Nasdaq stock code: ONEG) since the listing in December 2024.

## CHANGES IN INFORMATION OF DIRECTORS

Save as disclosed in this section, there are no other changes to the Directors' information as required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

**李彥雯女士**，41歲，於二零二四年八月九日獲委任為獨立執行董事。彼於人力資源管理、行政、公司秘書服務及多家聯交所上市公司的企業通訊方面擁有15年經驗。自二零一六年八月至二零一八年一月，李女士擔任中國創新投資有限公司(股份代號：1217)人力資源總監。自二零一八年二月至二零一九年十二月，李女士擔任曠逸國際控股有限公司(其股份於聯交所主板上市(股份代號：1683))行政及人力資源經理。自二零二零年一月至二零二三年三月，李女士擔任大灣滙人力資源服務有限公司行政及人力資源總監。李女士持有香港城市大學文學學士學位及香港浸會大學人力資源管理碩士學位。

**黃春蓮女士**，29歲，於二零二四年八月九日獲委任為獨立執行董事。彼於財務及企業管理方面擁有逾7年經驗。自二零二零年起，黃女士擔任深圳市廣翊翔通貿易有限公司的財務總監。黃女士於二零二零年取得華南師範大學會計學學士學位。

**陳慧恩女士**，29歲，獲得英格蘭赫爾大學會計學學士學位。陳女士為香港會計師公會會員。陳女士在財務及會計方面擁有超過8年的經驗。陳女士自二零二三年十月起目前為曠逸國際控股有限公司(股份代號：1683)之獨立非執行董事、自二零二四年五月起擔任仁德資源控股有限公司(股份代號：8125)之獨立非執行董事以及自二零二四年十二月建築集團有限公司(納斯達克股份代號：ONEG)上市起擔任其獨立非執行董事。

## 董事資料變更

除本節披露者外，概無其他須根據上市規則第13.51B(1)條予以披露的董事資料變更。

\* English name is for identification purpose only.



# DIRECTORS' REPORT

## 董事會報告書

The Directors present to the shareholders the Directors' report together with the audited consolidated financial statements of the Group for the Year.

### PRINCIPAL ACTIVITIES

The Company is an investment holding company and the current and continuing principal activities of the Group are property development, property investment and property leasing during the Year under Review. The principal activities and other particulars of its subsidiaries as at 31 December 2024 are set out in Note 39 to the consolidated financial statements.

As required by the Schedule 5 of the Hong Kong Companies Ordinance, business review regarding business of the Group can be found in the Chairman's Statement and Management Discussion and Analysis set out on pages 4 to 7 and pages 8 to 32 respectively. An indication of possible future development in the Group's business can be found in the Management Discussion and Analysis set out on page 14 of this annual report. This discussion forms part of this Directors' report.

### BUSINESS REVIEW

#### Compliance with laws and regulations

To the best of the knowledge of the Board and the management, the Group complied with the relevant laws and regulations which constitutes material impact on the business and operation of the Company and its subsidiaries in all material respects during the year ended 31 December 2024.

Due to the nature of the business of the Group, the Directors are of the opinion that there are no specific laws or regulations related to environmental protection which have a significant impact on the operations of the Group. Environmental protection policies and performance regarding the Group are set out in "Environmental, Social and Governance Report" on pages 94 to 129.

#### Relationship with employees, customers and suppliers

Remuneration packages of employees are determined generally with reference to prevailing market terms and individual qualifications. Salaries and wages are normally reviewed on an annual basis based on performance appraisals and other relevant factors. Apart from salary payments, there are other staff benefits including pension and performance related bonus.

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. These subsidiaries are required to contribute 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.

董事謹向股東提呈董事會報告書連同本集團於本年度之經審核綜合財務報表。

### 主要業務

本公司為投資控股公司，本集團於回顧年度之目前及持續主要活動為物業開發、物業投資以及物業租賃。其附屬公司於二零二四年十二月三十一日之主要業務及其他資料載於綜合財務報表附註39。

根據香港公司條例附表5所規定，有關該等業務之回顧審視本集團業務載於第4頁至第7頁主席報告及第8至第32頁管理層討論與分析。有關本集團業務未來可能發展之指引載於本年報第14頁管理層討論與分析。該討論構成本董事會報告之一部份。

### 業務審視

#### 遵守法規

據董事會及管理層所深知，於截至二零二四年十二月三十一日止年度，本集團於各重大方面遵守對本公司及其附屬公司業務及運營產生重大影響的相關法律及法規。

基於本集團業務之性質，董事認為並無有關環境保護的任何特定法律或法規會對本集團之營運造成重大影響。有關本集團環保政策及表現載於第94頁至第129頁環境、社會及管治報告書。

#### 與僱員、客戶及供應商之關係

僱員薪酬待遇一般參考現行市場條款及個人資歷制定。薪金及工資一般會每年根據績考表現評估及其他相關因素檢討。除工資外，本集團另有其他員工福利，包括養老金及個人表現掛鉤花紅。

於中國內地營運的本集團附屬公司的僱員須參與地方市政府管理的中央退休金計劃。該等附屬公司須按其工資成本的若干比例向中央退休金計劃供款。供款於按照中央退休金計劃的規定應付時自損益扣除。

Relationship with customers is the fundamental of business. The Group fully understands this principle and thus maintains close relationship with customers to fulfil their immediate and long-term need. Given the nature of its business, the Group has no major suppliers which have a material impact on its operations, but the Group is striving to maintain fair and cooperative relationship with suppliers. Details are set out in "Environmental, Social and Governance Report".

客戶關係乃生意之根本，本集團深悉此原則，故會與客戶保持密切關係以滿足其當下及長期之需要。基於業務之性質，本集團並無任何對其營運有重大影響之主要供應商，惟本集團致力與供應商維持公平及合作之關係。有關詳細內容載於環境、社會及管治報告書內。

## PRINCIPAL RISKS AND UNCERTAINTIES

### (1) Intensified competition may materially and adversely affect our business, results of operations and financial condition

Competition within the PRC real estate industry is intense. Both domestic and overseas property developers have also entered the property development markets in cities where we have operations. Some of them may have more financial, marketing, technical or other resources than us. Competition among property developers may cause an increase in land premium and raw material costs, shortages in quality construction contractors, surplus in property supply leading to decreasing property prices, further delays in issuance of governmental approvals, and higher costs to attract or retain skilled employees. If we fail to compete effectively, our business, results of operations and financial condition may be materially and adversely affected.

### (2) PRC economic, political and social conditions as well as government policies could adversely affect our business and prospects

All of our revenue during the Year under Review was derived from our operations in the PRC. Our Group anticipates that China will remain our primary market in the foreseeable future. Accordingly, our business, prospects, results of operation and financial position are, to a significant extent, subject to the economic, political and legal developments of the PRC.

The PRC economy differs from the economies of most of the developed countries in many aspects, including political structure, PRC government involvement and control of housing policies.

## 主要風險及不明朗因素

### (1) 競爭加劇或會對本集團的業務、經營業績及財務狀況造成重大不利影響

中國房地產業競爭激烈。國內外物業開發商亦已進佔本集團已有業務的城市的物業開發市場。當中若干開發商可能較我們擁有更多財政、營銷、技術或其他資源。物業開發商之間的競爭或會造成土地出讓金及原材料成本增加、優質建築承包商短缺、物業供應過剩，導致房價下跌、進一步延遲發出政府批文，及吸引或挽留熟練僱員的成本增加。倘本集團未能有效競爭，我們的業務、經營業績及財務狀況或會受到重大不利影響。

### (2) 中國的經濟、政治及社會狀況以及政府政策可能對本集團的業務及前景產生不利影響

本集團於回顧年度的所有收益均來自在中國的业务。本集團預計，在可預見的未來，中國將仍然為本集團的主要市場。因此，本集團的業務、前景、經營業績及財務狀況在很大程度上受中國的經濟、政治及法律發展影響。

中國經濟與大多數發達國家的經濟在許多方面都有不同，包括政治架構、中國政府對房產政策干預及管制的範疇。

The PRC economy has been transitioning from a centrally planned economy to a more market-oriented economy. For nearly three decades, the PRC government has implemented economic reform measures to utilize market forces in the development of the PRC economy. However, the PRC government continues to exercise significant control over the PRC economy through allocating resources, restricting capital flow and foreign exchange, setting monetary and fiscal policies, imposing industrial policies and various directives, providing government grants and other preferential treatment to particular industries and companies. The Group cannot predict whether changes in the PRC's economic, political and social conditions and in its laws, regulations and policies will have any adverse effect on our current or future business, results of operations and financial position. Moreover, even if new policies may benefit or damage the real estate developers in the long term, the Group cannot assure you the accuracy of the forecasts on the business and financial condition.

### (3) Interest rate risk may aggravate the debt costs of the Group

The main source of loan of the Group is derived from bank loans. Therefore, the benchmark interest rate announced by the People's Bank of China will directly affect the Group's debt costs. Changes in future interest rates will have a certain impact on the Group's debt costs.

### (4) Uncertainties from the environmental policies

As the Group is subject to the intensive monitoring and control from the PRC and its environmental policies relate to production and operation, we shall comply with a number of environmental protection laws and regulations concerning air, water quality, waste disposal, energy consumption, public health and safety, and receive inspections from the relevant national environmental protection departments. Currently, the Company has met the national environmental protection standards. However, if the national environmental policies are adjusted with higher environmental protection standards, our investment in environmental protection will increase and that may adversely affect our results of operations. We will spare no effort in minimizing the potential adverse effects on our environmental performance despite the uncertainties from the policies and environments that are impossible to predict and our inexperience of overall risk management in environmental protection. The Company's current directions, measures and analyses regarding environmental policies are set out in the ESG report.

中國經濟一直由中央計劃經濟過渡至日漸以市場為導向的經濟。近三十多年來，中國政府實施經濟改革措施，利用市場力量推動中國經濟發展。然而，中國政府仍繼續通過資源分配、資本流量及外匯限制、制定貨幣及財政政策、實施行業政策及各項指令、向特定行業及公司提供政府補助及其他優惠待遇大力控制中國經濟。本集團無法預測中國經濟、政治和社會狀況以及其法律、法規及政策變化是否會對本集團當前或未來的業務、經營業績及財務狀況產生任何不利影響。此外，即使新政策對房地產開發商長遠可能有利或有弊，本集團仍無法對業務及財務狀況有準確性預測保證。

### (3) 利率風險可能對本集團的債務成本加重影響

本集團主要貸款來源於銀行貸款，因此中國人民銀行公佈的貸款基準利率將直接影響本集團的債務成本，未來利率的變化情況將對本集團債務成本產生一定的影響。

### (4) 環保政策不確定性風險因素

本集團的生產經營是國家環保政策重點監控的行業之一，須遵守多項有關空氣、水質、廢料處理、能源耗用、公眾健康安全的環境法律和法規，並接受國家有關環保部門的檢查。本公司目前環保指標均達到國家標準。但是，如果國家的環保政策作出調整，環保標準進一步提高，對公司提出更高的環保要求，這將增加本公司的環保投入，從而可能對公司的經營業績造成不利影響。本集團的整體環保風險管理在初步學習階段，對政策和環境轉變的不確定性因素難以預測，尋求儘量減低對本集團環保表現的潛在不利影響。有關本公司對環境政策目前實施的方針、措施和指標分析載於環境社會及管治報告內。

## RESULTS AND APPROPRIATIONS

The results of the Group for the Year are set out in the consolidated statement of profit or loss and other comprehensive income on page 133.

## FINAL DIVIDEND

The Board did not propose to declare a final dividend for the year ended 31 December 2024.

## ANNUAL GENERAL MEETING AND CLOSURE OF REGISTER OF MEMBERS

The register of members will be closed from 20 May 2025 (Tuesday) to 23 May 2025 (Friday), both days inclusive, during which period no transfer of shares will be registered. In order to attend and vote at the annual general meeting ("AGM"), all transfer documents accompanied by the relevant share certificates and the transfer forms must be lodged for registration with the Company's branch share registrar and transfer office in Hong Kong, Tricor Investor Services Limited, 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong not later than 4:30 p.m. on 19 May 2025 (Monday).

## SEGMENT INFORMATION

An analysis of the Group's revenue and profit or loss for the Year contributed by its principal activities is set out in Note 4 to the consolidated financial statements. Details of the segment information can be found in the Management Discussion and Analysis set out on pages 8 to 32 of this annual report.

## FIVE YEARS' FINANCIAL SUMMARY

A summary of the results, assets and liabilities of the Group for the last five financial years is set out on pages 223 and 224, which does not constitute part of the consolidated financial statements.

## ISSUED CAPITAL

Details of the issued capital of the Company during the Year under Review are set out in Note 27 to the consolidated financial statements.

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

During the Year, neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities.

## INVESTMENT PROPERTIES

For the year ended 31 December 2024, the details of change of the Company's and the Group's investment properties were set out in Note 14 to the consolidated financial statement.

## 業績及分配

本集團於本年度之業績載於第133頁之綜合損益及其他全面收益報表。

## 末期股息

本年度董事會不建議宣派截至二零二四年十二月三十一日止年度之末期股息。

## 股東週年大會及暫停辦理股份登記

本公司將於二零二五年五月二十日(星期二)至二零二五年五月二十三日(星期五)(包括首尾兩天)暫停辦理股份過戶登記手續,期間概不會登記任何股份轉讓。為出席股東週年大會(「股東週年大會」)並於會上投票,所有過戶文件連同有關股票及過戶表格須於二零二五年五月十九日(星期一)下午四時三十分前交回本公司的香港股份過戶登記分處卓佳證券登記有限公司,地址為香港夏慤道16號遠東金融中心17樓。

## 分類資料

本集團按主要業務劃分之本年度收入及損益貢獻分析載於綜合財務報表附註4。分類資料詳情載於本年報第8頁至第32頁之管理層討論及分析。

## 五年財務概要

本集團過往五個財政年度之業績、資產與負債概要載於第223至224頁內。該概要不構成綜合財務報表的一部份。

## 已發行股本

本公司已發行股本於回顧年內之詳情載於綜合財務報表附註27。

## 購買、出售或贖回本公司上市證券

於本年度內,本公司及其各附屬公司並無購買、出售或贖回本公司之任何上市證券。

## 投資物業

於截至二零二四年十二月三十一日止年度內,本公司及本集團的投資物業變動詳情載於綜合財務報表附註14。



## DIRECTORS' REPORT

### 董事會報告書

#### RESERVES

Movements in the reserves of the Group and the Company during the Year are set out on page 136 and Note 37(a) to the consolidated financial statements respectively.

#### CHARITABLE DONATIONS

No charitable donations were made by the Group during the Year (2023: Nil).

#### PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Articles of Association of the Company or the laws of Cayman Islands where the Company is incorporated.

#### TAX RELIEF

The Company is not aware of any relief from taxation available to shareholders by reason of their holdings in the shares of the Company.

#### MAJOR SUPPLIERS AND CUSTOMERS

For the year ended 31 December 2024, no individual customer accounted for 10% or more of the Group's revenue. For the year ended 31 December 2024, no supplier individually accounted for 10% or more of the Group's purchases. All transactions between the Group and the relevant suppliers and customers were entered into on normal commercial terms. None of the Directors and their close associates or any shareholder (which to the knowledge of the Directors owns more than 5% of the issued shares of the Company) had any interest in the above major suppliers.

#### SIGNIFICANT LITIGATION AND EVENTS

The Company does not have any significant litigation and events during the Year under review.

#### 儲備

本集團及本公司之儲備於本年度內之變動情況分別載於第136頁及綜合財務報表附註37(a)。

#### 慈善捐款

本集團於本年度並無作出慈善捐款(二零二三年：零)。

#### 優先購買權

本公司組織章程細則或本公司註冊成立地點開曼群島之法律均無有關優先購買權的規定。

#### 稅項減免

本公司並不知悉有任何因股東持有本公司股份而使其獲得之稅項減免。

#### 主要供應商及客戶

截至二零二四年十二月三十一日止年度，概無客戶個別佔本集團收入10%或以上。截至二零二四年十二月三十一日止年度，概無供應商個別佔本集團採購額10%或以上。本集團與相關供應商及客戶進行之所有交易均按一般商業條款訂立。概無董事及其緊密聯繫人或任何股東(根據董事所知擁有本公司5%以上已發行股份數目)持有上述主要供應商之任何權益。

#### 重大訴訟及事項

本公司於回顧年內並無任何重大訴訟及事項。

## DIRECTORS

The Directors in the year and up to the date of this Directors' Report are:

### Executive Directors

Mr. Chen Chengshou (*Chairman and Chief Executive Officer*)  
Mr. Feng Cizhao (retired on 14 April 2025)  
Mr. Zhou Fenli (appointed on 9 August 2024 and retired on 14 April 2025)

### Non-executive Directors

Mr. Cao Zhiqiang (appointed on 9 August 2024 and redesignated on 11 April 2025)  
Ms. Gao Qiaolin (retired on 14 April 2025)  
Mr. Zhou Zhencun (retired on 14 April 2025)  
Mr. Choi Clifford Wai Hong (resigned on 24 February 2025)

### Independent Non-executive Directors

Ms. Lee Yin Man (appointed on 9 August 2024)  
Ms. Huang Chunlian (appointed on 9 August 2024)  
Ms. Chan Wai Yan (appointed on 11 April 2025)  
  
Mr. Khor Khie Liem Alex (retired on 14 April 2025)  
Mr. Chiu Kung Chak (retired on 14 April 2025)  
Mr. Lau Wai Leung, Alfred (resigned on 10 December 2024)

According to Article 108(a) of the Articles of Association of the Company: "Notwithstanding any other provisions in these articles, at each annual general meeting one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to but not less than one-third, shall retire from office by rotation provided that every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years. A retiring Director shall be eligible for re-election. The Company at the general meeting at which a Director retires may fill the vacated office."

Mr. Chen Chengshou, an executive Director, Mr. Cao Zhiqiang, a non-executive Director, and Ms. Chan Wai Yan, an independent non-executive Director, will retire from their positions at the AGM and being eligible, offer themselves for re-election.

Pursuant to Article 112 of the Articles of Association of the Company, Ms. Chan Wai Yan, an independent non-executive Director, being a Director appointed by resolution of the Board immediately prior to the date of this annual report, will retire at the AGM and, being eligible, offered herself for re-election at the AGM.

## 董事

於本年度內及直至本董事會報告書日期止，本公司的董事為：

### 執行董事

陳承守先生(主席兼行政總裁)  
豐慈招先生(於二零二五年四月十四日退任)  
周奮力先生(於二零二四年八月九日獲委任，並於二零二五年四月十四日退任)

### 非執行董事

曹志強先生(於二零二四年八月九日獲委任，並於二零二五年四月十一日調職)  
高巧琴女士(於二零二五年四月十四日退任)  
周振存先生(於二零二五年四月十四日退任)  
蔡偉康先生(於二零二五年二月二十四日辭任)

### 獨立非執行董事

李彥雯女士(於二零二四年八月九日獲委任)  
黃春蓮女士(於二零二四年八月九日獲委任)  
陳慧恩女士(於二零二五年四月十一日獲委任)  
許麒麟先生(於二零二五年四月十四日退任)  
趙公澤先生(於二零二五年四月十四日退任)  
劉偉樑先生(於二零二四年十二月十日辭任)

根據本公司的組織章程細則第108(a)條：「儘管受本細則任何其他條文所規限，在每屆股東週年大會上，當時的三分之一董事或如其人數並非三或三的倍數，則最接近但不少於三分之一的董事人數的董事應輪值退任，但每名董事(包括以指定任期獲委任的董事)須至少每三年輪值退任一次。退任董事有資格重選連任。本公司可在股東大會上就任何董事的退任填補該等職位的空缺。」

執行董事陳承守先生、非執行董事曹志強先生及獨立非執行董事陳慧恩女士將在股東週年大會上卸任，並合資格重選連任。

根據本公司之組織章程細則第112條，獨立非執行董事陳慧恩女士(即於緊接本年報日期前由董事會決議案委任的所有董事)將於股東週年大會輪值退任並符合資格在股東週年大會上重選連任。

## DIRECTORS' REPORT

### 董事會報告書

#### SERVICE CONTRACTS OF DIRECTORS

Mr. Chen Chengshou, an executive Director, entered into a service agreement with the Company for a term of three years from 6 July 2015 ("Listing Date"), which will renew and prolong for one year automatically after the expiry of the appointment, during which such service agreements can be terminated by not less than three months prior written notice to the other party and subject to the early termination provisions contained therein.

Mr. Feng Cizhao, an executive Director, entered into a service agreement with the Company for a term of three years from 31 October 2015, which will renew and prolong for one year automatically after the expiry of the appointment, during which such service agreements can be terminated by not less than three months prior written notice to the other party and subject to the early termination provisions contained therein. Mr. Feng Cizhao retired as an executive Director with effect on 14 April 2025.

Ms. Gao Qiaoqin, a non-executive Director, entered into a letter of appointment with the Company for a term of three years from the Listing Date. Ms. Gao Qiaoqin retired as a non-executive Director with effect on 14 April 2025.

Mr. Choi Clifford Wai Hong entered into a letter of appointment with the Company as a non-executive Director, for a term of one year commencing from 16 April 2021 which may be terminated by Mr. Choi by giving at least three months' written notice or otherwise in accordance with the terms of the letters of appointment. Mr. Choi Clifford Wai Hong resigned as a non-executive Director with effect on 24 February 2025.

Mr. Khor Khie Liem Alex entered into a letter of appointment with the Company as an independent non-executive Director, for a term of one year commencing from 16 August 2021 which may be terminated by Mr. Khor by giving at least three months' written notice or otherwise in accordance with the terms of the letters of appointment. Mr. Khor Khie Liem Alex retired as an independent non-executive Director with effect on 14 April 2025.

Mr. Chiu Kung Chak entered into a letter of appointment with the Company as an independent non-executive Director, for a term of one year commencing from 1 November 2021 which may be terminated by Mr. Chiu by giving at least three months' written notice or otherwise in accordance with the terms of the letters of appointment. Mr. Chiu Kung Chak retired as an independent non-executive Director with effect on 14 April 2025.

Mr. Lau Wai Leung, Alfred entered into a letter of appointment with the Company as an independent non-executive Director, for a term of one year commencing from 17 November 2021 which may be terminated by Mr. Lau by giving at least three months' written notice or otherwise in accordance with the terms of the letters of appointment. Mr. Lau Wai Leung, Alfred resigned as an independent non-executive Director with effect on 10 December 2025.

#### 董事之服務合約

執行董事陳承守先生與本公司訂立服務合同，任期自二零一五年七月六日（「上市日期」）起為期三年，並於當時委任期滿後自動續期及延長一年，有關服務合約可由一方於任期內向另一方發出不少於三個月的書面通知而予以終止，惟須符合當中所載的提前終止條文。

豐慈招先生，執行董事，與本公司訂立服務協議，任期自二零一五年十月三十一日起為期三年，並於當時委任期滿後自動續期及延長一年，有關服務合約可由一方於任期內向另一方發出不少於三個月的書面通知而予以終止，惟須符合當中所載的提前終止條文。豐慈招先生已退任執行董事，自二零二五年四月十四日起生效。

高巧琴女士，非執行董事，與本公司訂立委任函，任期自上市日期起為期三年。高巧琴女士已退任非執行董事，自二零二五年四月十四日起生效。

蔡偉康先生已就擔任非執行董事與本公司訂立委聘函，任期自二零二一年四月十六日起為期一年，蔡先生可透過發出至少三個月的書面通知或根據委任函條款以其他方式終止該任期。蔡偉康先生已辭任非執行董事，自二零二五年二月二十四日起生效。

許麒麟先生已就擔任獨立非執行董事與本公司訂立委聘函，任期自二零二一年八月十六日起為期一年，許先生可透過發出至少三個月的書面通知或根據委任函條款以其他方式終止該任期。許麒麟先生已退任獨立非執行董事，自二零二五年四月十四日起生效。

趙公澤先生已就擔任獨立非執行董事與本公司訂立委聘函，任期自二零二一年十一月一日起為期一年，趙先生可透過發出至少三個月的書面通知或根據委任函條款以其他方式終止該任期。趙公澤先生已退任獨立非執行董事，自二零二五年四月十四日起生效。

劉偉樑先生已就擔任獨立非執行董事與本公司訂立委聘函，任期自二零二一年十一月十七日起為期一年，劉先生可透過發出至少三個月的書面通知或根據委任函條款以其他方式終止該任期。劉偉樑先生已辭任獨立非執行董事，自二零二五年十二月十日起生效。

Mr. Zhou Fenli entered into a letter of appointment with the Company as an executive Director, for a term of one year commencing from 9 August 2024 which may be terminated by Mr. Zhou giving at least three months written notice or otherwise in accordance with the terms of the letter of appointment. Mr. Zhou Fenli retired as an executive Director with effect on 14 April 2025.

Mr. Cao Zhiqiang entered into a letter of appointment with the Company as a non-executive Director, for a term of one year commencing from 11 April 2025 which may be terminated by Mr. Cao giving at least three months written notice or otherwise in accordance with the terms of the letter of appointment.

Ms. Lee Yin Man entered into a letter of appointment with the Company as an independent non-executive Director, for a term of one year commencing from 9 August 2024 which may be terminated by Ms. Lee giving at least three months written notice or otherwise in accordance with the terms of the letter of appointment.

Ms. Huang Chunlian entered into a letter of appointment with the Company as an independent non-executive Director, for a term of one year commencing from 9 August 2024 which may be terminated by Ms. Huang giving at least three months written notice or otherwise in accordance with the terms of the letter of appointment.

Ms. Chan Wai Yan has entered into a letter of appointment with the Company as an independent non-executive Director, for a term of one year commencing from 11 April 2025 which may be terminated by Ms. Chan giving at least three months written notice or otherwise in accordance with the terms of the letter of appointment.

In accordance with the Articles of Association and Appendix 14 to the Listing Rules, not less than one-third of the Directors shall retire from office by rotation annually. No Directors being proposed for re-election at the AGM has any service contract with the Company or any of its subsidiaries which is not determinable by the Group within one year without payment of compensation (other than statutory compensation).

## DIRECTORS' REMUNERATION

The Directors' fees are determined by the Remuneration Committee with reference to Directors' duties, responsibilities and operating results of the Company, which are subject to the review of the Board and shareholders' approval at annual general meetings. Please refer to Note 8 to the consolidated financial statements on pages 179 to 181 of this annual report.

周奮力先生已就擔任執行董事與本公司訂立委聘函，任期自二零二四年八月九日起為期一年，周先生可透過發出至少三個月的書面通知或根據委任函條款以其他方式終止該任期。周奮力先生已退任執行董事，自二零二五年四月十四日起生效。

曹志強先生已就擔任非執行董事與本公司訂立委聘函，自二零二五年四月十一日起計為期一年，曹先生透過發出不少於三個月之書面通知或根據委任函之條款予以終止。

李彥雯女士已就擔任獨立非執行董事與本公司訂立委聘函，自二零二四年八月九日起計為期一年，李女士透過發出不少於三個月之書面通知或根據委任函之條款予以終止。

黃春蓮女士已就擔任獨立非執行董事與本公司訂立委聘函，自二零二四年八月九日起計為期一年，黃女士透過發出不少於三個月之書面通知或根據委任函之條款予以終止。

陳慧恩女士已就擔任獨立非執行董事與本公司訂立委聘函，自二零二五年四月十一日起計為期一年，陳女士透過發出不少於三個月之書面通知或根據委任函之條款以終止。

根據組織章程細則及上市規則附錄14，每年至少三分之一的董事須輪值退任。提名於股東週年大會上膺選連任的董事概無與本公司或其任何附屬公司訂立不可由本集團於一年內終止而毋須支付賠償（法定賠償外）的服務合約。

## 董事酬金

董事袍金由薪酬委員會根據董事職務，責任及本公司經營業績擬訂，經董事會審議，由股東週年大會批准。請參閱本年報第179至181頁之綜合財務報表附註8。



## DIRECTORS' REPORT

### 董事會報告書

## DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS IN THE SECURITIES

The shares of the Company were listed on the Main Board of the Hong Kong Stock Exchange. As at the date of this annual report, the interests or short positions of the Directors and chief executives in the shares, underlying shares and debentures of the Company and its associated corporations, within the meaning of Part XV of the Securities and Futures Ordinance (the "SFO"), which (a) were required to be notified to the Company and the Hong Kong Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which they are taken or deemed to have under such provisions of the SFO); or (b) were required to be recorded in the register referred to therein pursuant to section 352 of the SFO; or (c) were required to be notified to the Company and the Hong Kong Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix 10 to the Listing Rules were as follows:

### Long positions in the shares and underlying shares

#### The Company

Name of Directors	Capacity/Nature of interest	Number of shares/ underlying shares	Approximate percentage of the issued share capital of the Company
董事姓名	身份／權益性質	股份／相關股份數目	佔本公司已發行股本概約百分比
			%
			%
Mr. Chen Chengshou	Interest of controlled corporation (Note 1)	24,330,000 (L)	1.3%
陳承守先生	受控制法團之權益(附註1)		
Ms. Gao Qiaoqin	Interest of spouse (Note 2)	24,330,000 (L)	1.3%
高巧琴女士	配偶權益(附註2)		

(L): represents long positions

Notes:

- 24,330,000 shares are registered in the name of Xinxing Company Limited which is wholly-owned by Mr. Chen.
- Ms. Gao is the spouse of Mr. Chen. Under the SFO, Ms. Gao is deemed to be interested in the same number of shares in which Mr. Chen is interested in.

## 董事及主要行政人員於證券之權益

本公司股份於香港聯交所主板上市。於本年報日期，董事及主要行政人員於本公司及其相聯法團(按證券及期貨條例(「證券及期貨條例」)第XV部之涵義)之股份、相關股份及債券中擁有(a)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香港聯交所之權益或淡倉(包括根據證券及期貨條例有關條文彼等被視為或當作擁有之權益及淡倉);或(b)根據證券及期貨條例第352條規定須列入該條例所指之登記冊內之權益或淡倉;或(c)根據載於上市規則附錄10之上市公司董事進行證券交易之標準守則須通知本公司及香港聯交所之權益或淡倉如下:

### 於股份及相關股份之好倉

#### 本公司

Number of shares/ underlying shares	Approximate percentage of the issued share capital of the Company
股份／相關股份數目	佔本公司已發行股本概約百分比
	%
	%
24,330,000 (L)	1.3%
24,330,000 (L)	1.3%

(L): 指好倉

附註:

- 24,330,000 股股份乃以 Xinxing Company Limited 之名義登記，該公司由陳先生全資擁有。
- 高女士為陳先生的配偶。根據證券及期貨條例，高女士被視為於陳先生所擁有權益的相同數目股份中擁有權益。

## Associated corporation – Xinxing Company Limited

## 相聯法團 — Xinxing Company Limited

Name of Directors 董事姓名	Nature of interest 權益性質	Number and class of securities in the associated corporation 於相聯法團的 證券數目及類別	Approximate percentage of interest in the associated corporation 於相聯法團的 權益概約百分比
Mr. Chen Chengshou 陳承守先生	Beneficial owner 實益擁有人	1 share (Note 1) 一股股份(附註一)	100%
Ms. Gao Qiaoqin 高巧琴女士	Interest of spouse 配偶權益	1 share (Note 2) 一股股份(附註二)	100%

Notes:

附註：

- The disclosed interest represents the interests in the associated corporation, Xinxing Company Limited, which is held as to 100% by Mr. Chen as at the date of this annual report.
- Ms. Gao is the spouse of Mr. Chen. By virtue of the SFO, Ms. Gao is deemed to be interested in the 1 share of Xinxing Company Limited held by Mr. Chen.

- 所披露權益指於相聯法團Xinxing Company Limited的權益，而於本年報日期，Xinxing Company Limited由陳先生持有100%權益。
- 高女士為陳先生的配偶。根據證券及期貨條例，高女士被視為於陳先生持有的Xinxing Company Limited一股股份中擁有權益。

Save as disclosed above, as at the date of this annual report, none of the Directors or chief executives of the Company had or was deemed to have any interests or short positions in the shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) which were required to be recorded in the register required to be kept under section 352 of the SFO or as otherwise notified to the Company and the Hong Kong Stock Exchange pursuant to the Model Code.

除上文所披露者外，於本年報日期，概無本公司董事或主要行政人員於本公司或其相關法團（定義見證券與期貨條例第XV部）之股份、相關股份或債券中擁有或被視為擁有須記入根據證券及期貨條例第352條存置之登記冊或須根據標準守則知會本公司及香港聯交所之權益或淡倉。

## DIRECTORS' REPORT

### 董事會報告書

#### SUBSTANTIAL SHAREHOLDERS' INTERESTS IN THE SECURITIES

The register of substantial shareholders maintained by the Company pursuant to section 336 of the SFO shows that, as at the date of this annual report, the following shareholders, other than those disclosed in the section headed "Directors' and Chief Executives' Interest in the Securities", had notified the Company of their interests and/or short positions in the shares and underlying shares of the Company which would fall to be disclosed under the provisions of Divisions 2 and 3 of Part XV of the SFO.

#### Long positions in the shares and underlying shares

##### Interest in the Company

Name of substantial shareholders	Capacity/nature of interest	Number of shares/ underlying shares 股份／相關股份數目	Approximate percentage of the issued share capital of the Company 佔本公司已發行股本概約百分比
主要股東名稱	身份／權益性質		
Proyan Consultancy Limited (Note 1)	Beneficial owner	187,862,200 (L)	10.0%
普仁顧問有限公司(附註1)	實益擁有人		

(L): represents long positions

Note:

- Proyan Consultancy Limited is a company incorporated in Hong Kong with limited liability. Mr. Yau Yan Yuen held the entire issued share capital of Proyan Consultancy Limited and was deemed to be interested in the 187,862,200 Shares in which Proyan Consultancy Limited was interested pursuant to the SFO.

Save as disclosed above, as at the date of this annual report, the Company had not been notified by any persons, other than Directors and chief executives of the Company, who had interests or short positions in the shares, underlying shares and debentures of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO or which were recorded in the register required to be kept by the Company under section 336 of the SFO.

#### 主要股東於證券之權益

本公司根據證券及期貨條例第336條規定而存置之主要股東登記冊表明，於本年報日期，下列股東（於「董事及主要行政人員於證券之權益」一節披露之股東除外）已知會本公司其於本公司股份及相關股份擁有根據證券及期貨條例第XV部第2及第3分部之條文須予以披露之權益及／或淡倉。

#### 於股份及相關股份之好倉

##### 於本公司的權益

Number of shares/ underlying shares 股份／相關股份數目	Approximate percentage of the issued share capital of the Company 佔本公司已發行股本概約百分比
187,862,200 (L)	10.0%

(L): 指好倉

附註：

- 普仁顧問有限公司為一間於香港註冊成立之有限責任公司。Yau Yan Yuen先生持有普仁顧問有限公司全部已發行股本，並根據證券及期貨條例被視為對普仁顧問有限公司所持有的187,862,200股股份中擁有權益。

除上文所披露者外，於本年報日期，本公司並未獲任何人士（本公司董事及主要行政人員除外）知會其於本公司股份、相關股份及債券中擁有根據證券及期貨條例第XV部第2及第3分部之條文須向本公司披露或須記入根據證券及期貨條例第336條本公司須存置之登記冊之權益或淡倉。

## DEED OF NON-COMPETITION BY CONTROLLING SHAREHOLDERS

Each of the controlling shareholders has made an annual declaration with regard to their compliance with the terms of the deed of non-competition. The details of the deed of non-competition are set out in the section headed "Relationship with Controlling Shareholders" of the Prospectus. The deed of non-competition by controlling shareholders has taken effect from the Listing Date.

## DEED OF NON-COMPETITION BY EXECUTIVE DIRECTORS

Each of the executive Directors has made an annual declaration with regarding to their compliance with the terms of the deed of non-competition. The deed of non-competition by executive Directors has taken effect from the Listing Date. The INEDs had reviewed and confirmed that the executive directors of the Company have complied with the deed of non-competition and the deed of non-competition has been enforced by the Company in accordance with its terms.

## SHARE OPTION SCHEME

The Company has adopted the share option scheme (the "Share Option Scheme") on 8 June 2015, which will be in force for a period of 10 years. Under the Share Option Scheme, the eligible participants of the scheme, including Directors, full-time employees, advisers, suppliers and customers to our Company or our subsidiaries, (the "Eligible Participants") may be granted options which entitle them to subscribe for shares, provided that the number of shares to be subscribed under such option together with the options granted under any other schemes initially shall not be more than 10% of the shares in issue on the Listing Date.

The Share Option Scheme is a share incentive scheme and is established to recognize and acknowledge the contributions the Eligible Participants have made or may make to the Group. The Share Option Scheme will provide the Eligible Participants an opportunity to have a personal stake in the Company with the view to achieving the following objectives: (i) motivating the Eligible Participants to improve their performance efficiency for the benefit of the Group; and (ii) attracting and retaining or otherwise maintaining on-going business relationships with the Eligible Participants whose contributions are or will be beneficial to the long-term growth of the Group.

The maximum number of shares in respect of which options may be granted (including shares in respect of which options, whether exercised or still outstanding, have already been granted) under the Share Option Scheme and under any other share option schemes of the Company must not in aggregate exceed 10% of the total number of shares in issue on the Listing Date, excluding for this purpose shares which would have been issuable pursuant to options which have lapsed in accordance with the terms of the Share Option Scheme (or any other share option schemes of the Company).

## 控股股東之不競爭契據

各控股股東已就其遵守不競爭契據條款作出年度聲明。不競爭契據詳情載於招股章程「與控股股東的關係」一節。有關控股股東之不競爭契據已於上市日期起生效。

## 執行董事之不競爭契據

本公司各執行董事已就其遵守不競爭契據條款作出年度聲明。有關執行董事之不競爭契據已於上市日期起生效。獨立非執行董事已審閱及確認本公司執行董事已遵守不競爭契據及本公司已根據其條款執行不競爭契據。

## 購股權計劃

本公司已於二零一五年六月八日採納購股權計劃（「購股權計劃」），有效期為十年。根據購股權計劃，計劃的合資格參與者（包括本公司或我們附屬公司的董事、全職僱員、顧問、供應商以及客戶等）（「合資格參與者」）可能獲授予賦予彼等權利認購股份的購股權（與根據任何其他計劃授予的購股權合併計算），可認購的股份數目初步不得超過上市日期已發行股份的10%。

購股權計劃為一項股份獎勵計劃，乃為嘉許及肯定合資格參與者對本集團所作出或可能作出的貢獻而設立。購股權計劃將為合資格參與者提供於本公司持有個人權益的機會，旨在達到下列目的：(i) 激勵合資格參與者為本集團的利益盡量提高工作效率；及(ii) 吸引及挽留其貢獻目前或將來對本集團長期發展有利的合資格參與者，或以其他方式維持與該等合資格參與者的持續業務關係。

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（包括已授出的已行使或尚未行使購股權所涉及的股份），合共不得超過於上市日期已發行股份總數的10%，就此而言，不包括根據購股權計劃（或本公司任何其他購股權計劃）的條款已失效的購股權原應可予發行的股份。



## DIRECTORS' REPORT

### 董事會報告書

Notwithstanding the foregoing, the shares which may be issued upon exercise of all outstanding options granted and yet to be exercised under the Share Option Scheme and any other share option schemes of the Company at any time shall not exceed 30% of the shares in issue from time to time (the "Maximum Limit"). No options shall be granted under any schemes of the Company, including the Share Option Scheme, if that will result in the Maximum Limit being exceeded.

The Board may, at its discretion, offer to grant an option to the Eligible Participants. An option shall be deemed to have been granted and accepted by the grantee and to have taken effect when the duplicate offer document constituting acceptance of the options duly signed by the grantee, together with a remittance in favor of the Company of HK\$1.00 by way of consideration for the grant thereof, is received by the Company on or before the relevant acceptance date.

After receipt of the notice and the remittance and, where appropriate, receipt of the certificate by the auditor or the approved independent financial adviser (as the case may be) to the Company, the Company shall allot and issue the relevant number of shares to the grantee credited as fully paid and issue to the grantee certificates in respect of the shares so allotted.

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, outstanding options and shares which were the subject of options which have been granted and accepted under the Share Option Scheme or any other schemes of the Company but subsequently cancelled) to each Eligible Participant in any 12-month period up to the date of grant shall not exceed 1% of the shares in issue as at the date of grant.

The subscription price of a share in respect of any particular option granted under the Share Option Scheme shall be such price as the Board in its absolute discretion shall determine, save that such price will not be less than the highest of: (i) the closing price of the shares as stated in the Hong Kong Stock Exchange's daily quotation sheets on the date of grant, which must be a day on which the Hong Kong Stock Exchange is open for the business of dealing in securities; (ii) the average of the closing prices of the shares as stated in the Hong Kong Stock Exchange's daily quotation sheets for the five business days immediately preceding the date of grant; and (iii) the nominal value of a share.

As at the date of this annual report, the total number of shares to be issued under the Share Option Scheme is 188,000,000 shares, representing 10% of the issued shares at Listing Date. No share option was granted, exercised or cancelled by the Company since the adoption of the Share Option Scheme.

儘管有上述規定，根據購股權計劃及本公司任何其他購股權計劃授出但有待行使的所有未行使購股權獲行使而可能於任何時間發行的股份，不得超過不時已發行股份的30%（「最高限額」）。倘根據本公司任何計劃（包括購股權計劃）授出購股權將導致超出最高限額，則不得授出該等購股權。

董事會可酌情向合資格參與者提呈授出購股權。本公司於有關接納日期或之前收到承授人妥為簽署構成接納購股權的一式兩份要約文件連同向本公司支付作為授出購股權的代價的1.00港元的款項後，購股權即被視為已授出及已獲承授人接納並生效。

於收到通知及股款以及（如適用）本公司核數師或獲認可獨立財務顧問（視情況而定）發出的證書後，本公司須向承授人配發及發行入賬列為繳足的有關數目股份，並就已配發的股份向承授人發出股票。

於任何12個月期間直至授出日期，因根據購股權計劃及本公司任何其他購股權計劃授出的購股權（包括已行使、尚未行使的購股權及根據購股權計劃或本公司任何其他計劃已授出並獲接納但於其後註銷）的購股權所涉及股份獲行使而已經及可能向各合資格參與者發行的股份總數不得超過於授出日期已發行股份的1%。

根據購股權計劃授出的任何特定購股權所涉及股份的認購價，須為董事會全權酌情釐定的價格，惟此價格將不得低於以下最高者：(i)股份於授出日期（須為香港聯交所公開辦理證券交易業務的日子）在香港聯交所每日報價表所報的收市價；(ii)股份於緊接授出日期前五個營業日在香港聯交所每日報價表所報的平均收市價；及(iii)股份面值。

於本年報日期，根據購股權計劃可發行股份總數為188,000,000股，佔上市日期已發行股份的10%。自採納購股權計劃之日起，本公司概無授出、行使或註銷購股權。

## SHARE AWARD SCHEME

On 26 January 2016, the Company adopted the share award scheme (the "Scheme"), pursuant to which Bank of Communications Trustee Limited served as trustee (the "Trustee"). The Company adopted the Scheme to recognize the contribution by certain eligible participants and to attract suitable personnel for further development of the Group. Each of the Company and Mr. Chen, an executive Director, may make contribution to the trust for the purpose of vesting awarded shares to the selected participants. Pursuant to the Scheme, the Company may from time to time at its sole discretion subject to requirements under this Scheme, cause to be paid any sums of money to the Trustee and instruct the Trustee to purchase shares in the market at prevailing market price. Mr. Chen may from time to time transfer shares to the Trustee, for the purpose of vesting awarded shares to the selected participants, subject to the compliance with the requirements of the Listing Rules and all applicable laws from time to time. The Trustee will hold the awarded shares on trust for all or one or more of the eligible participants until such awarded shares are vested with the relevant selected participants in accordance with the rules of the Scheme.

The Scheme is a discretionary scheme of the Company and shall be subject to the administration of the Board and the Trustee in accordance with the rules of the Scheme and the trust deed. The Board shall not make any further award of awarded shares which will result in the nominal value of the shares awarded by the Board under the Scheme exceeding ten per cent (10%) of the issued share capital of the Company from time to time. The maximum number of shares which may be awarded to a selected participant under the Scheme shall not exceed one per cent (1%) of the issued share capital of the Company from time to time. The Scheme does not constitute a share option scheme within the meaning of Chapter 17 of the Listing Rules.

The share award scheme will remain in force for a period of 10 years since the date of adoption of the Scheme. Early termination should be done by the Board in accordance with the rules of the Scheme. On 7 April 2016, the Board resolved to award 13,716,666 awarded shares ("Awarded Shares") to 150 selected participants through the deployment of the shares of the Company. All Awarded Shares have been vested to the eligible participants. For details, please refer to the announcements of the Company dated 18 February 2016 and 7 April 2016. Apart from that, the Company has not granted, exercised or cancelled any Awarded Shares.

During the Year under Review, (i) no share options were granted, and (ii) exercised or cancelled by the Company, the Board has neither paid any funding to the trustee of the Scheme nor allowed the trustee to purchase the shares of the Company on the Stock Exchange. During the Year under Review, the trustee of the Scheme also did not purchase any shares of the Company on the Stock Exchange.

## 股份獎勵計劃

本公司於二零一六年一月二十六日採納股份獎勵計劃(「本計劃」)，並由交通銀行信託有限公司作為受託人(「受託人」)，以嘉許若干合資格參與者所作出之貢獻，及吸引合適人才推動本集團之未來發展。為將獎勵股份歸屬獲選參與者，本公司及本公司執行董事陳先生各自均可向信託作出供款。根據本計劃，本公司可不時全權酌情根據本計劃之規定向受託人支付任何金額，並指示受託人按現時市價於市場上購買股份。為將獎勵股份歸屬獲選參與者，陳先生可不時向受託人轉讓股份，惟須遵守上市規則及所有適用法例不時之規定並受限制期間規限。受託人將以信託形式為全部或一名或多名合資格參與者持有獎勵股份，直至該等獎勵股份根據本計劃規則歸屬相關獲選參與者為止。

本計劃為本公司一項酌情制訂之計劃。根據本計劃及信託契據之規則，本計劃須受董事會及受託人管理。倘董事會授出獎勵股份後會導致根據本計劃已授出之股份面值超過本公司不時已發行股本之百分之十(10%)，則不應再進一步授出獎勵股份。獲選參與者根據本計劃可獲授之最高股份數目不可超過本公司不時已發行股本之百分之一(1%)。本計劃並不構成上市規則第17章所界定之購股權計劃。

股份獎勵計劃自採納日期起計10年之期限內有效，惟可由董事會根據本計劃規則決定提早終止。於二零一六年四月七日，董事會議決向150位獲選參與者透過調配本公司股份的形式授予13,716,666股獎勵股份(「獎勵股份」)。所有獎勵股份已歸屬予合資格參與者。詳情請參閱本公司日期為二零一六年二月十八日及二零一六年四月七日的公告。除此之外，本公司概無授出、行使或註銷任何獎勵股份。

於回顧年度內，(i)本公司概無授出及(ii)行使或註銷購股權，董事會既沒有向本計劃之受託人支付任何資金，讓受託人可於聯交所購買本公司之股份。於回顧年度內，本計劃之受託人也沒有於聯交所購買本公司之任何股份。

## DIRECTORS' REPORT

### 董事會報告書

#### DIRECTORS' RIGHT TO ACQUIRE SHARES

Save as disclosed above, neither the Company, nor any of its holding companies, its subsidiaries or its fellow subsidiaries was a party to any arrangement to enable the Directors and chief executives of the Company, including their spouses and children under 18 years of age, to hold any interest or short positions in the shares, or underlying shares, or debentures, of the Company or its associated corporations, within the meaning of Part XV of the SFO.

#### DIRECTORS' AND CONTROLLING SHAREHOLDERS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS

There were no transactions, arrangements or contracts of significance in relation to the Company's business, to which the Company or any of the Company's subsidiaries was a party, subsisting at the end of the Year under Review or at any time during the Year under Review, and in which a Director or an entity connected with the Director have or had, whether directly or indirectly, a material interest, nor were there any other transactions, arrangements or contracts of significance in relation to the Group's business between the Company or any of the Company's Subsidiaries and a controlling Shareholder or any of its subsidiaries.

#### CONTINUING CONNECTED TRANSACTIONS

In accordance with the disclosure requirements of the continuing connected transactions in Chapter 14A of the Listing Rules of the Hong Kong, during the Year under Review, the Company has not conducted any continuing connected transactions with connected persons that are not exempted from annual reporting requirement under the Listing Rules.

The related party transactions set out in Note 32 to the consolidated financial statements are not required to be disclosed pursuant to Chapter 14A of the Listing Rules. The Company confirms that it has complied with the disclosure requirements in accordance with Chapter 14A of the Listing Rules.

#### 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 for the year ended 31 December 2024.

#### 董事購買股份的權利

除上文所披露者外，本公司、其任何控股公司、其附屬公司或其同系附屬公司從未訂立任何安排，使本公司董事及主要行政人員（包括彼等的配偶及未滿18歲子女）於本公司或其相聯法團（定義見證券及期貨條例第XV部）的股份或相關股份或債券中持有任何權益或淡倉。

#### 董事及控股股東於交易、安排或合約之權益

於回顧年度年結時或回顧年度的任何時間，概無與本公司業務有關而本公司或本公司任何附屬公司作為訂約方之仍然存續且董事或與董事相關聯的實體於其中有或曾有重大權益（無論直接或間接）之交易、安排或合約，而且本公司或本公司任何附屬公司及控股股東或其任何附屬公司亦無訂立與本集團業務有關之其他重大交易、安排或合約。

#### 持續關連交易

按照香港上市規則第14A章有關持續關連交易的披露規定，於回顧年度內，本公司概無與關連人士進行任何未獲豁免遵守上市規則年度報告規定的持續關連交易。

載於綜合財務報表附註32所列的關連方交易並非根據上市規則第14A章須予披露的關聯交易。本公司確認已符合上市規則第14A章的披露規定。

#### 管理合約

於截至二零二四年十二月三十一日止年度，概無訂立或存在任何與本公司全部或任何重大業務部分相關的管理及行政合約。

## PERMITTED INDEMNITY PROVISION

Pursuant to the memorandum and bye-laws ("Bye-laws") of the Company, the applicable laws and regulations, every Director shall be indemnified and secured harmless out of the assets and profits of the Company against all actions, costs, charges, losses, damages and expenses which they or any of them may incur or sustain in the execution of their duties in their offices. During the year ended 31 December 2024, the Company was unable to extend Directors' and officers' liability insurance coverage which was expired on 22 June 2023 due to the suspension of trading of the shares of the Company on the Stock Exchange. As at the date of this annual report, the Company has not arranged appropriate Directors' and officers' liability insurance coverage for the Directors and officers of the Group.

Code provision C.1.8 of the CG Code requires that the Company should arrange appropriate insurance cover in respect of legal action against its Directors. The Board will review this arrangement from time to time in light of the prevailing circumstances and arrange for appropriate insurance coverage when necessary.

## DIRECTORS' INTERESTS IN COMPETING BUSINESSES

For the year ended 31 December 2024, none of the Directors was interested in any business, which competed or was likely to compete, either directly or indirectly, with the Group's businesses.

## PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors, the Company has maintained the prescribed amount of public float during the Year as required under the Listing Rules.

## CHANGE OF AUDITOR

The consolidated financial statements for the financial year 2024 have been audited by Global Link CPA Limited ("Global Link"). Global Link will retire from office at the forthcoming annual general meeting of the Company and, being eligible, offer themselves for re-election. A resolution will be proposed at the forthcoming annual general meeting of the Company for the re-appointment of Global Links as the auditor of the Company.

By order of the Board

**Xinming China Holdings Limited**  
**Chen Chengshou**  
*Chairman and Chief Executive Officer*

Hangzhou, PRC  
31 March 2025

## 獲准許彌償條文

根據本公司的組織章程大綱及細則（「細則」）、適用法律及法規，每名董事在執行其職務時可能招致或蒙受的所有訴訟、費用、收費、損失、損害賠償及開支，均可從本公司的資產及利潤獲得彌償保證及免受損害。截至二零二四年十二月三十一日止年度，由於本公司股份於聯交所暫停買賣，本公司未能延續已於二零二三年六月二十二日屆滿的董事及高級職員責任保險。於本年報日期，本公司並無為本集團董事及高級職員安排適當的董事及高級職員責任保險。

企業管治守則的守則條文第C.1.8規定，本公司應就針對董事的法律訴訟安排適當的保險。董事會將根據當時情況不時檢討此項安排，並在必要時安排適當的保險。

## 董事於競爭性業務之權益

截至二零二四年十二月三十一日止年度，概無董事於與本集團業務直接或間接構成競爭或可能構成競爭之任何業務中擁有權益。

## 公眾持股量

根據本公司所得悉的公開資料及董事所知悉，本公司於本年度內已按上市規則規定維持指定數額的公眾持股量。

## 更換核數師

二零二四財政年度的綜合財務報表已由高嶺會計師有限公司（「高嶺」）進行審核。高嶺將於本公司應屆股東週年大會上退任，並合資格且願意連任。一項決議案將於本公司應屆股東週年大會上提呈以重新委任高嶺為本公司核數師。

承董事會命

**新明中國控股有限公司**  
**主席兼行政總裁**  
**陳承守**

中國 • 杭州  
二零二五年三月三十一日



# CORPORATE GOVERNANCE REPORT

## 企業管治報告書

### MISSION

The Board is committed to maintaining a high level of corporate governance and ensuring transparency in business operations, so as to enhance the operation efficiency of the Company and protect the interests of the Company and the shareholders in all respects. The Board seeks to perform strict integrity and ethics in all aspects of our business, to maintain sound risk management and internal control system and attract high-caliber members to the Board.

### CORPORATE GOVERNANCE PRACTICES

For the year ended 31 December 2024, the Board had adopted, applied and complied with the code provisions as set out in the Corporate Governance Code (the “CG Code”) contained in Appendix 14 to the Listing Rules applicable at the relevant time, except the disclosure in “Chairman and Chief Executive Officer” below.

To the Directors’ knowledge, there is no information reasonably indicates that the Company has not complied with the code provisions of the CG Code set out in Appendix 14 to the Listing Rules at any time for the year ended 31 December 2024.

For the year ending 31 December 2024, the Company will continue to comply with the code provisions set out under the update CG Code that had come into effect on 1 January 2022, and where appropriate, explain on the deviations from any code provisions of the CG Code.

### MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) as set out in Appendix C3 to the Listing Rules as its own code of conduct of dealings in securities of the Company by the Directors. Upon specific enquiries of all the Directors, each of them has confirmed that they complied with the required standards set out in the Model Code during the Year under Review.

As required by the Company, relevant officers and employees of the Company are also bound by the Model Code, which prohibits them to deal in securities of the Company at any time when they possess inside information in relation to those securities. The Company is not aware of any non-compliance with the Model Code by the relevant officers and employees.

### 理念

董事會致力維持高水平的企業管治，確保本公司運作具透明度，以此促進本公司運作效率及全面保障本公司及股東的利益。董事會力求於業務的各方面均貫徹嚴謹的誠信及道德操守，以維持良好之風險管理及內部監控制度及吸納卓越之成員加入董事會。

### 企業管治守則

截至二零二四年十二月三十一日止年度，除於下述所披露之「主席兼行政總裁」外，董事會已採納、應用及遵守於相關時間適用的上市規則附錄14的企業管治守則（「企業管治守則」）所載之守則條文。

就董事所知，並無任何數據合理顯示本公司現時或曾經於截至二零二四年十二月三十一日止年度任何時間不遵守上市規則附錄14所載的《企業管治守則》之守則條文。

截至二零二四年十二月三十一日止年度，本公司將繼續遵守已於二零二二年一月一日生效的最新企業管治守則所載的守則條文，並（倘適當）解釋偏離企業管治守則任何守則條文的情況。

### 證券交易的標準守則

本公司已採納上市規則附錄C3所載上市發行人董事進行證券交易的標準守則（「標準守則」），作為董事買賣本公司證券的操守準則。經向全體董事作出特定查詢後，全體董事確認彼等於回顧年度內已遵守標準守則所載的規定標準。

根據本公司要求，本公司有關高級職員及僱員亦須受標準守則約束，當其獲得有關證券內幕消息時，禁止於任何時候買賣本公司證券。本公司並無察覺有相關高級職員及僱員違反標準守則。

## BOARD OF DIRECTORS

### Structure

As at the date of this annual report, the Board comprised one executive Director, one non-executive Director and three independent non-executive Directors. The composition of the Board is as follows:

#### Executive Directors

Mr. Chen Chengshou (*Chairman and Chief Executive Officer*)  
Mr. Feng Cizhao (retired on 14 April 2025)  
Mr. Zhou Fenli (appointed on 9 August 2024 and retired on 14 April 2025)

#### Non-executive Directors

Mr. Cao Zhiqiang (appointed as executive Director on 9 August 2024 and redesignated on 11 April 2025)  
Ms. Gao Qiaoqin (retired on 14 April 2025)  
Mr. Zhou Zhencun (retired on 14 April 2025)

#### Independent Non-executive Directors

Ms. Lee Yin Man (appointed on 9 August 2024)  
Ms. Huang Chunlian (appointed on 9 August 2024)  
Ms. Chan Wai Yan (appointed on 11 April 2025)  
  
Mr. Khor Khie Liem Alex (retired on 14 April 2025)  
Mr. Chiu Kung Chak (retired on 14 April 2025)

The independent non-executive Directors (the “INEDs”) represent over one-third members of the Board. The profiles of all Directors are set out on pages 33 to 41 of this annual report. Save as disclosed in this annual report, there is no other relationship among members of the Board, including financial, business, family or other material/relevant relationship. The INEDs are highly experienced professionals and businessmen with a broad range of expertise and experience in accounting, finance, legal and business management and one of them has appropriate professional accounting qualification as required by the Hong Kong Stock Exchange.

The Board is responsible for directing and supervising affairs of the Company. Each Director acts in good faith for the best interest of the Company. The Directors are collectively and individually responsible to the Company for the manner in which the affairs of the Company are managed, controlled and operated. They had devoted sufficient time and attention to affairs of the Company during the Year under Review.

## 董事會

### 架構

於本年報日期，董事會由一名執行董事、一名非執行董事及三名獨立非執行董事組成。董事會之組成如下：

#### 執行董事

陳承守先生(主席兼行政總裁)  
豐慈招先生(於二零二五年四月十四日退任)  
周奮力先生(於二零二四年八月九日獲委任及於二零二五年四月十四日退任)

#### 非執行董事

曹志強先生(於二零二四年八月九日獲委任執行董事及於二零二五年四月十一日調職)  
高巧琴女士(於二零二五年四月十四日退任)  
周振存先生(於二零二五年四月十四日退任)

#### 獨立非執行董事

李彥雯女士(於二零二四年八月九日獲委任)  
黃春蓮女士(於二零二四年八月九日獲委任)  
陳慧恩女士(於二零二五年四月十一日獲委任)  
許麒麟先生(於二零二五年四月十四日退任)  
趙公澤先生(於二零二五年四月十四日退任)

獨立非執行董事(「獨立非執行董事」)之人數超過董事會成員總數之三分之一。全體董事之履歷載於本年報第33頁至第41頁。除本年報所披露者外，董事會成員之間並無其他關係，包括金融、商業、家庭或其他重要／相關關係。獨立非執行董事為極富經驗之專業人士及商界人士，在會計、金融、法律及商業管理具備豐富專業知識及經驗，其中一人更具備香港聯交所規定之合適專業會計資格。

董事會負責領導及監督本公司事務。各董事均以本公司之最佳利益為前提，以誠信態度履行職責。董事知悉彼等在管理、控制及經營本公司事務上，共同及個別向本公司負責。於回顧年內，彼等已付出足夠時間及專注力以處理本公司事務。

At each annual general meeting, one-third of the Directors for the time being, or, if their number is not three or a multiple of three, then the number nearest to but not less than one-third, shall retire from office by rotation provided that every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years. A retiring Director shall be eligible for re-election. The Company may fill the vacancy at the general meeting when a Director retires. As such, the term of office of each Director has been governed by the Articles of Association of the Company.

Code provision C.1.8 of the CG Code requires that the Company should arrange appropriate insurance cover in respect of legal action against its Directors. During the year ended 31 December 2024, the Company was unable to extend Directors' and officers' liability insurance coverage which was expired on 22 June 2023 due to the suspension of trading of the shares of the Company on the Stock Exchange. As at the date of this annual report, the Company has not arranged appropriate Directors' and officers' liability insurance coverage for the Directors and officers of the Group. The Board will review this arrangement from time to time in light of the prevailing circumstances and arrange for appropriate insurance coverage when necessary.

#### Assistance to Directors in Decision Making

During their term of office, the Directors have been informed of the business of the Group, the competitive and regulatory environments in which it operates and other changes affecting the Group and the industry where it operates as a whole. They have also been advised on appointment of their legal and other duties and obligations as directors of a company and updated on changes to the legal and governance requirements of the Group and upon themselves as the Directors.

在每次之股東週年大會上，當時三分之一之董事（或倘董事人數並非三或三之倍數，則以最接近但不少於三分之一人數為準）須輪值退任，惟每名董事（包括獲委任特定年期者）均須最少每三年輪席退任一次。退任董事可膺選連任。本公司可於董事退任之股東大會上填補空缺。因此，各董事之任期按本公司組織章程細則而特定。

企業管治守則的守則條文第C.1.8規定，本公司應就針對董事的法律訴訟安排適當的保險。截至二零二四年十二月三十一日止年度，由於本公司股份於聯交所暫停買賣，本公司無法延續於二零二三年六月二十二日屆滿的董事及高級職員責任保險。於本年報日期，本公司並無為本集團董事及高級職員安排適當的董事及高級職員責任保險。董事會將根據當時情況不時檢討此項安排，並在必要時安排適當的保險。

#### 給予董事決策之協助

本公司於董事在任期間，向彼等匯報有關本集團業務、經營所在地之競爭及規管環境，以及整體上影響本集團及其經營行業之其他變動的資料。彼等亦就委任為公司董事之法定及其他職能以及職責獲提供意見，並於彼等成為董事後更新有關本集團之法定及監管規定之變動。

### Conduct of Meetings

The Directors are consulted and properly briefed for matters to be included in the meeting agenda, and are supplied with relevant information as well as reports relating to operational and financial performance of the Group before each regular Board meeting. At least 14 days' notice of a regular Board meeting is given to all Directors providing them with the opportunity to attend the meeting. For regular Board meetings, and so far as practicable for all other meetings, an agenda and accompanying board papers are dispatched to all Directors at least 3 days before the meeting to ensure that they have sufficient time to review the papers and prepare adequately for the meeting. Senior management members are invited to attend the meeting to address to the Board members' queries. For non-regular Board meetings, reasonable notices are given. This enables the Board to have pertinent data and insight for a comprehensive and informed assessment, which helps the Board to make decision.

The Chairman has delegated the responsibility to the company secretary (the "Company Secretary") of the Company for drawing up and approving the agenda of the meeting for each Board meeting, taking into account of any matter proposed by each Director for inclusion in the agenda. The proceedings of the Board at its meetings are generally monitored by the Chairman who would ensure that sufficient time is allocated for discussion and consideration of each item on the agenda. Equal opportunities are given to each Director to express his/her views and concerns.

All Directors have full access to the advice and services of the Company Secretary to ensure the procedures, rules and regulations of the Board are followed. Draft and final versions of minutes of each Board meeting in sufficient details are sent to the Directors for comments and records within a reasonable time after the meeting. The minutes of the Board's and the Board committees' meetings are kept by the Company, which are available for inspection by the Directors upon reasonable notice.

### 會議之舉行

董事可獲諮詢及簡報會議議程內所載之事宜，並於每次定期董事會會議前獲發有關本集團營運及財務表現之相關資料及報告。定期董事會會議通知於開會前最少十四日送交全體董事，讓其有機會出席會議。就定期舉行的董事會會議而言，及在切實可行情況下就所有其他會議而言，議程及隨附的董事會文件於會議舉行前最少三日發給全體董事，以確保彼等具備足夠時間審閱該文件，並為會議作好充份準備。高級管理層成員獲邀與會，以解答董事會成員之提問。對於非定期董事會會議，將發出合理通知。此舉令董事會在作出全面而知情之評估時，具有相關之數據及認知，有助董事會作出決策。

主席已委派公司秘書（「公司秘書」）負責在考慮各董事建議之議程後，編撰及批核每次董事會會議之議程。董事會之議事程序一般由主席監察，以確保分配充裕時間作出討論及考慮議程內之各個項目。每位董事均獲平等機會表達意見及其關注事宜。

全體董事均有權全面尋求公司秘書之意見及服務，以確保遵守董事會程序、規則及規例。各董事會會議之詳盡記錄草稿及定稿將於舉行會議後的合理時間內，送交董事提供意見及記錄。董事會會議及董事會轄下委員會會議之記錄由本公司存置，並可由董事發出合理通知下供其查閱。



## CORPORATE GOVERNANCE REPORT

### 企業管治報告書

For the year ended 31 December 2024, the Company held 2 board meetings in total. Individual attendance of each Director and committee member at the meeting held in detail is as follows:

截至二零二四年十二月三十一日止年度內，董事會共舉行兩次董事會會議。各董事及委員會的成員及其出席會議的出席率詳情如下：

		The Board 董事會	Audit Committee 審核委員會	Remuneration Committee 薪酬委員會	Nomination Committee 提名委員會	AGM 股東週年大會
<b>Number of Meetings held</b>	<b>會議次數</b>	7	2	1	1	0
<b>Executive Directors</b>	<b>執行董事</b>					
Mr. Chen Chengshou (Chairman and Chief Executive Officer)	陳承守先生(主席兼行政總裁)	4/7	N/A不適用	N/A不適用	1/1	0/0
Mr. Feng Cizhao (retired on 14 April 2025)	豐慈招先生(於二零二五年四月十四日退任)	2/7	N/A不適用	N/A不適用	N/A不適用	0/0
Mr. Zhou Fenli (appointed on 9 August 2024 and retired on 14 April 2025)	周奮力先生(於二零二四年八月九日獲委任及於二零二五年四月十四日退任)	5/6	N/A不適用	N/A不適用	N/A不適用	0/0
<b>Non-executive Directors</b>	<b>非執行董事</b>					
Mr. Cao Zhiqiang (appointed on 9 August 2024 and redesignated on 11 April 2025)	曹志強先生(於二零二四年八月九日獲委任及於二零二五年四月十一日調職)	6/6	N/A不適用	N/A不適用	N/A不適用	0/0
Ms. Gao Qiaoqin (retired on 14 April 2025)	高巧琴女士(於二零二五年四月十四日退任)	4/7	N/A不適用	N/A不適用	N/A不適用	0/0
Mr. Choi Clifford Wai Hong (resigned on 24 February 2025)	蔡偉康先生(於二零二五年二月二十四日辭任)	6/7	N/A不適用	1/1	N/A不適用	0/0
Mr. Zhou Zhencun (retired on 14 April 2025)	周振存先生(於二零二五年四月十四日退任)	6/7	N/A不適用	N/A不適用	N/A不適用	0/0
<b>Independent non-executive Directors</b>	<b>獨立非執行董事</b>					
Mr. Khor Khie Liem Alex (retired on 14 April 2025)	許麒麟先生(於二零二五年四月十四日退任)	7/7	2/2	1/1	1/1	0/0
Mr. Chiu Kung Chak (retired on 14 April 2025)	趙公澤先生(於二零二五年四月十四日退任)	6/7	2/2	1/1	1/1	0/0
Mr. Lau Wai Leung, Alfred (resigned on 10 December 2024)	劉偉樑先生(於二零二四年十二月十日辭任)	6/7	2/2	N/A不適用	N/A不適用	0/0
Ms. Lee Yin Man (appointed on 9 August 2024)	李彥雯女士(於二零二四年八月九日獲委任)	6/6	2/2	0/0	0/0	0/0
Ms. Huang Chunlian (appointed on 9 August 2024)	黃春蓮女士(於二零二四年八月九日獲委任)	6/6	2/2	0/0	0/0	0/0
Ms. Chan Wai Yan (appointed on 11 April 2025)	陳慧恩女士(於二零二五年四月十一日獲委任)	N/A不適用	N/A不適用	N/A不適用	N/A不適用	N/A不適用

### Works Performed

During the Year under Review, besides attending the Board meetings to consider and make decision on corporate governance, risk management, statutory compliance, accounting, finance and business matters, the Directors had brought independent opinion and judgment on the strategy, performance and standards of conduct of the Company; had taken a leading role when potential conflict of interest arose; had served on Board committees; had approved various corporate governance related matters and policies; had ensured that the Board maintained high standards of financial and other mandatory reporting; carried out reviews on matters reported by the Board committees; and had provided adequate checks and balance to safeguard the interests of shareholders and the Company as a whole. In addition, the Board delegates to the management of the Company certain functions, including the implementation of general daily operation, strategies approved by the Board, the implementation of internal control procedures and ensuring compliance with relevant requirements and other rules and regulations.

Other than the executive Director, Mr. Chen Chengshou, who has entered into a letter of appointment with the Company with a term of three years, non-executive Director, Mr. Cao Zhiqiang, and independent non-executive Director, Ms. Lee Yin Man, Ms. Huang Chunlian and Ms. Chan Wai Yan, each of whom entered into a letter of appointment with the Company with a term of one year respectively.

During the Year under Review, the non-executive Directors and INEDs had actively participated in the Board meetings, made independent judgments on matter of meeting and expressed their opinions on the information or reports proposed at the meetings.

Besides attending the meetings of the Board or the committees, in order to make timely decision and effectively implement the policies and practice of the Company, the Board had also adopted written resolutions signed by all Directors to make decision on corporate affairs from time to time.

As part of the continuing process on supervising the business of the Company, the Directors, acted by the Audit Committee of the Company (the "Audit Committee"), had reviewed the adequacy of resources, qualifications and experience of the accounting staff of the Company and financial reporting functions.

### Independent Non-executive Directors' Confirmation

The Company has received, from each INED, an annual confirmation of his independence pursuant to Rule 3.13 of the Listing Rules. The Company considered that all the INEDs are independent. The Company is in compliance with Rule 3.10 and Rule 3.10A of the Listing Rules relating to the INEDs.

### 履行之工作

於回顧年內，除了出席董事會會議以考慮及決定企業管治、風險管理、法規遵守、會計、財務及業務事宜，董事亦對本公司之策略、表現及守則標準作出獨立意見及判斷；在有潛在利益衝突時發揮領導作用；出任董事會轄下委員會委員；通過企業管治相關事宜及政策；確保董事會維持高水平之財務及其他強制申報準則；審閱董事會轄下委員會報告之事項；以及提供足夠審查及平衡以保障全體股東與本公司之整體利益。此外，董事會將若干職能下放予本公司管理層，包括進行一般日常運作、董事會批准的策略、落實內部監控程序，以及確保符合相關規定及其他規則及規例。

除執行董事陳承守先生已與本公司訂立為期三年的委聘函外，非執行董事曹志強先生及獨立非執行董事李彥雯女士、黃春蓮女士及陳慧恩女士各自已與本公司訂立為期一年的委聘函。

於回顧年內，非執行董事及獨立非執行董事積極參與董事會會議，就會議事項作出獨立判斷及在提呈於會議上之資料或報告發表意見。

除了出席董事會或委員會會議，為了能及時作出決定及有效實施本公司之政策及實務，董事會亦不時採納經全體董事簽署之書面決議書為公司事務作出決定。

作為持續監督本公司業務之程序，董事已由審核委員會（「審核委員會」）代行審閱本公司會計員工的資源、資歷及經驗以及財務匯報職能是否足夠。

### 獨立非執行董事之確認

本公司已接獲各獨立非執行董事之年度確認書，確認彼等符合上市規則第3.13條所載有關獨立性之規定。本公司認為全體獨立非執行董事均為獨立人士。本公司並符合上市規則第3.10及3.10A條關於獨立非執行董事之規定。

#### Chairman and Chief Executive Officer

Under code provision A.2.1 of the CG Code, the roles of chairman and chief executive officer shall be separate and shall not be performed by the same individual. Mr. Chen is the chairman and the chief executive officer of the Company ("CEO"). The Group therefore does not separate the roles of the chairman and the CEO. The Board considered that Mr. Chen had in-depth knowledge and experience in the property investment and development industry and was the most appropriate person to manage the Group. Vesting the roles of both chairman and CEO in Mr. Chen has the benefit of ensuring consistent leadership within the Group and enables more effective and efficient overall strategic planning for the Group. The Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable the Company to make and implement decisions promptly and effectively. Besides, three independent non-executive Directors of the Board had actively participated in the Board meetings, made independent judgments on matter of meeting and expressed their opinions on the information or reports proposed at the meetings. Although Mr. Chen is the chairman and chief executive officer, the Company believes the Board will not make any biased decisions under Mr. Chen's influence. The Board will continue to review and consider splitting the roles of chairman and CEO of the Company at a time when it is appropriate and suitable by taking into account the circumstances of the Group as a whole.

#### BOARD COMMITTEES

The Board has established the Audit Committee, Remuneration Committee (the "Remuneration Committee") and Nomination Committee (the "Nomination Committee") with defined roles and terms of reference.

##### Audit Committee

###### Structure

The Company established the Audit Committee on 8 June 2015 with written terms of reference in compliance with Rule 3.21 of the Listing Rules and code provision C.3.4 of the CG Code as set out in Appendix 14 to the Listing Rules. The updated terms of reference of the Audit Committee are adopted on 29 December 2015, and are available on the websites of the Hong Kong Stock Exchange and the Company. The primary duties of the Audit Committee are to provide the Board with an independent review of the effectiveness of the financial reporting process, internal control and risk management system of the Group, to oversee the audit process and to perform other duties and responsibilities as assigned by the Board.

#### 主席兼行政總裁

根據企業管治守則之守則條文第A.2.1條，主席與行政總裁之職位應有所區分，且不應由同一人士兼任。陳先生為本公司主席兼行政總裁（「行政總裁」）。故此本集團並無區分主席及行政總裁之職位。董事會相信陳先生於物業投資及發展行業具備淵博的學識及豐富的經驗，為最適合管理本集團之人士，由陳先生兼任主席及行政總裁的角色，可確保本集團內之貫徹領導及可令本集團之整體策略規劃更有效及具效率。董事會認為，目前的安排將不會削弱權力制衡，而這個架構將有助本公司迅速及有效地作出及實行決策。再者，董事會的三位獨立非執行董事均積極參與董事會會議，就會議事項作出獨立判斷及在提呈於會議上之資料或報告發表意見，雖陳先生為本公司主席兼行政總裁，本公司認為並不會影響董事會作出任何有偏頗之嫌的決定。董事會將持續檢討，屆時顧慮到本集團的整體情況，考慮將本公司的主席與行政總裁的職能分開是否適當及適合。

#### 董事會轄下委員會

董事會已成立審核委員會、薪酬委員會（「薪酬委員會」）及提名委員會（「提名委員會」），並界定其角色及職權範圍。

##### 審核委員會

###### 架構

本公司於二零一五年六月八日成立審核委員會，並遵照上市規則第3.21條及上市規則附錄14列載之企業管治守則第C.3.4段制訂其書面職權範圍。審核委員會之最新職權範圍已於二零一五年十二月二十九日獲採納，並可於香港聯交所及本公司網站查閱。審核委員會的主要職責為就本集團財務申報程序、內部控制及風險管理制度的有效性向董事會提供獨立審查、監察審核程序及行使由董事會分配之其他職責。

All members under the Audit Committee possess diversified business experience. The chairman of the Audit Committee has appropriate professional qualification, accounting or related financial management expertise as required by the Listing Rules.

As at the date of this annual report, the Audit Committee is made up of four INEDs:

Ms. Lee Yin Man (*Chairman*) (appointed on 9 August 2024)

Ms. Huang Chunlian (appointed on 9 August 2024)

Mr. Khor Khie Liem Alex (retired on 14 April 2025)

Mr. Chiu Kung Chak (retired on 14 April 2025)

Ms. Chan Wai Yan (appointed on 11 April 2025)

審核委員會全體成員具備多元化的業務經驗。審核委員會主席具備了上市規則規定之適當專業資格、會計或相關財務管理專業知識。

於本年報日期，審核委員會由四位獨立非執行董事組成：

李彥雯女士(主席)(於二零二四年八月九日獲委任)

黃春蓮女士(於二零二四年八月九日獲委任)

許麒麟先生(於二零二五年四月十四日退任)

趙公澤先生(於二零二五年四月十四日退任)

陳慧恩女士(於二零二五年四月十一日獲委任)

### Functions

The terms of reference of the Audit Committee can be found on the websites of the Company and the Hong Kong Stock Exchange. The major duties of the Audit Committee are summarized as below:

- (i) to be primarily responsible for making recommendations to the Board on the appointment, re-appointment and removal of the external auditor, to approve the remuneration and terms of engagement of the external auditor, and to deal with any issues relating to the resignation or dismissal of such auditor;
- (ii) to monitor the integrity of the Company's financial statements and annual reports and accounts, half year reports and, if prepared for publication, quarterly reports, and to review material comments on financial reporting contained in the statements and reports;
- (iii) to review the financial controls, risk management and internal control systems of the Company, unless the risk committee otherwise under the Board or the Board itself has expressly stated that they will deal with it;
- (iv) to develop and review the policies and practices of the Company on corporate governance and make recommendations to the Board; and
- (v) to consider and identify risks of the Group and review the effectiveness of the decision-making processes of the Group in crisis and emergency situations and approve the major decisions affecting the risk profile or exposure of the Group.

### 職能

有關審核委員會之職權範圍，可瀏覽本公司及香港聯交所網頁。審核委員會之主要職責概述如下：

- (i) 主要負責就外聘核數師的委任、重新委任及罷免向董事會提供建議，批准外聘核數師的薪酬及聘用條款、及處理任何有關該核數師辭職或辭退該核數師的問題；
- (ii) 監察本公司的財務報表以及年度報告及賬目、半年度報告及(若擬刊發)季度報告的完整性，並審閱報表及報告所載有關財務申報的重大意見；
- (iii) 檢討本公司的財務監控，以及(除非有另設的董事會轄下風險委員會及或董事會本身會明確處理)檢討本公司的風險管理及內部監控系統；
- (iv) 制定及檢討本公司的企業管治政策及常規，並向董事會提出建議；及
- (v) 審議及識別本集團的風險，並審議危機及緊急情況發生時本集團的決策程序的成效，以及批准影響本集團風險概況或風險的重要決策。



**Conduct of Meetings**

The Audit Committee shall meet at least twice each year. The Company prepares and dispatches an information memorandum that includes all relevant information about the meetings to the Audit Committee members at least 3 days prior to such meetings. During the Year under Review, the Audit Committee members reviewed the information memorandum with due care and discussed with the senior management of the Company during the meetings. Minutes drafted by the Company Secretary were circulated to the Audit Committee members for comments within a reasonable time after each meeting. Executed minutes were kept by the Company and copies of the minutes were delivered to the Audit Committee members for records.

**Works Performed**

The works performed by the members of Audit Committee during the Year under Review are summarized as below:

- (i) to review the annual accounts and consolidated financial statements and interim accounts of the Group;
- (ii) to review, discuss and agree with the Independent Auditor in respect of the audit fee for the Year under Review; the nature, scope of audit and reporting obligations for the Year under Review;
- (iii) to review the effectiveness of the action plan to mitigate the Group's liquidity pressure and remove the Audit Modification;
- (iv) to review and assess the adequacy and effectiveness of the financial reporting and controls, internal control procedures and risk management system of the Group;
- (v) to review the corporate governance practices and monitor the progress of compliance of the CG Code and its disclosure in the Corporate Governance Report;
- (vi) to review the performance of the properties of the Group for the year ended 31 December 2024;
- (vii) to review the continuing connected transactions to ensure that they are entered into on normal commercial terms, are fair and reasonable, and are carried out pursuant to the terms of such agreements in respect of these continuing connected transactions;
- (viii) to review the adequacy of resources, qualifications and experience of the staff in accounting and financial reporting function, and the training programmes and budget; and
- (ix) to discuss with the Independent Auditor with respect to the accounting principles and practices adopted by the Group, compliance with the Listing Rules and other financing reporting requirements.

**會議之舉行**

審核委員會每年須最少開會兩次。本公司編製及派發資料備忘錄，內容包括會議時所需之所有資料，於審核委員會開會前最少三日提交予審核委員會成員。於回顧年內，審核委員會成員審慎地審閱資料備忘錄，並於會議上與本公司高級管理層成員討論。公司秘書草擬的會議記錄已於每次會議後一段合理時間內交予審核委員會成員提供意見。經簽署之會議記錄由本公司存置，而有關副本亦已送交審核委員會成員以作記錄。

**履行之工作**

審核委員會成員於回顧年內所履行之工作概述如下：

- (i) 審閱本集團年度之賬目及綜合財務報表，以及中期賬目；
- (ii) 與獨立核數師審閱、討論及同意回顧年內之核數費用；核數之性質、範圍及申報責任；
- (iii) 審閱行動計劃的有效性以緩解本集團流動資金壓力及撤銷審核保留意見；
- (iv) 審閱及評估本集團之財務匯報及監控、內部監控程序及風險管理系統是否足夠及有效；
- (v) 檢討企業管治常規及監控遵守企業管治守則之進度及其於企業管治報告中的披露情況；
- (vi) 審閱本集團截至二零二四年十二月三十一日止年度之物業表現；
- (vii) 審閱持續關連交易，以確保其乃按正常商業條款訂立，為公平合理並根據該等持續關連交易相關協議的條款進行；
- (viii) 審閱會計及財務匯報職能方面的資源、員工資歷及經驗與員工所接受的培訓課程及有關預算是否足夠；及
- (ix) 就有關本集團所採納的會計原則及慣例、上市規則的合規情況及其他財務匯報規定與獨立核數師討論。

Overall, the Audit Committee is satisfied with the condition of the Company, including the corporate governance practices, internal control system, qualifications and experience of the staff in accounting and financial reporting function, and the training programmers.

One of the specific works vested upon the Audit Committee is to develop and review the corporate governance policies and practices of the Company. Upon reviewed by the Audit Committee and approved by the Board, the main policies for the corporate governance of the Company are to develop the Company itself as a sustainable and competitive company in the business sector in the interests of the Company and the shareholders as a whole, with an aim for a prudent and profitable development and long-term achievement of growth through the well-established corporate governance principles, risk monitoring management and practices. As a listed company in Hong Kong, the Company is obliged to follow the principles, code provisions and recommended best practices (if applicable) set forth in Appendix 14 to the Listing Rules as the substantial requirement on achieving high standards of corporate governance as well as a cornerstone of the corporate governance policy of the Company.

## Remuneration Committee

### Structure

The Remuneration Committee has been established on 8 June 2015 with written terms of reference in compliance with Rule 3.26 of the Listing Rules and code provision B.1.3 of the CG Code as set out in Appendix 14 to the Listing Rules with the roles to assist the Board in reviewing and determining the framework or specific policy for remuneration packages of the Directors and senior management, overseeing any major changes in employee benefit structures and considering other matters as defined by the Board.

As at the date of this annual report, the Remuneration Committee is made up of four INEDs:

Ms. Lee Yin Man (*Chairman*) (appointed on 9 August 2024)

Ms. Huang Chunlian (appointed on 9 August 2024)

Mr. Khor Khie Liem Alex (retired on 14 April 2025)

Mr. Chiu Kung Chak (retired on 14 April 2025)

Ms. Chan Wai Yan (appointed on 11 April 2025)

整體而言，審核委員會滿意本公司之狀況，包括企業管治實務、內部監控制度以及會計及財務匯報職能方面的員工之資歷及經驗與員工所接受的培訓課程是足夠的。

審核委員會的其中一項特定工作為發展及檢討本公司有關企業管治的政策及常規。經審核委員會審閱並由董事會批准後，本公司的主要企業管治政策乃於符合本公司及股東整體利益的情況下將本公司本身發展為一間可持續發展及具競爭力的商業公司，並旨在透過成熟的企業管治原則、風險監管、管理及常規，達致審慎及高利潤的發展以及長遠增長。作為一間香港上市公司，本公司須遵守上市規則附錄14所載的原則、守則條文及建議最佳常規(如適用)，此乃達致高水平企業管治的重大要求及本公司企業管治政策的基石。

## 薪酬委員會

### 架構

薪酬委員會於二零一五年六月八日成立，並遵照上市規則第3.26條及上市規則附錄14列載之企業管治守則第B.1.3條制訂及公開其書面職權範圍。其角色為協助董事會檢討及釐定董事及高級管理層之薪酬架構或具體政策，監督僱員福利架構之任何重大變動，以及考慮董事會釐定之其他事項。

於本年報日期，薪酬委員會由四位獨立非執行董事組成：

李彥雯女士(主席)(於二零二四年八月九日獲委任)

黃春蓮女士(於二零二四年八月九日獲委任)

許麒麟先生(於二零二五年四月十四日退任)

趙公澤先生(於二零二五年四月十四日退任)

陳慧恩女士(於二零二五年四月十一日獲委任)

## CORPORATE GOVERNANCE REPORT

### 企業管治報告書

#### Functions

The principal responsibilities of the Remuneration Committee are as follows:

- (i) to make recommendations to the Board on the policy and structure of the Company for all Directors' and senior management's remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy;
- (ii) to make recommendations to the Board on the remuneration packages of individual executive Directors and senior management including benefits in kind, pension rights, compensation payments (including any compensation payable for loss or termination of their office or appointment);
- (iii) to make recommendations to the Board on the remuneration of executive and non-executive Directors; and
- (iv) to review and approve compensation payable to executive Directors and senior management for any loss or termination of office or appointment to ensure that it is consistent with contractual terms and is otherwise fair and not excessive for the Company.

The terms of reference of the Remuneration Committee can be found on the websites of the Company and the Hong Kong Stock Exchange.

The Remuneration Committee shall consult the Chairman and/or Chief Executive Officer about their recommendations relating to the remuneration of other executive Directors and may also obtain independent professional advice.

#### 職能

薪酬委員會之主要職責如下：

- (i) 就本公司董事及高級管理人員的全體薪酬政策及架構，及就設立正規而具透明度的程序制訂薪酬政策，向董事會提出建議；
- (ii) 向董事會建議個別執行董事及高級管理人員的薪酬待遇，包括非金錢利益、退休金權利及賠償金額（包括喪失或終止職務或委任的賠償）；
- (iii) 就執行及非執行董事的薪酬向董事會提出建議；及
- (iv) 檢討及批准向執行董事及高級管理人員就其喪失或終止職務或委任而須支付的賠償，以確保該等賠償與合約條款一致；若未能與合約條款一致，賠償亦須對本公司而言屬公平合理及不致過多。

有關薪酬委員會之職權範圍，可瀏覽本公司及香港聯交所網頁。

薪酬委員會應就其他執行董事之薪酬建議諮詢主席及／或行政總裁，亦可索取獨立的專業意見。

**Works Performed**

The works performed by the members of the Remuneration Committee during the Year under Review are summarized as below:

- (i) to consider and make recommendations to the Board for endorsement of the remuneration policy of the Company and letters of appointment of the Directors and senior management with major terms and conditions, to comply with the CG Code; and
- (ii) to assess performance of executive Directors and consider and make recommendations to the Board on the remuneration of the Directors and senior management during the Year under Review.
- (iii) Pursuant to code provision B.1.5 of the CG Code, the five highest paid employees during the year are seven Directors (2023: five Directors), details of whose remuneration are set out in Note 8 to the financial statements. During the Year under Review, the remuneration paid to the senior management fell within the following band:

**履行之工作**

薪酬委員會成員於回顧年內所履行之工作概述如下：

- (i) 就本公司薪酬政策及本公司董事及高級管理層委聘函的主要條款及條件作出考慮並提出建議予董事會作批註，以符合企業管治守則；及
- (ii) 評核執行董事的表現及考慮董事及高級管理層於回顧年內的薪酬並向董事會提出建議。
- (iii) 根據企業管治守則的守則條文第B.1.5條，本年度五名最高薪酬僱員為七名董事（二零二三年：五名董事），彼等之薪酬詳情載列於財務報表附註8。於回顧年度，向高級管理層成員支付之薪酬範圍如下：

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Directors' fee, salaries, allowances and benefits in kind	董事酬金、薪金、津貼及實物利益	2,217	2,189
Equity-settled share award expense	以股權結算股份獎勵開支	—	—
Pension scheme contributions	退休金計劃供款	—	—
		2,217	2,189

The number of the highest paid employees who were Directors and whose remuneration fell within the following band is as follows:

董事且薪酬介乎以下範圍之最高薪酬僱員之人數如下：

		2024 二零二四年	2023 二零二三年
Nil to HK\$1,000,000	零至1,000,000港元	7	5
HK\$1,000,001 to HK\$1,500,000	1,000,001港元至1,500,000港元	—	—
		7	5



### Nomination Committee

#### Structure

The Nomination Committee was established on 8 June 2015 with written terms of reference in compliance with code provisions A.5.2 and A.5.3 of the CG Code as set out in Appendix 14 to the Listing Rules with the role to lead the process and to make recommendations for appointments to the Board, whether as additional appointment or to fill up the casual vacancy of directorship as and when they arise, in the light of challenges and opportunities facing the Company, as well as business development and requirements of the Company.

As at the date of this annual report, the Nomination Committee is made up of one executive Director and four INEDs, namely:

Mr. Chen Chengshou (*Chairman*)  
Ms. Lee Yin Man (appointed on 9 August 2024)  
Ms. Huang Chunlian (appointed on 9 August 2024)  
Mr. Khor Khie Liem Alex (retired on 14 April 2025)  
Mr. Chiu Kung Chak (retired on 14 April 2025)  
Mr. Cao Zhiqiang (appointed on 11 April 2025)

Ms. Chan Wai Yan (appointed on 11 April 2025)

#### Functions

The principal responsibilities of the Nomination Committee are as follows:

- (i) to review the structure, size, composition and diversity (including but not limited to gender, age, culture and education background, ethnicity, professional experience, skills, knowledge and service term, etc.) of the Board at least annually and make recommendations on any proposed changes to the Board to complement the strategy of the Company;
- (ii) to assess the independence of the independent non-executive Directors; and
- (iii) to make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors, in particular the chairman and the chief executive officer, taking into account the corporate strategy of the Company and the mix of skills, knowledge, experience and diversity needed in the future.

### 提名委員會

#### 架構

提名委員會於二零一五年六月八日成立，並遵照上市規則附錄14列載之企業管治守則之守則條文第A.5.2條及A.5.3條制訂及公開其書面職權範圍。其角色為就委任程序作出領導及向董事會提出建議，（當不論作為新增委任或填補董事空缺發生時），以應付本公司所面對的挑戰及機遇，以及本公司業務開發及要求。

於本年報日期，提名委員會由一位執行董事及四位獨立非執行董事組成，彼等為：

陳承守先生(主席)  
李彥雯女士(於二零二四年八月九日獲委任)  
黃春蓮女士(於二零二四年八月九日獲委任)  
許麒麟先生(於二零二五年四月十四日退任)  
趙公澤先生(於二零二五年四月十四日退任)  
曹志強先生(於二零二五年四月十一日獲委任)  
陳慧恩女士(於二零二五年四月十一日獲委任)

#### 職能

提名委員會之主要職責如下：

- (i) 至少每年檢討董事會的架構、人數、組成及成員多元化(包括但不限於性別、年齡、文化及教育背景、種族、專業經驗、技能、知識及服務任期方面)，並就任何為配合本公司的公司策略而擬對董事會作出的變動提出建議；
- (ii) 評核獨立非執行董事的獨立性；及
- (iii) 因應本公司的企業策略及日後需要的技能、知識、經驗及多元化組合，就董事委任或重新委任以及董事(尤其是主席及行政總裁)繼任計劃向董事會提出建議。

**Board Diversity Policy**

The Nomination Committee has adopted a “Board Diversity Policy” for the nominations of Directors to achieve diversity on the Board. The Board deeply believes that the diversity will benefit a lot to the Company in terms of enhancing the quality of its performance. To achieve the goal of sustainable and balanced development, the Company regards the increasing diversity to the strategic goals as the key element to maintain sustainable development. The Board adheres to the principle that “talent is priority”, and appoints the Directors who can contribute to the diversity of the Board. The Company devotes to find the most suitable people as the member of committee. The Company will base on the scope of diversity, not only including the education background, experience, skills, knowledge and term of appointment but also including but not limited to gender, age, culture background and race, with reference to business model and specific needs of the Company. The final determination is based on merit and contribution that the selected candidates will bring to the Board. “Board Diversity Policy” is publicly available on the website of the Company. As at the date of this annual report, the information (including gender, age and term of appointment) of the members of Board is as follows:

**董事會成員多元化政策**

提名委員會已就董事之提名採納《董事會成員多元化政策》以達致董事會成員多元化。董事會深信董事會成員多元化對提升本公司的表現素質裨益良多。為達致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其達到戰略目標及維持可持續發展的關鍵元素。董事會所有委任均以用人唯才為原則，並在考慮人選時以適當的條件充分顧及董事會成員多元化的裨益。本公司致力於選擇最佳人選作為董事會成員。甄選人選將按一系列多元化範疇為基準，除教育背景、專業經驗、技能、知識及服務任期外，亦包括但不限於性別、年齡、文化背景及種族，並同時考慮本公司之業務模式及具體需要。最終將按人選的長處及可為董事會提供的貢獻而作決定。《董事會成員多元化政策》已載於本公司網站供公眾瀏覽。於本年報日期，董事會資料(包括性別、年齡、服務任期)如下：

Member 董事會成員	Gender 性別	Age 年齡	Term (Note) 服務任期(附註)
Mr. Chen Chengshou 陳承守先生	Male 男	59 59歲	11 years and 1 months 11年零1個月
Mr. Cao Zhiqiang 曹志強先生	Male 男	40 40歲	7 months 7個月
Ms. Lee Yin Man 李彥雯女士	Female 女	41 41歲	7 months 7個月
Ms. Huang Chunlian 黃春蓮女士	Female 女	29 29歲	7 months 7個月
Ms. Chan Wai Yan (appointed on 11 April 2025) 陳慧恩女士(於二零二五年四月十一日獲委任)	Female 女	27 27歲	N/A 不適用
Mr. Feng Cizhao (retired on 14 April 2025) 豐慈招先生(於二零二五年四月十四日退休)	Male 男	49 49歲	9 years and 1 month 9年零1個月
Mr. Zhou Fenli (retired on 14 April 2025) 周奮力先生(於二零二五年四月十四日退休)	Male 男	55 55歲	7 months 7個月
Ms. Gao Qiaoqin (retired on 14 April 2025) 高巧琴女士(於二零二五年四月十四日退休)	Female 女	53 53歲	10 years and 5 months 10年零5個月
Mr. Zhou Zhencun (retired on 14 April 2025) 周振存先生(於二零二五年四月十四日退休)	Male 男	63 63歲	3 years and 1 month 3年零1個月
Mr. Khor Khie Liem Alex (retired on 14 April 2025) 許麒麟先生(於二零二五年四月十四日退休)	Male 男	56 56歲	3 years and 3 months 3年零3個月
Mr. Chiu Kung Chak (retired on 14 April 2025) 趙公澤先生(於二零二五年四月十四日退休)	Male 男	43 43歲	3 years and 1 month 3年零1個月

## CORPORATE GOVERNANCE REPORT

### 企業管治報告書

For the purpose of implementation of the Board Diversity Policy, the following measurable objectives were adopted:

- (A) at least one-third of the members of the Board shall be independent non-executive Directors;
- (B) at least one of the members of the Board shall have obtained accounting or other professional qualifications; and
- (C) members of the Board shall consist of professional talents both from PRC and Hong Kong.

For the year ended 31 December 2024, the Board has achieved the measurable objectives in the board diversity policy. The Nomination Committee will monitor the implementation of this policy and review this policy, as appropriate, to ensure the effectiveness of this policy. The Nomination Committee will discuss any revisions that may be required, and recommend any such revisions to the Board for consideration and approval.

The terms of reference of the Nomination Committee can be found on the websites of the Company and the Hong Kong Stock Exchange.

#### Works Performed

The works performed by the members of Nomination Committee during the Year under Review are summarized as below:

- (i) to formulate, consider and review the policy, procedures and process and criteria for the nomination of the Directors and make recommendations to the Board for its endorsement; and
- (ii) review the structure, size and composition of the Board and assess on the independence of the independent non-executive Directors.

#### Director Nomination Policy

The director nomination policy formulated by the Nomination Committee is as follows:

This policy sets out the key selection criteria and principles of the Nomination Committee in making any such recommendations.

就實施董事會成員多元化政策而言，乃採納以下可計量目標：

- (A) 至少三分之一董事會成員須為獨立非執行董事；
- (B) 至少一名董事會成員須獲得會計或其他專業資格；及
- (C) 董事會成員組成包括中港兩地專業人才。

截至二零二四年十二月三十一日止年度，董事會已實現董事會成員多元化政策中的可計量目標。提名委員會監察本政策的執行，並在適當時候檢討本政策，以確保本政策行之有效。提名委員會將會討論任何或需作出的修訂，再向董事會提出修訂建議，由董事會審批。

有關提名委員會之職權範圍，可瀏覽本公司及香港聯交所網頁。

#### 履行之工作

提名委員會成員於回顧年內所履行之工作概述如下：

- (i) 訂定、考慮及審閱提名董事的政策、程序及過程及準則，並向董事提出建議，以供其批註；及
- (ii) 檢討董事會的架構、規模及組成以及評估獨立非執行董事的獨立性。

#### 董事提名政策

提名委員會訂定的《董事提名政策》如下：

此政策旨在列明提名委員會於作出任何有關建議時所採用的主要甄選標準及原則。

*Selection Criteria*

The Nomination Committee shall consider the following factors, which are not exhaustive and shall be used by the Board at its discretion, in assessing the suitability of the proposed candidate regarding the appointment of directors or re-appointment of any existing Board member(s):

- (a) reputation for integrity;
- (b) accomplishment, experience and reputation in the business and industry;
- (c) commitment in respect of time availability, interest and attention to the businesses of the Company and its subsidiaries;
- (d) the diversity of the candidates in all aspects with reference to the Board Diversity Policy of the Company (as adopted and amended by the Board from time to time), including but not limited to gender, age, cultural/educational and professional background, ethnicity, professional experience, independence, skills, knowledge and length of service;
- (e) in case of a candidate for an independent non-executive director of the Company, to assess: (i) the independence of such candidate with reference to, among other things, the independence criteria as set out in Rule 3.13 of the Listing Rules; and (ii) the guidance and requirements in relation to independent non-executive directors as set out in Code Provision A.5.5 of Appendix 14 to the Listing Rules and in the "Guidance for Boards and Directors" published by the Hong Kong Stock Exchange; and
- (f) any other relevant factors that may be considered by the Nomination Committee or the Board from time to time at their discretion.

*Nomination Procedures*

The nomination procedures to select and recommend candidates for the directorship of the Company can be summarised as follows:

- (a) The chairman of the Nomination Committee will, upon his/her own motion or receipt of a nomination from a Board member (as the case may be), convene a meeting of the Nomination Committee or circulate a resolution in writing to the members of the Nomination Committee to consider the same in accordance with the terms of reference.

*甄選標準*

提名委員會在評估候選人是否適合任命董事或重新任命董事時，應考慮下列因素，這些因素並非詳盡無遺，董事會認為適當時候可酌情決定：

- (a) 誠信的聲譽；
- (b) 在商業和行業中的成就、經驗和聲譽；
- (c) 對本公司及其子公司的業務給予足夠的時間、興趣和關注的承諾；
- (d) 參考本公司的董事會成員多元化政策（經董事會採納並不時修訂），考慮其所有方面的多樣性，包括但不限於性別、年齡、文化／教育和專業背景、種族、專業經驗、獨立性、技能、知識及服務期長短；
- (e) 就本公司獨立非執行董事候選人而言，將予評估：(i)有關候選人的獨立性（參考（其中包括）上市規則第3.13條所載的獨立性標準）；及(ii)上市規則附錄14守則條文第A.5.5條及香港聯交所公佈的「董事會及董事指引」所載的有關獨立非執行董事之指引及規定；及
- (f) 提名委員會或董事會不時酌情決定的任何其他相關因素。

*提名程序*

甄選及推薦本公司董事候選人的提名程序可概述如下：

- (a) 提名委員會主席將出於自願或於獲得董事會成員提名（視情況而定）時，召開提名委員會會議或向提名委員會成員傳閱書面決議案，以根據職權範圍考慮有關事項。



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### 企業管治報告書

- (b) For filling a casual vacancy to the Board or as an addition to the Board, the Nomination Committee will conduct the relevant selection process (coupled with the relevant selection criteria) to the nominated candidate and make recommendations to the Board for consideration, and the Board will then decide as to whether the nominated candidate shall be eligible to be appointed as a Director of the Company.
- (b) 填補董事會的臨時空缺或為董事會增補董事時，提名委員會將對獲提名的候選人執行相關甄選程序（連同相關甄選標準），並向董事會提出推薦意見以供考慮，而董事會屆時將決定獲提名候選人是否有資格獲委任為本公司董事。
- (c) For the re-election of Directors of the Company:
- (c) 於重選本公司董事時：
- (i) the Nomination Committee will conduct the relevant selection process and selection criteria to the director proposed to be re-appointed and make recommendations to the Board for consideration, and the Board will then decide as to whether the director shall be eligible to be re-appointed as a Director of the Company; and
- (i) 提名委員會將對擬獲重選董事執行相關甄選程序及甄選標準，並向董事會提出推薦意見以供考慮，而董事會屆時將決定董事是否有資格獲重新委任為本公司董事；及
- (ii) if the director proposed to be re-appointed or re-elected due to retirement by rotation under the Articles of Association of the Company is an independent non-executive Director who has served the Board for more than 9 years, the Nomination Committee shall also assess whether the director has remained independent in the context of the Listing Rules, as amended from time to time (the "Listing Rules") and shall be re-elected at the next general meeting of the Company and make recommendations to the Board for consideration. The Board will then decide as to whether the director has remained independent in the context of the Listing Rules, and if so, recommend the proposed re-appointment/re-election of the director to the shareholders of the Company for consideration at the next general meeting of the Company. According to the Code Provision A.4.3 of the Appendix 14 to the Listing Rules, the circular of the Company relating to the proposed reappointment of such director shall include the reasons why the Board believes that the director is still independent and shall be re-elected.
- (ii) 倘因根據本公司組織章程細則輪席告退而擬獲重新委任或重選的董事為出任董事會逾9年的獨立非執行董事，則提名委員會亦應評估董事就上市規則（經不時修訂）（「上市規則」）而言是否仍屬獨立及應否於本公司下屆股東大會上膺選連任，並向董事會提出推薦意見以供考慮。董事會屆時將決定董事就上市規則而言是否仍屬獨立，倘屬獨立，將於本公司下屆股東大會向本公司股東推薦擬重新委任／重選董事。根據上市規則附錄14守則條文第A.4.3條，有關擬重新委任有關董事的本公司通函應包括董事會相信董事仍屬獨立且應獲重選之理由。

*Information of the Candidates*

The proposed candidates will be required to submit the necessary personal information in a prescribed form by the Nomination Committee. Candidates may be required to provide additional information and documents, if deemed necessary by the Nomination Committee.

*候選人資料*

提名委員會將要求推薦的候選人按指定的形式提交必要的個人資料，候選人或需提供額外資料及文件（倘提名委員會認為必要）。

**MANAGEMENT FUNCTIONS**

Basically, the Board and its committees were responsible for the following matters during the year:

**管理層職能**

基本上，董事會及其委員會於本年度內負責以下事項：

- |  |   |
|--|---|
| (i) oversee the general operations of the Company;   | (i) 監察本公司的一般營運；                                       |
| (ii) ensure effective implementation of the Board decisions and corporate governance, with the assistance of the Company Secretary;  | (ii) 於公司秘書的協助下，確保董事會的決定及企業管治能有效實施；                    |
| (iii) ensure the short-term and long-term sustainability of the business;  | (iii) 確保業務具有短期及長期的持續性；                                |
| (iv) lead the performance of the management of the Company in meeting agreed goals and objectives and monitor the reporting of performance;  | (iv) 領導本公司管理層於達致協定方針及目標的表現以及監察表現的申報工作；                |
| (v) provide consistent leadership to the Company;  | (v) 為本公司提供一致的領導；                                      |
| (vi) satisfy itself on the integrity of financial information and on robustness and defensibility of the financial controls and systems of risk management and carry out review thereon;                                       | (vi) 信納財務資料的真確性、財務監控及風險管理系統的可信性及可辯解性，並就此進行有關檢討；       |
| (vii) scrutinize the performance of the management of the Company in meeting agreed goals and objectives and monitor the reporting of performance;   | (vii) 詳細檢討本公司管理層於達致協定方針及目標的表現，並監管表現的申報；               |
| (viii) provide constructive proposals and help on developing business strategic plan;  | (viii) 就發展業務策略計劃書提供具建設性的建議及協助；                        |
| (ix) uphold high standards of corporate governance and compliance; and   | (ix) 保持高水平的企業管治及合規工作；及                                |
| (x) participate in the process of dealing with any conflict of interest between the Company and the Directors, his/her associates or substantial shareholders who have material interests in the transaction with the Company. | (x) 參與處理就本公司與董事、彼等聯繫人或於本公司交易中擁有重大權益的主要股東之間的任何利益衝突的過程。 |

## CORPORATE GOVERNANCE REPORT

### 企業管治報告書

During the Year under Review, the management was mainly responsible for the following matters:

1. daily investment, management, operation and administration of the Company;
2. comply with the rules and regulations, including the Listing Rules, and implement corporate governance policy determined by the Board;
3. draw the Directors' attention on the new corporate governance requirements;
4. organize the Board and various meetings for the Directors' discussion;
5. prepare various reports to the Board for review and decision making; and
6. organize training for the Directors.

During the Year under Review, the management provided all members of the Board updates every half year in accordance with the code provision C.1.2 of the CG Code.

於回顧年內，管理層主要負責：

1. 本公司的日常投資、管理、營運及行政；
2. 遵守規例及法規(包括上市規則)以及推行董事會所釐定的企業管治政策；
3. 提請董事關注有關企業管治的新規定；
4. 組織董事會會議及各種會議供董事討論；
5. 編製各種報告供董事會審閱及決策；及
6. 為董事安排培訓。

回顧年內，管理層已根據企業管治守則之守則條文第C.1.2條向全體董事會成員提供每半年更新資料。

## MULTIPLE MATERIAL UNCERTAINTIES RELATING TO GOING CONCERN

As set out in note 2 to the consolidated financial statements, the Group incurred a net loss of approximately RMB589,691,000 for the year ended 31 December 2024. At 31 December 2024, the Group's current liabilities exceeded its current assets by approximately RMB4,507,983,000. In addition, at 31 December 2024, the Group's outstanding borrowings of approximately RMB1,212,708,000 and the convertible bonds issued by the Group amounting approximately RMB282,125,000 were overdue pursuant to the borrowing agreements which constituted events of defaults. These conditions, together with other matters disclosed in note 2 to the consolidated financial statements, indicate the existence of material uncertainties which may cast significant doubt on the Group's ability to continue as a going concern.

The Management has been undertaking measures to improve the Group's liquidity and financial position, which are set out in note 2 to the consolidated financial statements. The validity of the going concern assumption on which the consolidated financial statements have been prepared depends on the outcome of these measures, which are subject to multiple material uncertainties, including (i) successfully negotiating with the Group's existing lenders such that no action will be taken by the relevant lenders to demand immediate repayment of the borrowings with interest payments in default; (ii) successfully negotiating with various financial institutions on the renewal of or extension for repayment of outstanding borrowings, including those with overdue principals and interests; (iii) successfully negotiating with various financial institutions and potential lenders/investors to identify various options for additionally financing the Group's working capital and commitments in the foreseeable future; (iv) successfully accelerating the pre-sale and sale of properties under development and completed properties and speeding up the collection of outstanding sales proceeds, and controlling costs and capital expenditure so as to generate adequate net cash inflows; and (v) successfully procuring and negotiating the preliminary terms with large property development enterprises for the sale of individual property development project at a price deemed appropriate.

Accordingly, we were unable to obtain sufficient appropriate audit evidence about the appropriateness of the use of going concern basis of accounting in the preparation of the consolidated financial statements. Should the Group be unable to operate as a going concern, adjustments would have to be made to write down the carrying values of the Group's assets to their recoverable amounts, to provide for any further liabilities from which might arise, and to reclassify non-current assets and non-current liabilities as current assets and current liabilities, respectively. The effects of these adjustments have not been reflected in the consolidated financial statements.

## 與持續經營相關的多個不確定事項

誠如綜合財務報表附註2所載，本集團於截至二零二四年十二月三十一日止年度產生虧損淨額約人民幣589,691,000元。於二零二四年十二月三十一日，本集團的流動負債超過其流動資產約人民幣4,507,983,000元。此外，於二零二四年十二月三十一日，本集團尚欠借款約人民幣1,212,708,000元以及本集團已發行可換股債券約人民幣282,125,000元根據借款協議已逾期，構成違約事項。該等狀況連同綜合財務報表附註2所述其他事宜，表明存在的重大不確定性可能對本集團持續經營業務的能力帶來重大疑問。

管理層已採取多項措施，以改善本集團的流動性及財務狀況，有關資料載於綜合財務報表附註2。綜合財務報表乃基於持續經營的假設編製，有關假設的有效性取決於該等措施實施之結果，其受限於多個不確定因素，包括(i)成功與本集團現有貸款人磋商，確保相關貸款人不會採取行動以要求即時償還拖欠的借款及利息付款；(ii)成功與各家金融機構就尚欠借款（包括已逾期本金及利息）磋商達成重續或延展還款安排；(iii)成功與各家金融機構及潛在貸款人／投資者磋商以物色多種選擇為本集團可見將來的營運資金及承擔額外撥資；(iv)成功加速開發中物業及已竣工物業之預售和銷售，加速收回尚未支付的銷售所得款項，以及控制成本和資本開支，從而產生充足現金流入淨額；及(v)成功促使及與大型物業開發企業磋商有關出售個別物業開發項目的初步條款（倘認為價格合適）。

因此，我們不能取得充足適當的審核憑證，以使我們信納於編製綜合財務報表時採用持續經營會計基準的適當性。倘本集團未能按持續經營基準經營，而可能須作出有關調整以撇減本集團資產的賬面值至其可回收金額，並就可能產生進一步負債計提撥備並將非流動資產及非流動負債重新分類為流動資產及流動負債。該等調整的影響尚未於該等綜合財務報表中反映。



#### THE MANAGEMENT'S POSITION, VIEW AND ASSESSMENT ON THE DISCLAIMER OF OPINION

During the course of audit of the consolidated financial statements of the Group for the year ended 31 December 2024, the Auditor had raised concern on the Group's ability to operate as a going concern. In order to address this concern, the Company has, among other things, taken the following measures, including but not limited to:

- (i) Continuously negotiating with various financial institutions on the renewal of or extension for repayment of outstanding borrowings, including those with overdue principals and interests.

The Management has been continuously negotiating with the Group's existing lenders on the renewal of or extension for repayment of outstanding borrowings such that no actions will be taken by the relevant lenders to demand immediate repayment of borrowings and interest payments in default, including those with cross default terms, and hopes to extend the due dates and repayment schedules of the outstanding borrowings. As of 31 December 2024, there is still a total principal amount of RMB1,212,708,000 outstanding and convertible bonds of approximately RMB282,125,000 that are overdue pursuant to the borrowing agreements.

- (ii) Continuously negotiating with various financial institutions and potential lenders/investors to identify various opportunities for additionally financing the Group's working capital and commitments in the foreseeable future.

As of the date of this report, the Company intends to obtain additional financing from other financial institutions using the Group's completed residential properties on terms deemed appropriate by the Group. The Management has also been negotiating financial arrangements with self-financed contractor, who will advance construction costs during the contract period, with payments made according to the sales proceeds.

#### 管理層有關無法表示意見的立場、意見及評估

於審核本集團截至二零二四年十二月三十一日止年度之綜合財務報表過程中，核數師已就本集團持續經營業務的能力提出關注。為解決此問題，本公司已採取以下措施（其中包括），包括但不限於：

- (i) 就尚欠借款（包括已逾期本金及利息）與各家金融機構繼續磋商達成重續或延展還款安排。

管理層一直就尚欠借款的重續或延展還款安排與現有貸款人磋商以確保相關貸款人不會採取行動以要求即時償還拖欠的借款及利息（包括交叉違約條款所涵蓋的借款及利息）及希望延展到期日及尚欠借款的還款時間表。截至二零二四年十二月三十一日，仍尚欠本金總額人民幣1,212,708,000元，以及根據有關借款協議已逾期的可換股債券約人民幣282,125,000元。

- (ii) 與各家金融機構及潛在貸款人／投資者持續磋商為本集團於可見將來的營運資金及承擔物色各種額外融資的機會。

截至本報告日期，本公司擬按本集團認為合適的條款，利用本集團已落成的住宅物業向其他金融機構取得額外融資。管理層亦一直與自負盈虧的承建商商討財務安排，承建商將於合約期內墊支建築成本，並根據銷售所得款項支付。

- (iii) Accelerating the pre-sale and sale of properties under development and completed properties, such as Shandong Project and controlling costs and containing capital expenditure so as to generate adequate net cash inflows for the Group.

The Group has partially completed the pre-sale and sale of Block 9 and no. 16 of the 4th phase of the residential zone of Shandong Project in 2024 and continues to sell the rest of the Block 9 and no. 16 of the residential properties. The main structure and exterior façade of Blocks no. 9 and no. 16 of the fourth phase of the residential zone of the Shandong Project has been completed. The remaining construction works of the fourth phase is scheduled to commence in August 2025 and the expected presale commencement and construction completion date are March 2026 and June 2026, respectively. Due to the weakened market segment, the management of the Company strive to launch an attractive sale promotion plan and strategy to sell the residential properties in order to maintain the adequate cash inflow position.

Majority of the net proceeds from Shandong Project has been and will be used for the repayment of the outstanding borrowings.

- (iv) Actively procuring and formulating the preliminary terms with large property developer to sell individual property development project or whole commercial property at an appropriate price.

Currently, the Company has been negotiating with certain potential purchasers and have done preliminary due diligence work regarding the sale of the whole Shanghai property development project at price deemed appropriate by the Group. The Group is negotiating with other property development enterprise and investors in relation to Shanghai property development project and have done preliminary due diligence work but since the real estate market has yet to fully recover, such negotiations have yet to progress smoothly and the management of the Company is identifying new investors to participate in investing Shanghai and Taizhou's renovation works in order to increase its underlying value and to accelerate the sale of commercial properties more rapidly and effectively.

The management estimated that most of the net proceeds from the Shanghai Project will be used for the repayment of the outstanding borrowings. The sale of the Shanghai Project might constitute a transaction of the Company subject to announcement pursuant to Chapter 14 of the Listing Rules and subject to the relevant requirements under the Listing Rules.

- (iii) 加速開發中及已竣工物業之預售和銷售，諸如山東項目，以及控制成本和控制在資本開支，從而為本集團帶來充足現金流入淨額。

本集團已於二零二四年完成山東項目第四期住宅區第9座及第16座的部分預售及銷售工作，並繼續銷售餘下的第9座及第16座住宅物業。山東項目第四期住宅區第9座及第16座的主體結構及外牆已完成。第四期餘下工程預計於二零二五年八月動工，預期預售開始日期及工程竣工日期分別為二零二六年三月及二零二六年六月。由於市場疲弱，本公司管理層致力推出具吸引力的銷售推廣計劃及策略，以出售住宅物業，從而維持充足的現金流入狀況。

大部分山東項目所得款項淨額已經並將用於償還尚欠借款。

- (iv) 積極促使並與大型物業開發商制定初步條款，以按合適的價格銷售個別物業開發項目或整棟商用房。

本公司現時已與若干潛在買方進行協商並已開展初步盡職審查工作，以按本集團認為合適的價格銷售整個上海物業開發項目。本集團正與其他物業開發企業及投資者就上海物業開發項目進行磋商，並已完成初步盡職審查工作，但由於房地產市場仍未全面復甦，該等磋商未能順利進行，本公司管理層正在物色新投資者參與投資上海及台州的改造工程，以提升其相關價值並更快及更有效地加快商業物業的銷售。

管理層估計上海項目的大部分所得款項淨額將用於償還尚欠借款。出售上海項目可能構成上市規則第14章下本公司須予公佈的交易，並將須遵守上市規則的相關規定。

## CORPORATE GOVERNANCE REPORT

### 企業管治報告書

- (v) Actively accelerate the sale of its properties. The Company intends to sell the whole or portion of commercial properties in Taizhou and Shanghai, with a view to accelerating the recovery of working capital to improve its liability and financial gearing conditions.

Due to the weakened market segment, the management of the Company strive to launch an attractive sale promotion plan and strategy to sell the residential properties in order to maintain the adequate cash inflow position.

In addition, the management of the Company has launched the proposal of capital re-organization and rights issue with view to fundraising of approximately not more than HK\$84.2 million to repay the Group's borrowings and to maintain adequate working capital for company's normal operation. For details, please refer to an announcement dated 6 December 2024.

Accordingly, the Directors are of the opinion that it is appropriate to prepare the consolidated financial statements of the Group for the year ended 31 December 2024 on a going concern basis. Notwithstanding the above, material uncertainties exist as to whether the Group is able to obtain the necessary funding and achieve the plans and measures above. The Group's ability to continue as a going concern will depend upon whether the Group is able to obtain financing when required, while the attainability will depend on the performance of the Group and whether the Group is able to generate sufficient cash flow from operations and plans to control costs, and the attainability depends on the market performance.

Despite the efforts made by the Company to address the concern, the Auditor proposed the disclaimer of opinion. The management of the Company has considered the Auditor's rationale and understood their consideration in arriving at the disclaimer of opinion.

- (v) 積極加快物業銷售。本公司擬以合理價格出售台州及上海的全部或部分商業物業，務求加快回流營運資金改善負債及財務槓桿狀況。

由於市場疲弱，本公司管理層致力推出具吸引力的銷售推廣計劃及策略，以出售住宅物業，從而維持充裕的現金流入狀況。

此外，本公司管理層已展開資本重組及供股之建議，以籌集約不超過84.2百萬港元之資金，以償還本集團貸款、可換股債券及其他貸款，並維持充足營運資金以應付公司之正常營運。詳情請參閱日期為二零二四年十二月六日之公告。

因此，董事認為按持續基準編製本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屬恰當。儘管上文所述，本集團能否獲得實現上述計劃及措施的必要資金仍存在重大不確定因素。本集團持續經營的能力將取決於本集團能否取得所需融資，而可獲得性將取決於本集團的表現及本集團能否產生充足的經營現金流量及控制成本的計劃，可獲得性取決於市場表現。

儘管本公司已作出努力解決此問題，而核數師已發表無法表示意見。本公司管理層已考慮核數師的理據，並理解彼等作出無法表示意見的考慮。

## DIRECTORS' CONTINUING PROFESSIONAL DEVELOPMENT

The Group recognises the importance of continuous professional development for Directors to broaden and supplement their knowledge and skills. Each Director strictly abides by their responsibilities as a director of the Company and always keeps abreast of the Company's conduct, business activities and development. In accordance with the CG Code, all Directors should participate in continuous professional development to develop and refresh their knowledge and skills, and should provide their training records to the Company. Based on the training records provided by the Directors, the training attended by the Directors during the financial year 2024 is summarised as follows:

## 董事之持續專業發展

本集團深諳持續專業發展對董事拓展及補充知識及技能的重要性。各董事均恪守作為本公司董事的責任，並時刻緊貼本公司的操守、業務活動及發展。根據企業管治守則規定，所有董事應參與持續專業發展，發展並更新其知識及技能，並應向本公司提供其培訓記錄。根據董事提供的培訓記錄，彼等於二零二四財政年度所參與的培訓概述如下：

Directors	董事	Corporate Governance, Regulatory Development and Trainings on other relevant topics 企業管治、監管發展及 其他相關議題的培訓
<b>Executive Directors</b>	<b>執行董事</b>	
Mr. Chen Chengshou	陳承守先生	✓
Mr. Feng Cizhao (retired on 14 April 2025)	豐慈招先生(於二零二五年四月十四日退任)	✓
Mr. Zhou Fenli (appointed on 9 August 2024 and retired on 14 April 2025)	周奮力先生(於二零二四年八月九日獲委任及於二零二五年四月十四日退任)	✓
<b>Non-executive Directors</b>	<b>非執行董事</b>	
Mr. Cao Zhiqiang (appointed on 9 August 2024 and redesignated on 11 April 2025)	曹志強先生(於二零二四年八月九日獲委任及於二零二五年四月十一日調職)	✓
Ms. Gao Qiaoqin (retired on 14 April 2025)	高巧琴女士(於二零二五年四月十四日退任)	✓
Mr. Choi Clifford Wai Hong (resigned on 24 February 2025)	蔡偉康先生(於二零二五年二月二十四日辭任)	✓
Mr. Zhou Zhencun (retired on 14 April 2025)	周振存先生(於二零二五年四月十四日退任)	✓
<b>Independent Non-executive Directors</b>	<b>獨立非執行董事</b>	
Ms. Lee Yin Man (appointed on 9 August 2024)	李彥雯女士(於二零二四年八月九日獲委任)	✓
Ms. Huang Chunlian (appointed on 9 August 2024)	黃春蓮女士(於二零二四年八月九日獲委任)	✓
Mr. Khor Khie Liem Alex (retired on 14 April 2025)	許麒麟先生(於二零二五年四月十四日退任)	✓
Mr. Chiu Kung Chak (retired on 14 April 2025)	趙公澤先生(於二零二五年四月十四日退任)	✓
Mr. Leung Lau Wai Leung (resigned on 10 December 2024)	劉偉樑先生(於二零二四年十二月十日辭任)	✓
Ms. Chan Wai Yan (appointed on 11 April 2025)	陳慧恩女士(於二零二五年四月十一日獲委任)	N/A不適用



## DIVIDEND POLICY

The Board of the Company has approved and adopted a dividend policy (the "Dividend Policy") on 26 February 2019. The Company considers stable and sustainable returns to the shareholders of the Company as its goal. Pursuant to the Dividend Policy, in deciding whether to propose a dividend and in determining the dividend amount, the Board shall take into account, *inter alia*:

- (a) financial performance, cash flow position, business condition and strategic position of the Group
- (b) actual and future demand for working capital and liquidity of the Group
- (c) expected future expansion plans of the Group
- (d) debt to equity ratios and the debt level of the Group
- (e) retained earnings and distributable reserves of the Group
- (f) the expectation of the shareholders and investors and the norm of the industry
- (g) the general market conditions
- (h) any restrictions on payment of dividends
- (i) any other relevant factors that the Board deems appropriate

In recommending or declaring dividends, the Company shall maintain adequate cash reserves for meeting its working capital requirements and future growth as well as its shareholder value. Pursuant to the Memorandum and Articles of the Association of the Company and all applicable laws and regulations and the factors set out below, the Board may from time to time declare payment of interim dividends or special dividends to the shareholders as appear to the Board to be justified by the financial conditions and profit of the Company. The Company in general meeting may declare final dividends in any currency but no dividends shall exceed the amount recommended by the Board.

The Board of the Company will review the Dividend Policy as appropriate from time to time.

## 股息政策

本公司董事會已於二零一九年二月二十六日批准及採納股息政策（「股息政策」）。本公司以提供穩定及可持續回報予本公司股東作為目標。根據股息政策，在決定是否建議派發股息及釐定股息金額時，董事會將考慮（其中包括）：

- (a) 本集團的財務業績、現金流狀況、業務狀況及策略狀況
- (b) 本集團的實際和未來營運及流動資金需求狀況
- (c) 本集團預期未來擴展計劃
- (d) 本集團的負債對權益比率及債務水準
- (e) 本集團的保留盈餘和可供分派儲備
- (f) 股東及投資者的期望及行業的常規
- (g) 一般市場情況
- (h) 任何派付股息的限制
- (i) 董事會認為適當的任何其他相關因素

在建議或宣派股息時，本公司應維持足夠現金儲備，以應付其資金需求、未來增長以及其股權價值。根據本公司組織章程大綱及細則、所有適用法規及下列因素，董事會可不時向股東宣派其鑑於本公司的財務狀況及溢利而認為合理的中期股息或特別股息，而本公司亦可在股東大會中宣派任何貨幣之末期股息，但任何股息均不得多於董事會所建議的款額。

本公司董事會將在有需要時檢討股息政策。

## REVIEW OF ANNUAL RESULTS

During the Year under Review, the Audit Committee of the Company (the “Audit Committee”) consists of four independent non-executive Directors, namely Mr. Khor Khie Liem Alex (being the chairman of the Audit Committee), Mr. Chiu Kung Chak, Ms. Lee Yin Man and Ms. Huang Chunlian, and the consolidated interim and annual results and financial reports for the Year under Review of the Company have been reviewed by them. Subsequently, the consolidated financial statements and financial report for the Year under Review of the Company have been reviewed by Ms. Lee Yin Man, Ms. Huang Chunlian and Ms. Chan Wai Yan.

## INDEPENDENT AUDITOR’S REMUNERATION

For the year ended 31 December 2024, the remuneration paid or payable to the Independent Auditor of the Company, Global Link CPA Limited, was approximately HK1.90 million for audit services (2023: approximately HK1.90 million).

## FINANCIAL REPORTING

The Company aims to present a clear, balanced and understandable assessment of its financial position and prospects. Financial results are announced as early as possible, with interim report and annual report as well as other price-sensitive announcements and financial disclosures published as required under the Listing Rules.

The management provides explanation, information and progress update to the Board for it to make an informed assessment of the financial and other issues put before the Board for approval and consideration.

Throughout the Year under Review, the Directors had selected appropriate accounting policies and applied them consistently. The Directors acknowledge their responsibilities for preparing the financial accounts of the Group which give a true and fair view and are in accordance with the International Financial Reporting Standards issued by the International Accounting Standards Board. A statement made by the Independent Auditor on their reporting responsibilities for the Year under Review is set out in this annual report.

The Group’s auditor has issued a disclaimer of opinion on the consolidated financial statements of the Group for the year ended 31 December 2024 with the basis of multiple material uncertainties relating to going concern. For details, please refer to “Management Discussion and Analysis” and Note 2 to the consolidated financial statements on pages 21 to 22.

## 審閱年度業績

於回顧年內，本公司在職審核委員會（「審核委員會」）的成員包括四名獨立非執行董事，即許麒麟先生（即審核委員會主席）、趙公澤先生、李彥雯女士及黃春蓮女士已審閱本公司回顧年內的綜合中期及年度業績。其後，李彥雯女士、黃春蓮女士及陳慧恩女士已審閱本公司回顧年內的綜合財務報告。

## 獨立核數師酬金

截至二零二四年十二月三十一日止年度，就核數服務已付或應付予本公司的獨立核數師高嶺會計師有限公司的酬金總額為約為1.90百萬港元（二零二三年：約1.90百萬港元）。

## 財務報告

本公司旨在對其財務狀況及前景作出清晰、平衡及可理解評估之呈報。財務業績以儘早發佈為基礎，而中期報告及年報，連同其他股價敏感資料公佈及財務披露則根據上市規則之規定而公佈。

管理層向董事會提供解釋、資料及最新進度，讓董事會就財務及其他事項於提交董事會審批及考慮前，可作出知情評估。

於回顧年內，董事已選取合適之會計政策並貫徹應用。董事確認彼等之責任為編製本集團之財務賬目，賬目須真實而公平，並根據國際會計準則理事會頒佈之國際財務報告準則而編製。獨立核數師就彼等於回顧年內之報告責任所發出之聲明已載於本年報內。

基於與持續經營相關的多個不確定事項，本集團核數師對本集團截至二零二四年十二月三十一日止年度綜合財務報表無法表示意見。詳情請參閱「管理層討論及分析」及第21至22頁綜合財務報表附註2。

#### RISK MANAGEMENT AND INTERNAL CONTROL Goals and objectives

The Board acknowledges that it is the responsibility of the Board to maintain adequate risk management and internal control systems and to review the effectiveness of such systems on an ongoing basis. Such risk management and internal control systems are designed for managing risks rather than eliminating the risk of failure to achieve business objectives, and can only provide reasonable but not absolute assurance against material misstatement or loss.

Risk management policy has been established to formalize the risk management of the Group, build up a standard and effective risk management system and improve the ability of risk prevention, so as to ensure that the Group could operate in a safe and steady environment, the operation management level could be increased and the Group's operational strategy and target could be achieved. The current practices will be reviewed and updated regularly to follow the latest practices in corporate governance.

The Board has delegated the work (with relevant authorities) of risk management and internal controls to the Audit Committee. For the year ended 31 December 2024, the Audit Committee, on behalf of the Board, oversaw the management in the design, implementation and monitoring of the risk management and internal control systems.

#### Main features of the risk management and internal control systems

The risk governance structure and the main responsibilities of each level of the structure of the Group are summarised as below:

##### Board

- Determines the business strategies and objectives of the Group, and evaluates and determines the nature and extent of risks it is willing to take in achieving the strategic objectives of the Group;
- Ensures that the Group establishes and maintains appropriate and effective risk management and internal control systems; and
- Oversees the management in the design, implementation and monitoring of the risk management and internal control systems.

#### 風險管理及內部監控 方針及目標

董事會確認對風險管理及內部監控系統充分性負責，並有責任持續檢討其有效性。該風險管理及內部監控系統旨在管理而非消除未能達成業務目標的風險，而且就避免重大的失實陳述或損失而言，僅能作出合理而非絕對的保證。

風險管理政策的制定旨在使本集團的風險管理正規化，建立標準及有效風險管理系統，提升防範風險能力，從而確保本集團於安全穩定的環境中經營業務，經營管理水平可獲提升，且可達成本集團的經營策略及目標。現有慣例將被定期審閱及更新，以遵循企業管治中的最新慣例。

董事會已將其風險管理及內部監控的職責（與相關權力）轉授予審核委員會。截至二零二四年十二月三十一日止年度，審核委員會（代表董事會）監督管理層對風險管理及內部監控系統的設計、實施及監察。

#### 風險管理及內部監控系統的主要特點

本集團之風險管治架構以及架構內各階層的主要職責簡介如下：

##### 董事會

- 釐定本集團之業務策略與目標，及評估並釐定本集團達成策略目標時所願意接納的風險性質及程度；
- 確保本集團建立及維持合適及有效的風險管理及內部監控系統；及
- 監督管理層對風險管理及內部監控系統的設計、實施及監察。

**Audit Committee**

- Assists the Board to perform its responsibilities of risk management and internal control;
- Oversees the risk management and internal control systems of the Group on an ongoing basis;
- Reviews the effectiveness of the risk management and internal control systems of the Group at least once annually, which includes the reliability of financial reporting, operational effectiveness and efficiency, compliance with applicable laws and regulations, staff qualifications and experience, and adequacy of relevant budget, and such review shall cover all material controls including financial, operational and compliance control;
- Ensures the adequacy of resources, staff qualifications and experience, training programmes and relevant budget of the accounting, internal audit and financial reporting functions of the Group; and
- Considers major findings on risk management and internal control matters, and reports and makes recommendations to the Board.

**Management**

- Designs, implements and maintains appropriate and effective risk management and internal control systems;
- Identifies, evaluates and manages the risks that may potentially impact the major processes of the operations;
- Monitors risks and takes measures to mitigate risks in day-to-day operations;
- Gives prompt responses to, and follows up the findings on risk management and internal control matters raised by the internal audit team or the external risk management and internal control review adviser; and
- Provides confirmation to the Board and Audit Committee (there is no risk management committee) on the effectiveness of the risk management and internal control systems.

**審核委員會**

- 協助董事會執行其風險管理及內部監控的職責；
- 持續監督本集團的風險管理及內部監控系統；
- 最少每年檢討一次本集團的風險管理及內部監控系統是否有效。當中包括財務匯報的可靠性，營運效益及效率，適用法令及法規的遵從，員工資格與經驗，以及有關預算是否足夠，有關檢討應涵蓋所有重要的監控方面，包括財務監控、運作監控及合規監控；
- 確保本集團在會計、內部審核及財務匯報職能方面有足夠的資源、員工資歷與經驗、員工培訓課程，以及有關預算；及
- 考慮有關風險管理及內部監控事宜的重要調查結果，並向董事會匯報及作出建議。

**管理層**

- 設計、實施及維持合適及有效的風險管理及內部監控系統；
- 識別、評估及管理可能對運作之主要程序構成潛在影響之風險；
- 監察風險並採取措施降低日常營運風險；
- 對內部審計團隊或外部風險管理及內部監控審閱顧問提出之有關風險管理及內部監控事宜之調查結果，作出及時的回應及跟進；及
- 向董事會及審核委員會（並無風險管理委員會）提供有關風險管理及內部監控系統是否有效的確認。



#### Internal Control Management Team

- Reviews the adequacy and effectiveness of the risk management and internal control systems of the Group;
- Reports to the Audit Committee the findings of the review and makes recommendations to the Board and management to improve the material systems deficiencies or control weaknesses identified;
- Reviews the risks of major investment development projects, and continuously improves the policies and standards for environmental control in accordance with the COSO internal control framework and the comprehensive risk management framework to ensure effective risk prevention and control; and
- Based on five elements, namely environment control, risk assessment, activities control, information and communication, monitoring to assess the internal control system of the Group. The methods, findings and results of the annual review have been reported to the Audit Committee and the Board.

#### Process used to identify, evaluate and manage significant risks

As a routine procedure and part of the risk management and internal control systems, executive Directors and the senior management would meet at least once every three months to review the financial and operating performance of each department. The senior management of the key operating subsidiaries is also required to keep executive Directors informed of material developments of the business of the department and implementation of the strategies and policies set by the Board on a regular basis.

The processes for identifying, evaluating and managing significant risks by the Group are summarised as follows:

##### Risk Identification

- Identifies risks that may potentially affect the business and operations of the Group.

##### Risk Assessment

- Assesses the risks identified by using the assessment criteria developed by the management; and
- Considers the impact of risk on the business and the likelihood of their occurrence.

##### Risk Response

- Prioritises the risks by comparing the results of the risk assessment; and
- Determines the risk management strategies and internal control procedures to prevent, avoid or mitigate the risks.

#### 內控管理團隊

- 審閱本集團風險管理及內部監控系統是否足夠及有效；
- 向審核委員會匯報審閱結果並向董事會及管理層作出建議，以改善制度之重大不足之處或所發現之監控缺失；
- 審查重大投資開發項目的風險，按照COSO內部控制框架和全面風險管理框架，持續改善控制環境的政策及標準，確保風險的有效防控；及
- 根據控制環境、風險評估、控制活動、信息和溝通及監督五大範疇，評估本集團之內部監控系統。年度檢討之方法、發現及結果經已向審核委員會及董事會匯報。

#### 用於識別、評估及管理重大風險的程序

作為常規程序及部分風險管理及內部監控系統的一部分，執行董事及高級管理層將至少每三個月會見一次，以檢討各部門的財務及營運業績。主要經營附屬公司的高級管理層亦須告知執行董事部門業務的重大發展以及實施董事會定期制定的策略及政策。

本集團用於識別、評估及管理重大風險的程序簡介如下：

##### 風險識別

- 識別可能對本集團業務及營運構成潛在影響之風險。

##### 風險評估

- 使用管理層建立之評估標準，評估已識別之風險；及
- 考慮風險對業務之影響及出現之可能性。

##### 風險應對

- 透過比較風險評估之結果，排列風險優先次序；及
- 釐定風險管理策略及內部監控程序，以防止、避免或降低風險。

**Risk Monitoring and Reporting**

- Performs ongoing and periodic monitoring of the risk and ensures that appropriate internal control procedures are in place;
- Revises the risk management strategies and internal control procedures in case of any significant changes; and
- Reports the results of risk monitoring to the management and the Board regularly.

The Board has in place an internal audit function as required under code provision C.2.5 of the CG Code. To strengthen the risk management and internal control of the Group, the Company has engaged an independent professional adviser (“Internal Control Adviser”) to perform an independent appraisal of certain subsidiary’s risk management and internal control system for the year ended 31 December 2024. The scope of review for the Year included capital management, borrowing management, expenditure management and financial reporting process of a principal operating subsidiary. The Internal Control Adviser has reported the results of internal control review and recommendations for improvement to the Audit Committee. The Group will closely follow up on each recommendation for improvement to ensure that it is implemented within a reasonable period of time. The Board, therefore, considers that the risk management and internal control procedures of the Group are adequate to meet the needs of the Company in its current business environment and that nothing has come to its attention to cause the Board to believe the risk management and internal control systems of the Group are inadequate.

**Information disclosure policy**

An information disclosure policy is in place to ensure potential inside information being captured and confidentiality of such information being maintained until consistent and timely disclosures are made in accordance with the Listing Rules. The policy regulates the handling and dissemination of inside information, which includes:

- Designated reporting channels from different operations informing any potential inside information to designated departments;
- Designated persons and departments to determine further escalation and disclosure as required; and
- Designated persons authorised to act as spokespersons and respond to external enquiries.

**風險監察及匯報**

- 持續並定期監察有關風險，以及確保設有適當的內部監控程序；
- 於出現任何重大變動時，修訂風險管理策略及內部監控程序；及
- 向管理層及董事會定期匯報風險監察的結果。

董事會已根據企業管治守則的守則條文第C.2.5條設立內部審核職能。為加強本集團的風險管理及內部監控，本公司已委聘獨立專業顧問（「內部監控顧問」）對若干附屬公司於二零二四年十二月三十一日止年度的風險管理及內部監控系統展開獨立評估。本年度檢討的範圍包括一間主要營運附屬公司的資金管理、貸款管理、費用支出管理及財務匯報流程。內部監控顧問已向審核委員會報告內控審閱結果及改善建議。本集團會密切跟進各改善建議，確保於合理的時間範圍內實施。因此，董事會認為本集團的風險管理及內部監控程序有效，足以應付本公司當前業務環境的需求，且未有發現任何導致董事會相信本集團風險管理及內部監控體系並不充分之事宜。

**信息披露政策**

本集團訂有信息披露政策，確保能掌握潛在內幕消息並加以保密，直至按上市規則作出一致且適時的披露為止。該政策規管處理及發放內幕消息的方式，包括以下各項：

- 特設匯報渠道，讓不同營運單位向指定部門匯報潛在內幕消息的信息；
- 指定人士及部門按需要決定進一步行動及披露方式；及
- 指定人士為發言人，回應外界查詢。

#### REVIEW OF THE AUDIT COMMITTEE AND THE BOARD

The Audit Committee and the Board had reviewed the risk management and internal control of the Group for the Year under Review. They considered the risk management and internal control system were effective and adequate as they allowed the Board to monitor the overall financial position of the Group and to provide reasonable assurance that assets are safeguarded against unauthorised use or material financial misstatement; transactions were executed with authorization of the management; and the accounting records were reliable for preparing financial information used within the business or for publication and reflecting accountability for assets and liabilities.

#### COMPANY SECRETARY

The company secretary of the Company, Mr. Kam Chun Ying Francis ("Mr. Kam"), directly reports to the chief executive officer and is responsible to the Board for ensuring that the Board procedures, applicable laws, rules and regulations are followed and the Board activities are efficiently and effectively conducted. He is also responsible for ensuring that the Board is fully appraised of the relevant corporate governance developments relating to the Group and arranging the induction training and professional development for the Directors.

According to Rule 3.29 of the Listing Rules, Mr. Kam has taken no less than 15 hours of relevant professional training for the year ended 31 December 2024.

#### SIGNIFICANT CHANGES IN CONSTITUTIONAL DOCUMENTS

The Company adopted an amended and restated memorandum and articles of association on 8 June 2015, which became effective on the Listing Date. There had been no significant changes in the constitutional documents of the Company during the year ended 31 December 2024.

#### SHAREHOLDERS' RIGHTS

The Company treats all shareholders equally with a view to ensuring that their rights can be fully exercised and their legitimate interests can be safeguarded and that the shareholders' general meetings can be convened and held in strict compliance with the relevant laws and regulations. The governing structures of the Company ensure equality among all shareholders, especially the minority shareholders and that they will undertake their obligations accordingly.

#### 審核委員會及董事會之審閱

審核委員會及董事會已審閱本集團回顧年內之風險管理及內部監控。審核委員會認為風險管理及內部監控系統屬有效及足以讓董事會監察本集團之整體財務狀況及可合理確定資產不會被未授權使用或虛報重大財務資料；交易乃根據管理層之授權簽立；及會計記錄能可靠地編製供業務內使用或作刊發之財務資料，並反映資產及負債之可表述性。

#### 公司秘書

本公司公司秘書甘俊英先生（「甘先生」）直接向行政總裁匯報，並向董事會負責，以確保遵從董事會程序、適用法律、規定及法規，且董事會活動有效率並有效地進行。彼亦負責確保董事會全面評估與本集團有關的相關企業管治發展及安排董事的入職培訓及專業發展。

根據上市規則第3.29條，甘先生已於截至二零二四年十二月三十一日止年度參與不少於15小時的相關專業培訓。

#### 章程文件的重大變更

本公司已於二零一五年六月八日採納經修訂及經重列之備忘錄及組織章程細則並於上市日期生效。本公司截至二零二四年十二月三十一日止年度之章程文件並無重大變更。

#### 股東權利

本公司平等對待所有股東，確保股東能充分行使權利。保護其合法權益：能夠嚴格按照相關法律法規的要求召集、召開股東大會、本公司的管治結構確保所有股東，特別是中小股東享有平等的權利，並承擔相應的義務。

### Procedures for convening general meetings by shareholders

Pursuant to Article 64 of the Articles of Association, the Board may, whenever it thinks fit, convene an extraordinary general meeting. Extraordinary general meetings shall also be convened on the requisition of one or more shareholders holding, at the date of deposit of the requisition, not less than one tenth of the paid-up capital of the Company having the right of voting at general meetings. Such requisition shall be made in writing to the Board or the Company Secretary for the purpose of requiring an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition. Such meeting shall be held within two months after the deposit of such requisition. If within 21 days of such deposit, the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

### Procedures for putting forward proposals at Shareholders' meeting

Shareholders are requested to follow Article 64 of the Articles of Association for proposing a resolution at an extraordinary general meeting. The requirements and procedures are set out in the paragraph headed the "Procedures for convening general meetings by shareholders" above.

### Procedures for nominating a candidate for election as a Director by shareholders of the Company

Pursuant to Article 113 of the Articles of Association, no person, other than a retiring Director, shall, unless recommended by the Board for election, be eligible for election to the office of Director at any general meeting, unless notice in writing of the intention to propose that person for election as a Director and notice in writing by that person of his willingness to be elected shall have been lodged at the Head Office or at the Registration Office of the Company. The period for lodgment of the notices required under this Article will commence no earlier than the day after the despatch of the notice of the general meeting appointed for such election and end no later than seven days prior to the date of such general meeting and the minimum length of the period during which such notices to the Company may be given will be at least seven days.

For details of "the procedures for nominating a candidate for election as a Director by shareholders", please visit the website of the Company.

### 股東召開股東大會之程序

根據組織章程細則第64條，董事會可按其認為合適的時候召開特別股東大會。特別股東大會亦可由一名或多名持有股東要求召開，該等股東於提出要求當日須持有本公司實繳股本不少於十分之一併有權在股東大會上投票。有關要求須以書面形式向董事會或公司秘書提出，藉以要求董事會就處理有關要求所指明之任何事務而召開股東特別大會。有關會議須在存放該請求書後2個月內召開。如董事會在請求書存放日期起計21日內未有進行安排召開有關會議，則請求(或多名請求人)可用相同方式自行召開會議，且請求人因董事會未有妥為召開會議而招致的所有合理費用，須由本公司償還請求人。

### 於股東大會上提呈建議之程序

在股東特別大會上提呈決議案的股東應遵循組織章程細則第64條的規定。有關規定及程序載於上文「股東召開股東大會之程序」一段。

### 本公司股東提名人選參選董事之程序

根據公司章程第113條，除非一項有意提名選舉該位人士為董事的書面通知以及一項該位被推選人士簽發表明其願意選舉之書面通知已呈交至本公司總辦事處或註冊辦事處，否則概無人士(退任董事除外)有權在任何股東大會上選舉出任董事職位(除非由董事會推選)。提交該等通知之期間須由不早於指定進行該推選之股東大會通告寄發翌日起計，及不遲於該股東大會舉行日期前七日結束，而向本公司發出該等通知之最短期間須為最少七日。

有關「本公司股東提名人選參選董事之程序」的詳情，請瀏覽本公司網站。



#### Constitutional Documents

The Board proposed to amend the then articles of association of the Company and to adopt the second amended and restated articles of association of the Company in order to, among other things, (i) updating and bringing the then articles of association in line with the latest regulatory requirements in relation to the expanded paperless listing regime and the electronic dissemination of corporate communications by listed issuers and the relevant amendments made to the Listing Rules which took effect from 31 December 2023; (ii) facilitating the holding of hybrid or electronic shareholders meetings; and (iii) making other consequential and housekeeping changes. A special resolution of the Shareholders was passed at the 2023 annual general meeting of the Company held on 14 April 2025 to approve the amendments to the then articles of association of the Company and the adoption of the second amended and restated articles of association of the Company with effect from the same date.

For the summary of the major changes brought by and the details of the amendments to the then articles of association of the Company, please refer to the announcement of the Company dated 12 March 2025 and the circular of the Company dated 21 March 2025.

The second amended and restated articles of association of the Company was published on the Company's website ([www.xinm.com.cn](http://www.xinm.com.cn)) and the HKEXnews website of Hong Kong Exchanges and Clearing Limited ([www.hkexnews.hk](http://www.hkexnews.hk)).

#### 章程文件

董事會建議修訂本公司當時的組織章程細則，並採納第二次經修訂及重列的本公司組織章程細則，以(其中包括)(i)更新本公司當時經修訂及重列之組織章程細則並使之符合有關擴大無紙化上市機制及上市發行人通過電子方式傳播公司通訊的最新監管要求，以及針對自二零二三年十二月三十一日起生效的上市規則所作出之相關修訂；(ii)便於舉行混合或電子股東大會；及(iii)進行其他後續及內務修訂。股東已於二零二五年四月十四日舉行的本公司二零二三年股東週年大會上通過特別決議案，批准修訂本公司當時的組織章程細則及採納本公司第二次經修訂及重列組織章程細則，自同日起生效。

有關本公司當時的組織章程細則所帶來的主要變動概要及修訂詳情，請參閱本公司日期為二零二五年三月十二日的公告及本公司日期為二零二五年三月二十一日的通函。

本公司第二次經修訂及重列組織章程細則已於本公司網站([www.xinm.com.cn](http://www.xinm.com.cn))及香港交易及結算所有限公司的披露易網站([www.hkexnews.hk](http://www.hkexnews.hk))刊載。

## SHAREHOLDERS COMMUNICATION POLICY

### 1. Purpose

- 1.1 This policy aims to set out the objective of providing shareholders with information about the Company, so that they can engage actively with the Company and exercise their rights as shareholders in an informed manner.

### 2. General policy

- 2.1 Information shall be circulated to shareholders through the financial reports of the Company (interim and annual reports), annual general meetings and other general meetings that may be convened, as well as by making available all the (i) corporate communication documents including, but not limited to, copy of annual reports, interim reports, notices of meetings, circulars, proxy forms ("Corporate Communication"); (ii) other documents issued by the Company which are published on the website of the Main Board of the Hong Kong Stock Exchange for the information or action of holders of any of its securities, including announcements, monthly returns on movements in the securities of the Company for each month and next day disclosure returns; (iii) constitutional documents of the Company and Board committees; (iv) corporate information including a list of directors ("Directors") of the Company; and (v) other corporate publications including the procedures for nominating a candidate for election as a Director by shareholders on the website of the Company.
- 2.2 Effectively and timely dissemination of information to shareholders shall be ensured at all times. Any question regarding this policy shall be directed to the Company Secretary or the Board of Directors of the Company.

### 3. Communication strategies

#### Shareholders' enquiries

- 3.1 Shareholders may send their enquiries and concerns to the Company Secretary by mail at Unit D, 7/F, Kee Shing Centre, 74-76 Kimberley Road, Tsim Sha Tsui, Kowloon, Hong Kong. The Company Secretary is responsible for forwarding communications relating to matters within the direct responsibilities of the Board to it and communications relating to ordinary business matters, such as suggestions and inquiries, to the CEO of the Company.
- 3.2 Shareholders will be provided with the information of designated contact person, e-mail address and hotlines to enable them to raise any questions regarding the Company.

## 股東傳訊政策

### 1. 目的

- 1.1 本政策旨在載列向股東提供有關本公司的資料之目標，讓其可積極與本公司交流及以有根據的方式行使其作為股東之權利。

### 2. 整體政策

- 2.1 本公司須通過本公司之財務報告（中期報告及年度報告）、股東週年大會及可能召開之其他股東大會向股東提供資料，並須在本公司網站內提供所有(i)公司通訊文件（包括（但不限於）年報、中期報告、大會通告、通函、代表委任表格）（「公司通訊」）；(ii)本公司所發出而在香港聯交所主板之網站刊登以供其任何證券持有人參考或行動的其他文件，包括公佈、每個月本公司的證券變動月報表及翌日披露報表；(iii)本公司及董事會委員會之憲章文件；(iv)公司資料，包括本公司董事（「董事」）名單；及(v)其他公司刊物，包括股東可提名某人競選董事的程序。
- 2.2 須時刻確保有效及適時向股東分發資料。有關本政策之任何疑問可向本公司之公司秘書或本公司董事會提出。

### 3. 溝通策略

#### 股東查詢

- 3.1 股東可將其查詢及關注事項郵寄至香港九龍尖沙咀金巴利道74-76號奇盛中心7樓D室，註明公司秘書收，以便送交董事會。公司秘書會將有關董事會直接負責事宜的通訊轉交董事會及將有關建議及查詢等日常業務事宜的通訊轉交本公司行政總裁。
- 3.2 股東將獲提供指定聯絡人、電郵地址及查詢熱線，讓其可就本公司提出任何疑問。

### Corporate communication

- 3.3 Corporate Communication will be provided to shareholders in plain language and in both English and Chinese versions to facilitate their understanding.

### Corporate website

- 3.4 A dedicated “Investor Relations” section is available on the website of the Company (<http://www.xinm.com.cn>). Information on the website of the Company will be updated on a regular basis.
- 3.5 Information released by the Company to the Hong Kong Stock Exchange is also uploaded on the website of the Company immediately thereafter. Such information includes financial statements, results announcements, circulars and notices of general meetings and associated explanatory documents.

### Shareholders’ meetings

- 3.6 Shareholders are encouraged to attend general meetings or if they fail to do so, to appoint proxies to attend and vote at such meetings on their behalf.
- 3.7 Appropriate arrangements for annual general meetings shall be in place to encourage shareholders’ participation.
- 3.8 The process of a general meeting of the Company will be monitored and reviewed on a regular basis, and changes will be made if necessary to ensure compliance with shareholders’ needs.
- 3.9 The members of the Boards (especially the Chairman or the representative of the Board committee), appropriate management executives and external auditors will attend annual general meetings and answer shareholders’ questions.

## 4. Shareholder privacy

- 4.1 The Company recognises the importance of shareholders’ privacy and will not disclose shareholders’ information without their consent, unless required by law.

### 公司通訊

- 3.3 公司通訊將會以中、英文以淺白語言提供予股東，以便股東理解。

### 公司網站

- 3.4 本公司網站 (<http://www.xinm.com.cn>)設有「投資者關係」一欄。本公司網站的資料會定期更新。
- 3.5 本公司向香港聯交所發放的資料亦於其後隨即上載本公司網站。有關資料包括財務報表、業績公佈、通函及股東大會通告及相關說明文件等。

### 股東大會

- 3.6 鼓勵股東參與股東大會，或如其無法出席股東大會，則委任代表代其出席股東大會及於會上表決。
- 3.7 股東週年大會將訂有適當安排以鼓勵股東參與。
- 3.8 本公司股東大會之過程將獲得監察及定期檢討，如有需要，會作出更改，以確保能配合股東需要。
- 3.9 董事會成員（特別是董事會委員會主席或其代表）、適當的管理行政人員及外聘核數師，將出席股東週年大會，回答股東提問。

## 4. 股東私隱

- 4.1 本公司肯定股東私隱的重要性，除非法律要求，否則在未得其同意的情況下，不會披露股東資料。

## INVESTOR RELATIONS

Accountability and transparency are indispensable for ensuring good corporate governance and, in this regard, timely communication with the shareholders, including institutional investors, is crucial. The Company considers good investor relations as a key part of its operations and continues to promote investor relations and enhances communications with the investors.

The Company maintains a website (<http://www.xinm.com.cn>) to make the corporate information available on the internet to facilitate its communication with shareholders and to provide the public investors with important information, including corporate governance structure and terms of reference of Board committees.

The Company welcomes comments from investors and shareholders, and invites them to share their views and suggestions at:

[investorcontact@yahoo.com](mailto:investorcontact@yahoo.com)

## 投資者關係

問責制及透明度乃確保良好企業管治之不二法門。就此，與股東（包括機構投資者）定時溝通更屬不可或缺之部份。本公司認為良好投資者關係乃其運作之主要部份，並持續推廣投資者關係及加強與投資者之溝通。

本公司設有公司網頁(<http://www.xinm.com.cn>)，使股東可透過互聯網取得公司資料，加強與股東之溝通，並提供重要資料予公眾投資者，包括企業管治架構以及董事會轄下委員會之職權範圍。

本公司歡迎投資者及股東提出意見，並誠邀彼等分享意見及建議，電郵地址為：

[investorcontact@yahoo.com](mailto:investorcontact@yahoo.com)



# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 環境、社會及管治報告書

### ABOUT THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

In accordance with Appendix C2 – Environmental, Social and Governance (“ESG”) Reporting Guide (“ESG Reporting Guide”) of the Rules Governing the Listing of Securities (the “Listing Rules”) on The Stock Exchange of Hong Kong Limited (the “Stock Exchange”), Xinming China Holdings Company (the “Company”) and its subsidiaries (collectively as the “Group” or “we”) is pleased to present its Environmental, Social and Governance Report (the “ESG Report” or the “Report”) for the year ended 31 December 2024. In this report, the Group has strictly followed the mandatory disclosure requirements and “comply or explain” provisions set out in the ESG Reporting Guide to disclose ESG matters during the reporting period. The Report shall be published both in Chinese and English on the website of the Stock Exchange. Should there be any discrepancy between the Chinese and the English versions, the Chinese version shall prevail.

### Scope and duration of the report

The information presented in this ESG Report covers the period from 1 January 2024 to 31 December 2024 (the “Reporting Period”, “Year” or “2024”). The information contained in this report was collected and compiled through various channels, including but not limited to the Group’s internal control policies, factual evidence of ESG-related measures implementation, key performance indicators (“KPIs”) as set out in the ESG Guide, and quantitative data on the Group’s annual performance in its business operations and ESG management. The scope of the Report during the Year is the same as the period from 1 January 2023 to 31 December 2023 (“Last Year”, or “2023”), including:

- The Group’s headquarter office in Hangzhou;
- Shandong Xingmeng Property Limited (“Shandong Xingmeng”) Office; and
- Shandong Xingmeng project company and its property development projects.

### 關於環境、社會及管治報告

根據香港聯合交易所有限公司(「聯交所」)證券上市規則(「上市規則」)附錄C2—環境、社會及管治(「ESG」)報告指引(「ESG報告指引」)，新明中國控股有限公司(「本公司」)及其附屬公司(統稱「本集團」或「我們」)欣然提呈截至二零二四年十二月三十一日止年度的環境、社會及管治報告(「ESG報告」或「本報告」)。在本報告中，本集團已嚴格依循ESG報告指引所載的強制披露規定及「不遵守就解釋」條文，對報告期內的環境、社會及管治事項進行披露。本報告以中文及英文刊發於聯交所網站。倘中英版本間出現不符，概以中文版為準。

### 匯報範圍及報告期

本ESG報告中所呈述的資料涵蓋二零二四年一月一日至二零二四年十二月三十一日期間(「報告期」、「本年度」或「二零二四年」)。本報告所載資料的收集與整理途徑多樣，包括但不限於本集團的內部監控政策；執行ESG相關措施的事實證據；ESG指引所載的關鍵績效指標(「KPI」)，以及本集團在其業務運營及ESG管理方面的年度表現量化數據。本年度的報告範圍與二零二三年一月一日至二零二三年十二月三十一日期間(「去年度」或「二零二三年」)相同，包括：

- 本集團位於杭州的總部辦公室；
- 山東興盟置業投資有限公司(「山東興盟」)辦公室；及
- 山東興盟項目公司及其物業開發項目。

### Reporting standards

The Group has prepared, evaluated and presented relevant information in this report with reference to the ESG Reporting Guide. Details regarding corporate governance are separately contained in the section headed “Corporate Governance Report”. The following four principles outlined in the ESG Reporting Guide have been incorporated into this Report.

1. **Materiality:** The ESG Report should cover the Company’s prominent impact on the economy, environment and society, or such scopes that substantively influence stakeholder assessment and decisions. We identified material sustainability issues and disclosed relevant information through stakeholder engagement.
2. **Quantitative:** The ESG Report should disclose KPIs in quantitative terms. We disclosed KPIs in the Report with quantitative measures whenever feasible and provide explanatory notes stating the standards, methodologies, assumptions and source of conversion factors used in calculating the relevant data.
3. **Balance:** The ESG Report should present a balanced picture of each of these issues in an objective manner, be they positive or negative, to ensure a comprehensive picture of performance is reasonably reflected. The Report identified and elaborated both the achievements and the challenges faced by the Group in the Year.
4. **Consistency:** The ESG Report should disclose information in a consistent manner so that stakeholders can analyse and assess the Company’s performance in different periods of time. The company should explain the change(s) to any of its methods. Unless otherwise specified, the Report adopted consistent methodologies to compare the KPIs of different areas for the Year and 2023, so that stakeholders can compare our performance.

### 報告準則

本集團已參照ESG報告指引，在本報告中編製、評估並呈列相關資料。有關企業管治的詳情個別載於「企業管治報告書」一節。ESG報告指引所概述的以下四項原則已被納入本報告中。

1. **重要性：**ESG報告應涵蓋反映公司對經濟、環境及社會的顯著影響，或實質上影響持份者評估及決定的範疇。我們透過持份者參與來識別重大可持續發展議題並披露相關資料。
2. **量化：**ESG報告應以可計量的方式披露關鍵績效指標。我們在可行情況下，以量化方式披露關鍵績效指標於本報告內，並在解釋性批註中列明了計算相關數據時的標準、方法、假設，以及主要換算因素的來源。
3. **平衡：**ESG報告應以客觀態度持平地描述每項議題，無論屬於正面或負面，以確保合理地反映公司的整體績效。本報告識別並闡述本集團在本年度所獲得的成就及所面對的挑戰。
4. **一致性：**ESG報告應使用一致方式披露信息，以便持份者分析及評估公司於不同時間的表現。公司應就任何方法的變化作出解釋。除特別指明外，本報告採用一致的方法比較不同範疇在本年度及二零二三年的關鍵績效指標，以便持份者對我們的表現作比較。

### BUILDING A SUSTAINABLE FUTURE

#### Sustainability governance structure

To integrate sustainable development management into the Group's corporate governance framework, the Group established an ESG Committee in 2018, which is primarily responsible for annual ESG data collection and reporting matters, identifying and assessing potential ESG-related risks of the Group, and developing and monitoring business-related ESG objectives. The Board is the ultimate decision-making body for the sustainable development framework and bears overall responsibility for sustainability matters. It oversees the Group's sustainable development direction and strategy, ensures the effectiveness of risk management (including climate and ESG-related risks) and internal control systems, and establishes and reviews sustainability goals. The ESG group also reports to the Board on a regular basis of the progress of ESG work and targets for review and assessment. Set out below are members and individual responsibilities of our ESG group:

### 建立可持續發展未來

#### 可持續發展管治架構

為了將可持續發展管理納入本集團的企業管治架構，本集團自二零一八年起成立了ESG小組，主要負責年度ESG數據收集及報告事宜、識別及評估本集團ESG相關的潛在風險、制定及監察與業務相關的ESG目標。董事會為可持續發展架構的最終決策單位，肩負可持續發展事宜的整體責任，負責監督本集團的可持續發展方向和策略，確保風險管理（包括氣候及ESG相關風險）和內部監控系統的有效性，以及制定與檢討可持續發展目標。ESG小組需定期向董事會匯報ESG工作及目標的進展，以作檢討及評估之用。以下為我們的ESG小組成員及個別職責：



### ESG risk management

The Board and the risk management committee have jointly developed the Group's risk management policies. Each department and person in charge of risk are required to report the Risk Management and Internal Control Evaluation Checklist to the internal control and audit department every six months, which will then analyze and provide opinion on the list to identify significant risks that may potentially affect the business and operations of the Group, and report the same to the risk management committee to determine the risk exposure as a whole. Any material ESG risks identified in the process will also be notified to the ESG group to further assess the potential impact of the risks. Subsequently, we determined the risk response policies and internal control procedures to prevent, avoid or mitigate the risks. For details of risk management and internal control, please refer to the section headed "Corporate Governance Report", and for details of the principal risks and uncertainties we have identified, please refer to the section headed "Directors' Report".

### Stakeholder engagement

The Group values stakeholder engagement and actively maintains close communication with various stakeholders through diverse and open communication channels. By understanding and responding to stakeholders' needs and expectations regarding both internal and external interests, the Group formulates its sustainable development strategy and identifies ESG risks and opportunities. Through these efforts, the Group is committed to creating lasting value for its stakeholders.

### ESG風險管理

董事會與風險管理委員會已共同制定本集團的風險管理政策。各部門或風險負責人每半年需要向內控審計部上報《風險管理及內部監控評估清單》，由內審部分分析有關意見，識別可能對本集團業務及營運構成潛在影響之重大風險，並向風險管理委員會匯報，釐定整體風險水平。倘若當中發現任何重要的ESG風險亦會向ESG小組通報，進一步評估風險帶來的潛在影響。及後，透過釐定風險應對方案及內部監控程序以防止、避免或降低風險。有關風險管理及內部監控詳情請參閱「企業管治報告書」一節，而我們已識別的主要風險及不確定性詳情請參閱「董事會報告書」一節。

### 持份者參與

本集團重視各持份者的參與，通過搭建多元化且暢通的溝通管道，積極與各持份者保持密切的聯繫和溝通，了解並回應持份者對本集團內部及外部利益相關方的需要和期望，從而擬定本集團的可持續發展策略，辨識本集團的ESG風險與機遇，致力為利益相關方創造恒久的價值。

Stakeholder engagement 持份者的參與		Main concerns 主要關注事項	Main communication channels 主要溝通管道
Internal stakeholders 內部持份者	Shareholders and investors 股東及投資者	<ul style="list-style-type: none"> <li>Return on investment 投資回報</li> <li>Financial stability and sustainability 財政穩定及持續性</li> <li>Information disclosure and transparency 信息披露及透明度</li> <li>Corporate governance 公司管治</li> <li>Risk control 風險控制</li> </ul>	<ul style="list-style-type: none"> <li>Periodic reporting 定期報告</li> <li>Annual General Meeting 股東週年大會</li> <li>Company's website and email 公司網站及電郵</li> </ul>
	Employees 員工	<ul style="list-style-type: none"> <li>Employment rights and interests 僱傭權益</li> <li>Compensation and benefits 薪酬及福利</li> <li>Occupational safety and health 職業安全及健康</li> <li>Training and career development 培訓及事業發展</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings and training 定期會議及培訓</li> <li>Performance assessment 績效考核</li> <li>Employee activity 員工活動</li> <li>Internal communication 內部通訊</li> </ul>



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 環境、社會及管治報告書

Stakeholder engagement 持份者的參與		Main concerns 主要關注事項	Main communication channels 主要溝通管道
External stakeholders 外部持份者	Customers 客戶	<ul style="list-style-type: none"> <li>Property quality 房產質量</li> <li>Protection of customer privacy and rights 客戶隱私及權益的保護</li> <li>Business ethics 商業道德</li> </ul>	<ul style="list-style-type: none"> <li>Customer service hotline and email 客戶服務熱線及電郵</li> <li>Direct communication 直接溝通</li> <li>Customer satisfaction survey 客戶滿意度調查</li> </ul>
	Suppliers 供應商	<ul style="list-style-type: none"> <li>Supplier management 供應商管理</li> <li>Honesty and integrity 誠信廉潔</li> <li>Environmental protection 環境保護</li> </ul>	<ul style="list-style-type: none"> <li>Public bidding 公開招標</li> <li>Standard procurement procedures 標準的採購程序</li> <li>Direct communication 直接溝通</li> <li>On-site inspection 實地考察</li> <li>E-mail and telephone 電郵及電話</li> <li>Meetings 會議</li> </ul>
	Professional organizations 專業機構	<ul style="list-style-type: none"> <li>Environmental protection and social responsibility 環境保護及社會責任</li> <li>Standard ethics and business practices 標準的操守及營商手法</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaires and online participation 問卷及在線參與</li> <li>Telephone discussion 電話討論</li> </ul>
	Government and regulators 政府及監管機關	<ul style="list-style-type: none"> <li>Compliance with laws, regulations and policies 遵守法律、規例及政策</li> <li>Occupational health and safety 職業健康及安全</li> <li>People's welfare 人民福祉</li> <li>Employment 就業情況</li> <li>Tax payment in accordance with laws 依法納稅</li> </ul>	<ul style="list-style-type: none"> <li>Monitor compliance with relevant laws and regulations 監察遵守相關法律及規例</li> <li>Routine reporting and tax payments 例行報告和稅務繳納</li> <li>E-mail and telephone 電郵及電話</li> </ul>
	Communities 社區	<ul style="list-style-type: none"> <li>Community engagement 社區參與</li> <li>Care for the environment 愛護環境</li> </ul>	<ul style="list-style-type: none"> <li>Company's website 公司網站</li> <li>Mass media 大眾傳媒</li> </ul>

### ESG materiality assessment

To continuously improve the Group's sustainability performance, during this Reporting Period, the Group continued to implement annual reviews and conduct materiality assessments. This helps us identify and prioritise matters of importance to stakeholders, gradually building their trust in us. Selected stakeholders were invited to participate in electronic questionnaire surveys to determine their views on key ESG issues of the Group. A materiality assessment was conducted to help more accurately and objectively understand the concerns and changing demands of various stakeholders, further advancing the Group's sustainable business strategy. The specific process for materiality assessment is as follows:

### ESG的重要性評估

為不斷優化本集團的可持續發展工作表現，本集團在本報告期內繼續實施年度檢討，開展重要性評估，有助我們識別和優先處理持份者重視的事項，從而逐漸建立持份者對我們的信任。選定的持份者受邀參與電子問卷調查，確定持份者對本集團ESG關鍵問題的看法，並對本集團進行實質性評估，有助更準確、客觀地了解各利益相關方的關注點以及訴求變化，進一步推動集團的可持續業務策略，具體重要性評估過程如下：

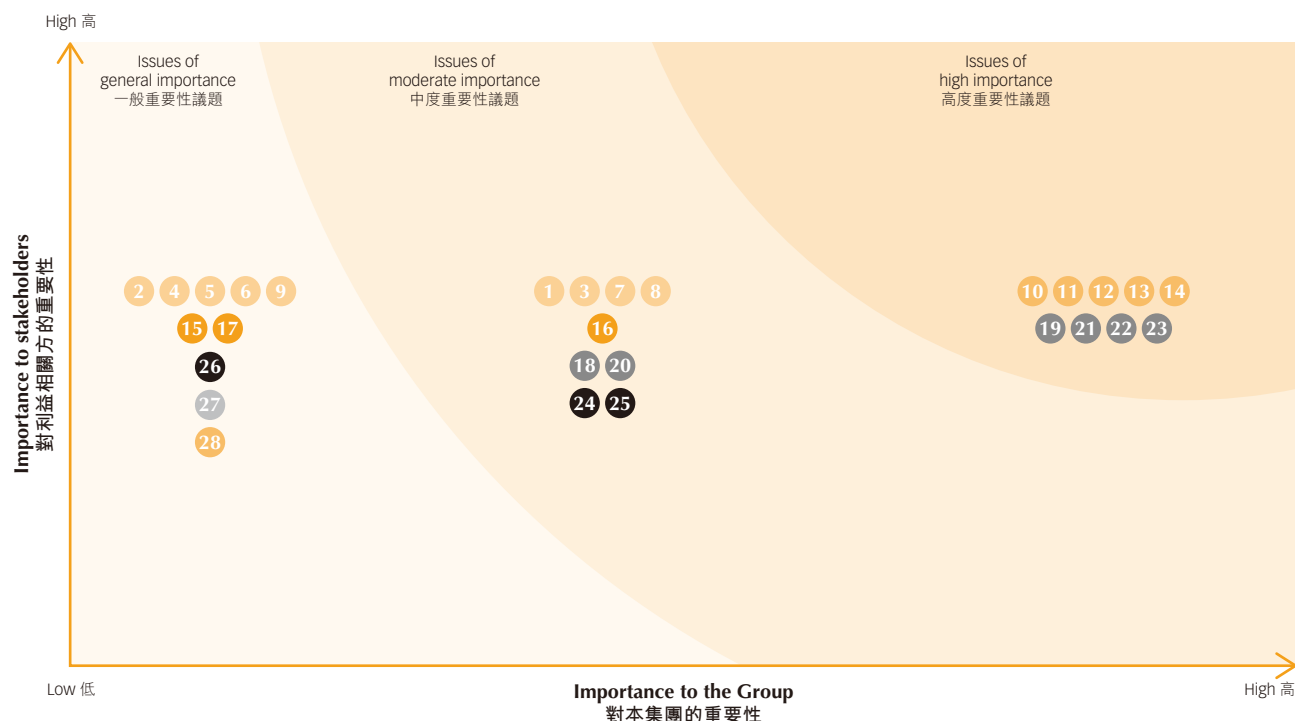


# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 環境、社會及管治報告書

The chart below summarizes the results of this materiality assessment: 下圖概述本次重要性評估的結果：

### Materiality assessment matrix 重要性分析矩陣



#### Environmental protection 環境保護

- 1 Air emissions  
空氣排放
- 2 Greenhouse gas emissions  
溫室氣體排放
- 3 Hazardous waste  
有害廢棄物
- 4 Non-hazardous waste  
無害廢棄物
- 5 Energy Use  
能源使用
- 6 Water resources  
水資源
- 7 Materials used  
材料使用
- 8 Protection of the environment and natural resources  
保護環境及天然資源
- 9 Climate change  
氣候變化

#### Employment and labor practices 僱傭及勞動常規

- 10 Employee diversity and equal opportunities  
員工多元化和平等機會
- 11 Employee compensation  
員工待遇
- 12 Occupational health and safety  
職業健康和安
- 13 Employee development/training  
員工發展／培訓
- 14 Illegal labor  
不合法勞工
- 28 Promotion of local employment  
促進當地就業

#### Operations 營運

- 15 Supply chain selection and monitoring  
供應鏈選擇和監察
- 16 Suppliers' environmental and social risks  
供應商的環境風險與社會風險
- 17 Environmental friendliness of products and services  
產品和服務對環境友好性

#### Product liability 產品責任

- 18 Product health and safety  
產品健康及安全
- 19 Customer satisfaction  
客戶滿意度
- 20 Marketing and promotion  
營銷和推廣
- 21 Intellectual property  
知識產權
- 22 Customer information and privacy  
顧客信息和私隱
- 23 Product and service labels  
產品和服務標籤

#### Anti-corruption 反貪污

- 24 Corrupt practices  
腐敗行為
- 25 Anti-corruption policy  
反貪污政策及舉報
- 26 Anti-corruption training  
反貪污培訓

#### Social responsibility 社會責任

- 27 Community support  
社區支持

According to the materiality matrix, ESG issues positioned in the upper right corner of the matrix are considered relatively important by both the Group and external stakeholders. Currently, employee diversity and equal opportunities, occupational health and safety, employee development/training, illegal labor practices, employee compensation, customer satisfaction, product and service labeling, intellectual property rights, and customer information and privacy have been identified as issues of high importance for the Group. The issues above are classified as key elements in driving the Group's sustainable business development, and we will elaborate on them further in the following sections.

### Report feedback

We consistently value stakeholder opinions and consider them fundamental to our continuous improvement. Both Chinese and English versions of this Report have been uploaded to the website of the Hong Kong Stock Exchange. If you have any comments or suggestions regarding this Report and our sustainability efforts, please write to Unit D, 7/F, Kee Shing Centre, 74-76 Kimberly Road, Kowloon, Hong Kong.

### CREATING VALUES FOR THE ENVIRONMENT

The Group understands the urgency of climate change and other environmental crises, and therefore is committed to promoting green, low-carbon practices by integrating environmental protection into daily operations and minimizing environmental impact in regular operations to fulfill its commitments. We strictly comply with People's Republic of China laws and regulations regarding air and greenhouse gas emissions, water and land pollution, and waste generation, including but not limited to the Environmental Protection Law of the People's Republic of China, the Energy Conservation Law of the People's Republic of China, the Environmental Impact Assessment Law of the People's Republic of China, and the Regulations on Environmental Protection Management for Construction Projects. During the Year, we are not aware of any significant violations of environmental protection laws and regulations.

根據重要性矩陣顯示，於矩陣靠右上方的ESG議題，相對本集團和外部持份者同樣認為比較重要。目前識別出員工多元化和平等機會、職業健康和安全、員工發展／培訓、不合法勞工、員工賠償、客戶滿意度、產品和服務標籤、知識產權及顧客信息和私隱為本集團的高重要性事宜。上述議題被歸類為推動本集團可持續發展業務的主要元素，我們將在下文各章節中對其進一步闡述。

### 報告反饋

我們一貫重視持份者的寶貴意見，並視之為我們持續改進的基礎。本報告的中英文版本已上載於香港聯交所網站。如閣下對本報告以及我們的可持續發展工作有任何意見及建議，歡迎致函至香港九龍金巴利道74-76號奇盛中心7樓D室。

### 為環境創造價值

本集團明白氣候變化和其他環境危機的緊迫性，因此致力提倡綠色低碳，將環保融入日常業務，在日常營運中最大限度地減少對環境的影響，從而履行其承諾。我們堅守中華人民共和國法律及法規有關廢氣及溫室氣體排放、向水及土地的排污、廢棄物產生等的規定，包括但不限於《中華人民共和國環境保護法》、《中華人民共和國節約能源法》、《中華人民共和國環境影響評價法》及《建設項目環境保護管理條例》。本年度，我們並不知悉任何有關重大違反法律及法規的環保事宜。



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 環境、社會及管治報告書

#### Energy and gas emissions management

The Group's main business is property development, with all real estate development work carried out by third-party contractors, therefore the Group does not directly generate air, water, and construction waste pollution from construction work. For the Year, the Group's main energy consumption and gas emissions sources were from vehicle fuel consumption and electricity consumed by office, and tenants in the commercial areas. Due to the increase in electricity consumption by commercial area tenants, the Group's total greenhouse gas emission intensity increased compared to 2023.

#### 能源及氣體排放管理

本集團主要業務為物業開發，由此所有房地產開發工程均由第三方承建商負責，因此本集團沒有直接產生因建築工程所引致的空氣、水及建築廢料污染。本年度本集團的主要能源消耗及氣體排放來源為車輛使用的燃料和辦公室及商業區租戶的用電。由於商業區租戶的用電量增加，與二零二三年相比，本集團溫室氣體排放總量密度有所增大。

#### Energy and gas emissions<sup>1, 2</sup>

##### 能源及氣體排放<sup>1, 2</sup>

	2024 二零二四年	2023 二零二三年	Unit 單位
<b>Gas emissions</b>			
<b>氣體排放</b>			
Nitrogen oxides (NO <sub>x</sub> ) 氮氧化物(NO <sub>x</sub> )	0.91	1.23	kg 公斤
Sulphur oxides (SO <sub>x</sub> ) 硫氧化物(SO <sub>x</sub> )	0.04	0.04	kg 公斤
Particular matter (PM) 懸浮顆粒(PM)	0.07	0.09	kg 公斤
<b>Greenhouse gas emissions</b>			
<b>溫室氣體排放</b>			
Scope 1 (Direct emissions) 範圍1(直接排放)	8.68	9.14	tonnes of CO <sub>2</sub> equivalent 公噸二氧化碳當量
Scope 2 (Indirect emissions) 範圍2(間接排放)	374.50	420.60	tonnes of CO <sub>2</sub> equivalent 公噸二氧化碳當量
Total emissions (Scopes 1 and 2) 總排放量(範圍1及2)	381.71	429.74	tonnes of CO <sub>2</sub> equivalent 公噸二氧化碳當量
Intensity of greenhouse gas emissions 溫室氣體排放密度	2.16	2.46	kg of CO <sub>2</sub> equivalent/m <sup>2</sup> 公斤二氧化碳當量/平方米

<sup>1</sup> Regarding the disclosure of air and greenhouse gas emissions, the referenced materials include, but are not limited to, the "Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard" published by the World Resources Institute and the World Business Council for Sustainable Development, the "Notice on Managing Greenhouse Gas Emission Reporting for the Power Generation Industry 2023–2025" issued by China's Ministry of Ecology and Environment, the global warming potential values from the "Sixth Assessment Report" published by the Intergovernmental Panel on Climate Change, and the "How to Prepare an ESG Report – Appendix 2: Reporting Guidance on Environmental KPIs" published by the Hong Kong Stock Exchange.

<sup>2</sup> As our real estate development projects are outsourced to the contractors, the contractors' data on partial construction projects has not been collected and disclosed.

<sup>1</sup> 有關廢氣及溫室氣體排放的披露，參照的資料包括但不限於世界資源研究所及世界可持續發展工商理事會刊發的《溫室氣體盤查議定書：企業會計與報告標準》、中國生態環境部發佈的《關於做好2023–2025年發電行業溫室氣體排放報告管理有關工作》、各國政府間因氣候變化而成立的專門委員會所發佈的《第六次評估報告》內的全球升溫可能值及聯交所發佈的《如何準備環境、社會及管治報告一附錄二：環境關鍵績效指標匯報指引》。

<sup>2</sup> 由於我們將房地產開發工程外判予承建商，故部份工程項目上承建商的數據未能予以收集及披露。

Due to the increase in electricity consumption by commercial area tenants, compared with 2023, the Group's total energy consumption intensity increased.

由於商業區租戶的用電量增加，與二零二三年相比，本集團能源消耗總量密度有所增大。

**Energy and gas emissions<sup>2,3</sup>**  
能源及氣體排放<sup>2,3</sup>

	2024 二零二四年	2023 二零二三年	Unit 單位
<b>Energy consumption</b>			
<b>能源消耗</b>			
Unleaded petrol	26.75	29.23	MWh
無鉛汽油			兆瓦時
Liquefied petroleum gas	5.12	5.01	MWh
液化石油氣			兆瓦時
Electricity purchased	636.40	737.51	MWh
外購電力			兆瓦時
Total energy consumption	640.22	771.75	MWh
能源消耗總量			兆瓦時
Intensity of energy consumption	4.02	4.42	kWh/m <sup>2</sup>
能源消耗密度			千瓦時／平方米

<sup>2</sup> As our real estate development projects are outsourced to the contractors, the contractors' data on partial construction projects has not been collected and disclosed.

<sup>2</sup> 由於我們將房地產開發工程外判予承建商，故部份工程項目上承建商的數據未能予以收集及披露。

<sup>3</sup> The calculation of unit conversion refers to the "Energy Statistics Manual" issued by the International Energy Agency.

<sup>3</sup> 單位換算的計算方法乃參考國際能源署刊發的《能源統計手冊》。

## Water management

The Group is committed to green and low-carbon practices. Regarding domestic sewage and construction wastewater generated during project construction, we require contractors to implement wastewater prevention measures during construction, including setting up wastewater sedimentation tanks to collect various types of industrial wastewater for dust suppression on site, and require timely removal to prevent groundwater contamination from rainfall, ensuring effective reduction of resource consumption and proper recycling. We also strengthen awareness of water conservation among employees through promotional and educational efforts, including posting water-saving reminders in offices and enhancing inspections of all faucets to ensure they are tightly closed, with immediate handling of any leaks to reduce overall water consumption. During the Year, we did not encounter any difficulties in sourcing suitable water.

## 用水管理

本集團致力實踐綠色低碳，對於項目施工中所產生的生活污水和建設施工廢水，我們要求承建商於施工中採取廢水防治措施，包括設置廢水沉澱池以收集各類生產廢水作場地增濕道路抑塵使用，並需要及時清運以防止因雨水淋浴而導致地下水污染，確保能有效地減少資源消耗並妥善循環利用。而我們亦加強宣傳及教育員工節約用水的意識，除了於辦公室貼上節水提示外，亦加強檢查所有水龍頭是否緊密關閉，並立即處理所有洩漏，從而減少整體耗水量。本年度，我們在求取適用水源方面並無任何困難。

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 環境、社會及管治報告書

The Group's water consumption intensity in 2024 and 2023 was similar.

本集團二零二四年及二零二三年的耗水密度相若。

#### Data on water use

##### 用水數據

	2024 二零二四年	2023 二零二三年	Unit 單位
Total water consumption 總耗水量	17,482.00	18,402.00	m <sup>3</sup> 立方米
Water consumption intensity 耗水密度	0.10	0.11	m <sup>3</sup> /m <sup>2</sup> 立方米／平方米

### Waste management

The Group adheres to compliant waste disposal and is committed to recycling practices. For solid waste generated during project construction, including domestic and construction waste, sealed transportation is required. Waste must not only be collected separately but also stored in waterproof garbage bins to prevent exposure, scattering, or leakage, with final collection and disposal handled daily by the municipal environmental sanitation department. The Group also recycles collected waste based on its usability; for example, construction waste such as broken bricks and residue can be reused as foundation filling materials, while other materials like timber, floor mortar, concrete, metal products, steel, plastic products, and hardware must be transported to designated locations for processing. When applicable, waste is sent to recycling stations or waste collection points for recycling implementation.

For domestic waste from daily office activities, including but not limited to non-hazardous waste such as office paper waste, proper classification and disposal are implemented. Our operations do not generate significant packaging materials or hazardous waste. To continuously strengthen waste management, we will gradually enhance paperless office operations, including moving document processing and expense approval processes online to reduce office paper usage and consumption, thereby conserving forest resources.

### 廢棄物管理

本集團堅持合規處理廢棄物並致力實踐循環利用，對於項目施工期所產生的固體廢物，包括生活垃圾和建築垃圾在運輸過程需要使用密封化處理，不單需要分類收集，亦需要使用不透水的垃圾桶存放以防止曝露、散落或滲漏的情況發生，最後由市政環境衛生部每天負責收集清理。本集團亦根據廢棄物可使用程度，經收集後進行重複利用，例如建築廢料、碎磚石、殘渣可以重用作為填築地基物料，但其他類型的材料例如木材、落地砂漿、混凝土、金屬製品、鋼材、塑膠製品、小五金等物料，則需要運至指定地點處理。若適用，更會把垃圾分配到回收站或廢品收集站處理，實行循環再用。

對於源於日常辦公活動的生活垃圾，包括但不限於辦公日常的廢紙等無害廢棄物，亦會妥善分類及棄置。我們運營中不會產生重大的包裝物和有害廢棄物。為持續加強廢棄物管理，我們將逐步加強辦公室的無紙化營運模式，包括把公文處理及費用審批等流程轉移至在線處理，以減少辦公用紙的使用和消耗，以節約林木資源。

The Group's non-hazardous waste intensity in 2024 and 2023 was similar.

本集團二零二四年及二零二三年的無害廢棄物密度相若。

Waste <sup>4</sup> 廢棄物 <sup>4</sup>	2024 二零二四年	2023 二零二三年	Unit 單位
<b>Non-hazardous waste</b>			
無害廢棄物			
Office waste paper 辦公廢紙	0.15	0.22	tonnes 公噸
Food waste 廚餘	0.1	–	tonnes 公噸
Total amount of non-hazardous waste 無害廢棄物總量	0.16	0.22	tonnes 公噸
Non-hazardous waste intensity 無害廢棄物密度	0.001	0.001	kg/m <sup>2</sup> 公斤／平方米

<sup>4</sup> Since we outsource our real estate development projects to contractors, the contractor's data on some projects cannot be collected and disclosed. Since other property companies are responsible for processing non-hazardous waste including but not limited to domestic garbage and food waste, relevant data cannot be collected.

<sup>4</sup> 由於我們將房地產開發工程外判予承建商，故部份工程項目上承建商的數據未能予以收集及披露。由於其他物業公司負責處理包括但不限於生活垃圾和廚餘等無害廢棄物，故相關數據無法收集。

## Environment and resources management

The Group is committed to responding to the nation's carbon neutrality goals and aims to utilize resources efficiently and effectively. We strictly implement current emission reduction and energy-saving measures, striving to minimize losses during production processes, achieve sustainable development, and create long-term value for stakeholders and communities. To minimize the environmental impact of property development projects, we engage professional environmental consultants to conduct environmental impact assessments for approval regarding air emissions, wastewater, solid waste, environmental risks, noise, and ecological impacts during construction and after project completion. If construction sites undergo significant changes in scale or nature, we must submit updated environmental assessment reports to government agencies for approval and report to relevant local government authorities. All projects will only proceed with development after securing necessary approvals.

## 環境及資源管理

本集團致力回應國家制定的碳中和目標並以充分有效利用資源為宗旨，嚴格執行目前的減排節能措施，盡量降低生產過程中的損耗，實現可持續發展，為持份者及社區創造長遠價值。為了盡量減低物業項目開發對環境的影響，我們會委託專業環境顧問就施工中及項目完成後所產生的廢氣、污水、固體廢物、環境風險、噪音及對生態環境的影響進行環境影響評估作審批，若相關項目的建築工地在規模或性質上有重大變更，我們必須向政府機構提交更新的環境評估報告以作審批，並上報當地相關政府機關，所有項目會確保取得必要審批後才會進行項目開發。



## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 環境、社會及管治報告書

To minimize air pollution, noise pollution, wastewater, and waste emissions, during the tender process, we require partnering contractors to comply with China's relevant environmental protection and safety laws and regulations, and prioritize contractors who propose construction plans that incorporate technologies for reducing environmental pollution. Furthermore, we make regular inspections to the construction site to verify whether the performance of the contractor meets our requirements, so as to ensure that we are able to identify problems in a timely manner and make rectification immediately. Upon project completion, the Group will apply to relevant government authority for the acceptance of environmental inspection to ensure that all requirements are compliant with national and project standards. The Group is aware of the inevitable generation of exhaust and noise during the construction process, so we are committed to requiring the outsourced contractor to take the following effective measures to reduce carbon emission generated from projects and reduce the impact on the environment.

#### Exhaust processing

- In order to prevent dust pollution during the construction process, a closed fence shall be built up around the construction site during construction, and a dust-proof net shall be installed outside;
- The roads at the construction site shall be paved or mobile sprinklers, movable fog guns, tower crane sprays and other equipment shall be in place to spray the ground to reduce dust;
- Application of airtight storage or fence and use of dust-proof cloth to cover building materials that are easily to generate dust;
- A car washing platform shall be set up to clean the transport vehicles in time to prevent from dusting due to mud and dust.

為了盡力降低空氣污染、噪音污染、廢水和廢物排放，在招標過程中，我們要求合作的承包商遵守中國有關的環境保護及安全之法律及法規，並盡量優先採用包含降低環境污染技術的施工方案之承包商。此外，我們亦會定期巡查建築地盤，檢查承包商的表現是否合符規定要求，以確保我們能及時發現問題，並立刻作出糾正措施。而在竣工後，本集團會向相關政府部門申請環境驗收，確保所有要求都符合國家及項目規定。本集團明白在施工過程中無可避免會製造廢氣及噪音，所以我們致力要求負責開發工程的外包承建商採用以下有效的措施以減少項目所產生的碳排放及降低對環境的影響。

#### 廢氣處理

- 為防止施工過程中出現揚塵污染，在施工建設期間工地會以檔板圍封，並對外設置防塵網；
- 工地內的車行道採用硬化或加設移動灑水車、移動霧炮、塔吊等噴灑地面之設備，減低揚塵情況；
- 採用密閉儲存方式、加設圍擋及使用防塵布覆蓋及存放容易產生揚塵的建築物料；
- 設置洗車平台以及時清洗運輸車輛，保持車輛清潔，防止車輛因沾上泥塵而導致揚塵。

**Noise management**

- Low-noise equipment shall be used as far as possible, the speed of excavators, loading and unloading vehicles to enter and leave the site shall be limited;
- Reasonable arrangement and allocation processes shall be applied to the construction hours to avoid simultaneous and long-term operation of a large number of high-noise equipment;
- Temporary sound barriers shall be equipped around the construction site to reduce the impact of noise on the surroundings;
- Rational construction hours shall be planned to avoid working during lunch break, and prohibit construction after ten o'clock in the evening and during special periods (such as periods during high school entrance examination and college entrance examination).

**Sewage treatment**

- A sedimentation tank shall be set up at the vehicle washing platform, and sewage may only be discharged or reused after treatment;
- Oil-repellent pool shall be set up in the canteen, and sundries and grease shall be cleaned on a regular basis to prevent waterway blockage and secondary pollution of water sources;
- Toxic or hazardous wastes for earthwork backfilling are not allowed to avoid contamination of groundwater and soil quality.

**Green office**

The Group's main energy emissions come from daily office operations. To fulfill our commitment to environmental protection, we are dedicated to reducing operational emissions as our goal, including but not limited to greenhouse gas emissions, energy consumption, water consumption, and waste generation, etc. We actively implement various energy-saving and emission-reduction measures across our offices in different locations, doing our utmost to gradually reduce exhaust emissions, greenhouse gas emissions, waste generation, and water consumption, thereby contributing to environmental protection. Meanwhile, the Group has established environmental protection requirements for all suppliers, including third-party contractors responsible for real estate development projects, to reduce the carbon footprint of our supply chain.

**噪音管理**

- 盡量採用低噪音設備，挖掘機、裝卸車輛進出工地應限速行駛；
- 妥善安排及分配施工工序，避免大量的噪音設備同時及長時間施工；
- 在施工現場周圍建設臨時聲障，希望可以減弱噪音對鄰近環境的影響；
- 規劃合理施工時間，避免於午休時間作業，在晚間十點後及特殊時期（如中、高考期間）禁止施工。

**污水處理**

- 在車輛清洗處設置沉澱池，經處理後的污水方可排放或重用；
- 食堂設置隔油池，並定期清淘雜物和油脂，防止水道堵塞及水源二次污染；
- 禁止將有毒或有害廢棄物用作土方回填，以免污染地下水及土質。

**綠色辦公室**

本集團的主要能源排放為辦公室日常營運，為了落實對環境保護的承諾，我們致力以減少營運排放作為目標，包括但不限於溫室氣體排放、能源消耗、耗水，以及廢棄物的產生等，積極透過在各地營運的辦公室實施多項節能減排的措施，盡我們最大所能逐步減少廢氣排放、溫室氣體排放、廢棄物量、用水量等，為環境保護作出貢獻。同時，本集團對所有供應商，包括負責房地產開發工程的第三方承建商制定相關環保要求，以減少供應鏈的碳足跡。

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 環境、社會及管治報告書

#### Carbon reduction and energy conservation

- Employees are encouraged to close electronics and office equipment not in use and set up automatic turn-off time for printers and screens in the office in advance to reduce energy consumption;
- Light emitting diode ("LED") lamps were applied to office in Hangzhou to improve resources efficiency and reduce electricity consumption;
- Employees are encouraged to reduce arrangement for business travel and try to adopt video or phone meetings to reduce carbon emission;
- Signs or notices on the importance of energy conservation are posted in the office area to improve employees' environmental awareness;
- Water saving notices are posted in restrooms and pantries to remind employees to turn off the taps after use to avoid water waste.

#### Waste reduction and reuse

- Employees are encouraged to use electronic tools such as email and instant messaging software to communicate internally and externally to reduce paper consumption;
- Employees are encouraged to use recyclable cups and cutlery instead of disposable cutlery;
- Employees are encouraged to print or photocopy on both sides;
- Employees are encouraged to reuse stationery such as old envelopes and folders.

#### 減碳節能

- 鼓勵員工關閉非使用中的電器及辦公設備，而預先為辦公室的打印機及顯示熒幕設置自動關閉時間，以減少能源消耗；
- 杭州的辦公室已採用發光二極管燈（「LED」）以提升資源效能，節約用電；
- 鼓勵職員減少差旅安排，盡可能採用視訊或電話模式進行在線會議，減少產生碳排放；
- 辦公室範圍張貼了節能重要性之標誌或告示以提高職員的環保意識；
- 洗手間及茶水間張貼了節水告示以提醒員工於使用後關緊水龍頭，避免浪費水資源。

#### 減廢重用

- 鼓勵員工使用電郵、實時通訊軟件等電子工具對內外溝通，以減少紙張消耗；
- 鼓勵員工使用可循環再用的杯及餐具，代替即棄餐具；
- 鼓勵員工雙面打印或影印；
- 鼓勵員工重用文具，例如舊信封、文件夾。

## Climate change

The Group deeply understands the urgency of climate change, and in response to society's growing concern about climate change and related issues, the Group has increased its attention to the risks brought by climate change and is committed to addressing these challenges and closely monitoring the potential impacts of climate change on our business and operations. Following the recommendations of the Task Force on Climate-related Financial Disclosures ("TCFD") framework, the Group identifies and conducts climate risk assessments and strives to manage potential climate-related risks that may affect our business activities.

### Physical Risks

Extreme weather events such as typhoons, heavy rain, storms, and extreme cold or hot weather may pose safety risks to the Group's real estate properties and project works and affect project development progress. To address the potential impacts of physical risks, the Group has developed various emergency response plans according to the Environmental and Safety Civilization Management System. These plans clearly define the emergency organization structure and responsibilities of each member, assess potential risks based on extreme weather conditions, and design emergency handling procedures and rescue plans to minimize potential impacts on our operations.

### Transition Risks

To actively achieve carbon neutrality goals, governments in project locations may establish new environmental regulations and stricter emission requirements. To comply with stricter regulations, we expect our operational costs for projects will increase. In response, from local project managers to the board of directors, we regularly monitor existing and emerging climate-related trends, policies, and regulations to avoid increased costs, regulatory fines, or reputational damage due to delayed responses.

## 氣候變化

本集團深明氣候變化的緊迫性，同時為響應社會對氣候變化及相關議題日益增加的關注，本集團亦提高關注氣候變化所帶來的風險，致力於應對此挑戰並密切監察氣候變化對我們業務及營運的潛在影響。本集團根據氣候相關財務資料披露工作小組（「TCFD」）框架的建議，識別及開展氣候風險評估工作並致力管理可能影響本集團業務活動的潛在氣候相關風險。

### 實體風險

極端天氣事件如颱風、暴雨、風暴及極端寒冷或酷熱天氣，可能會對本集團的房地產物業及項目工程產生安全風險並影響項目開發進度，為了應付實體風險帶來的潛在影響，本集團按照《環境及安全文明管理制度》特製各類應急預案，明確應急組織架構及各成員的職責，根據極端天氣事件狀況評估事故潛在風險，設計應急處理程序及救援方案，盡最大限度地降低對我們的潛在影響。

### 過渡風險

為了積極實現碳中和目標，項目所在地的政府或會定立新的環境法規和更嚴格的排放要求，為應對更嚴格監管，我們投資在項目上的營運成本預計將會上升。就此，我們從各地項目負責人至董事會定期監控與氣候相關的現有及新興趨勢、政策及法規，以避免因延遲響應而導致成本增加、違規罰款或影響聲譽。



## CREATING OPPORTUNITIES FOR OUR EMPLOYEES

### Employment practices

The Group firmly believes that talents are the cornerstone of maintaining sustainable development, so it attaches great importance to the contributions of its employees to us. At the same time, it is committed to providing diversified training and development opportunities for each employee, striving to create a healthy and safe working environment for employees, and promoting the common development of the company and employees. The Group strictly abides by the relevant employment laws and regulations, such as Labor Law of the People's Republic of China, Labor Contract Law of the People's Republic of China, Law of the People's Republic of China on the Prevention and Control of Occupational Diseases, and Social Insurance Law of the People's Republic of China. During the Year, the Group was not aware of any material violation of related laws and regulations relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.

### Recruitment, promotion, and dismissal

The Group continuously optimizes its labor management system and human resources management framework, and it has established a sound employee rights supervision and protection system, including HR policies such as the Employee Handbook to attract and retain talent. To ensure fair and transparent recruitment and promotion processes, we recruit talent through job fairs, recruitment websites, internal promotions, or internal referrals. The Group strictly complies with all laws and regulations, adhering to equal employment principles to ensure all employees legally enjoy various rights and fair treatment. The Group values talent and believes that regular performance evaluations and reviews provide opportunities for employees to discuss their performance and career development with supervisors, which helps enhance employee competitiveness and explore unlimited potential. Employees who perform exceptionally well in evaluations and meet promotion criteria will have opportunities for position advancement and salary increases under fair competition.

## 為員工創造機會

### 僱傭常規

本集團深信人才是維持可持續發展的基石，因此高度重視員工對我們的貢獻，同時致力於為每位員工提供多元化培訓及發展機會，努力為員工創造健康安全的工作環境，促進公司與員工共同發展。本集團一直嚴格遵守相關僱傭法律法規例如《中華人民共和國勞動法》、《中華人民共和國勞動合同法》、《中華人民共和國職業病防治法》及《中華人民共和國社會保險法》等。本年度，本集團並不知悉任何與本集團有關違反薪酬及解僱、招聘及晉升、工作時數、假期、平等機會、多元化、反歧視、其他待遇及福利相關法律法規之重大違規情況。

### 招聘、晉升及解僱

本集團持續優化勞工管理制度和人力資源管理架構，目前已建立良好的員工權益監督及保障體系，包括《員工手冊》等人力資源政策去吸引及挽留人才。為了保證招聘及晉升程序均以公平及公開的方式進行，我們會透過招聘會、招聘網站、內部晉升或內部推薦等途徑招攬人才。本集團嚴格遵守各項法律法規，堅守平等僱傭原則，確保所有員工依法享有各項權益和公平公正的待遇。本集團珍視人才價值，相信透過定期進行的表現評核及檢討，讓員工有機會與主管討論其表現及事業發展，有助提升員工的競爭力，發掘無限潛能。在評核當中表現優異且符合晉升條件的員工會在公平競爭的情況下，獲得職位晉升和加薪的機會。

The Group does not tolerate unfair and illegal dismissals, ensuring dismissal procedures are fair and transparent, with written notice provided to employees within the legally required notice period. Employees have the right to freely choose resignation under legal conditions. Employees must complete work handover and resignation procedures after providing legally required notice periods and obtaining department leader approval. We also conduct exit interviews with departing employees to help management better understand employee needs and improve the overall work environment.

### Compensation and benefits

To further attract and retain experienced talented professionals, the Group continuously improves its employee compensation and benefits system, offering fair and competitive market remuneration packages that align with employees' experience, qualifications, and titles. Additionally, we conduct annual performance evaluations and salary reviews based on market conditions, company and individual performance, and provide discretionary year-end bonuses, directly reflecting employees' value contributions to the Group. The Group cares for its employees and has established a series of benefits including: meal allowances, transportation allowances, communication allowances, and holiday bonuses on public holidays. We implement a 5-day work week, and in addition to statutory annual leave, we provide sick leave, personal leave, national statutory holiday leave, marriage leave, maternity leave, bereavement leave, and work injury leave based on individual needs. We focus on employees' physical and mental development and actively promote work-life balance by regularly organizing birthday celebrations and employee trips to continuously enhance employee motivation, sense of belonging, and team cohesion, which helps improve work efficiency in the long run.

### Diversity, equal opportunity, and anti-discrimination

The Group is committed to creating a diverse workforce and healthy work environment, strictly complying with all laws and regulations while adhering to equal employment principles. We ensure all employees legally enjoy various rights and fair treatment, protecting the values, religious beliefs, and privacy of employees of different nationalities, races, genders, and cultural backgrounds from infringement.

本集團絕不容忍不公平及非法解僱，確保解僱程序公平公開，並在法規要求的通知期內以書面形式通知員工。而員工在符合法規條件情況下，擁有自由選擇離職的權利。員工需要向我們提供法規要求的通知期並經部門領導批准後，完成工作交接及離職程序。我們亦會對離職員工進行離職面談，有助管理層更好地了解僱員的需求及改善整體工作環境。

### 薪酬及福利

為了進一步吸納及挽留經驗豐富的優秀人才，本集團不斷完善員工薪酬福利體系，提供與員工經驗、資格及職銜相符、既公平又具市場競爭力的薪酬待遇。同時，我們每年都會進行表現評核，並根據市場情況、公司及個人表現進行薪資檢討及提供酌情年終花紅，讓員工在集團貢獻的價值有更直接的體現。本集團關愛員工，設立了一系列的福利包括：工作餐補助金、交通補貼，通訊補貼及節假日發放過節費等，同時實行5天工作週，而除法定年假以外，亦會因應個人需要給予病假、事假、國家法定節日假、婚假、產假、喪假、及工傷假等假期。我們關注員工身心發展，積極倡導工作與生活的平衡，因此定期為員工舉行生日慶祝活動及組織員工旅行遊玩，藉以持續增進員工間的積極性，歸屬感及團隊凝聚力，長遠有助提升員工工作效率。

### 多元化、平等機會及反歧視

本集團致力於打造多元化的工作團隊及健康的工作環境，並嚴格遵守各項法律法規，堅守平等僱傭原則，確保所有員工依法享有各項權益和公平公正的待遇，保障不同國籍、種族、性別、文化背景的員工的價值觀、宗教信仰和隱私不受侵犯。

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 環境、社會及管治報告書

As of 31 December 2024, the Group had a total of 30 employees, with all of them working in Mainland China. The breakdowns of them by different categories are set out as follows:

截至二零二四年十二月三十一日，本集團共有30名員工，全部於中國內地任職，按不同性質劃分之員工分佈如下：

Employee were classified 員工分佈	2024 二零二四年	2023 二零二三年	Unit 單位
<b>By gender</b> <b>按性別劃分</b>			
Male 男性	18	21	Number of individuals 人數
Female 女性	12	18	Number of individuals 人數
<b>By contract category</b> <b>按合約類型劃分</b>			
Full-time 全職	30	39	Number of individuals 人數
Part-time 兼職	–	–	Number of individuals 人數
<b>By employment category</b> <b>按僱傭類別劃分</b>			
Senior management 高級管理層	4	4	Number of individuals 人數
Middle management 中級管理層	8	10	Number of individuals 人數
General and other personnel 一般及其他員工	18	25	Number of individuals 人數
<b>By age</b> <b>按年齡劃分</b>			
18–25 18至25歲	4	4	Number of individuals 人數
26–35 26至35歲	4	7	Number of individuals 人數
36–45 36至45歲	15	20	Number of individuals 人數
46–55 46至55歲	7	8	Number of individuals 人數
Over 56 56歲或以上	0	0	Number of individuals 人數

For the year ended 31 December 2024, the Group's employee turnover rate is 30%<sup>5</sup> in Mainland China. The breakdowns of them by different categories are set out as follows:

二零二四年十二月三十一日止年度，本集團於中國內地的員工流失比率為30%<sup>5</sup>，按不同性質劃分之員工流失比率如下：

Employee turnover rate <sup>6</sup> 員工流失比率 <sup>6</sup>	2024 二零二四年	2023 二零二三年	Unit 單位
<b>By gender</b> <b>按性別劃分</b>			
Male 男性	14	43	%
Female 女性	33	28	%
<b>By age</b> <b>按年齡劃分</b>			
18-25 18至25歲	—	—	%
26-35 26至35歲	43	57	%
36-45 36至45歲	25	40	%
46-55 46至55歲	13	25	%
Over 56 56歲或以上	—	—	%

<sup>5</sup> The total employee turnover rate is calculated by dividing the total number of employees who resigned during the Year by the number of employees at the end of the Year, and then multiplying by 100%.

<sup>5</sup> 總僱員流失率是按年內總離職僱員人數除以年末的僱員人數，再乘以100%計算。

<sup>6</sup> The employee turnover rate by category is calculated by dividing the number of employees of that category who resigned during the Year by the number of employees of that category at the end of the Year, and then multiplying by 100%.

<sup>6</sup> 各類別的僱員流失率是按年內該類別的離職僱員人數除以年末該類別的僱員人數，再乘以100%計算。



#### Occupational health and safety

The Group places great emphasis on the occupational safety of its employees and strictly complies with the Production Safety Law of the People's Republic of China, the Occupational Disease Prevention Law of the People's Republic of China, the Regulations on Work-Related Injury Insurance, and other applicable laws and regulations with significant impact on the Group. As a property development company, we mainly hire outsourced construction contractors for project management, hence we assume limited potential responsibility for the construction workers on our property projects.

However, as a responsible property developer, the Group has established a safety management system, undertaken supervisory responsibilities, and maintained project safety. In addition to ensuring that employees involved in projects and requiring site access participate in mandatory health and safety training, including the safe use of lifting machinery, working at heights, safety management, and site management, we also arrange for the Chief Engineer's Office to conduct monthly on-site inspections to ensure that all required safety measures are implemented at our project sites. The Group also details policies and procedures related to occupational safety in the Employee Handbook for all employees to reference, ensuring the effective implementation of safety policies. The Group takes all appropriate measures to safeguard the health and safety of employees in the workplace, resulting in no recorded work-related injuries during the Year. Furthermore, the Group is not aware of any major safety incidents or work-related fatalities in the past three years.

#### 職業健康與安全

本集團十分重視員工的職業安全並嚴格遵守《中華人民共和國安全生產法》、《中華人民共和國職業病防治法》和《工傷保險條例》及其他對本集團適用且有重大影響的法律法規。作為物業開發企業，我們主要聘用外包建築承包商為項目進行施工管理，因此我們對物業項目的施工工人只能承擔有限的潛在責任。

然而，作為有責任的物業開發商，本集團已建立安全管理制度，承擔監察責任並維護項目安全，除了確保參與工程項目且需要進入工地的員工均參與強制性的健康與安全培訓，包括安全使用起重機械、高空作業、安全管理和工地管理等，亦安排總師辦每月會進行實地巡查，確保項目工地已執行我們所要求的各項安全措施。本集團亦於《員工手冊》中詳細列明了職業安全相關的政策及程序供所有員工參考，務求安全政策得以落實執行。本集團採取一切適當措施保障員工在工作場所內的健康與安全，因此本年度並未有任何工傷記錄。而本集團於過去三年並不知悉有發生過任何重大安全事故或因工作關係而導致死亡的事件。

### Development and training

The Group firmly believes that cultivating talent promotes continuous professional development and sustainable corporate growth. Therefore, it is committed to providing employees with various training programs to enhance their skills and develop their careers. At the same time, the Group continuously promotes and improves training resources to further enhance the quality of talent development. The Employee Handbook also stipulates regulations regarding continuous training.

#### Induction training

The Group provides induction training for all new employees, helping them quickly understand their job responsibilities and become familiar with the Group's background, work model, and corporate culture. Additionally, during the probation period, the Group assigns instructors to assist new employees in mastering job-related skills as soon as possible. The instructors also participate in the general assessment of new employees and is responsible for evaluating interns for regular employment.

#### External training

To encourage employees to actively engage in self-improvement activities, we offer external training subsidies based on departmental needs or business requirements. We firmly believe that external training not only aids employee development but also brings new cultures and ideas that help continuously enhance the Group's competitiveness.

### 人才培育

本集團深信透過培養人才，可推動持續專業發展及公司可持續發展，因此致力為僱員提供各類的培訓課程，以助提升技能並發展職業。同時，本集團不斷促進完善培訓課程資源，以持續提高人才培養質量。本集團亦於《員工手冊》中訂明有關持續培訓的規定。

#### 入職培訓

本集團為每位新入職員工提供入職培訓，有助加快員工了解其職位的責任和熟習本集團的背景、工作模式及企業文化，同時本集團亦會於新員工試用期間委派輔導員，協助新員工盡快掌握崗位技能。輔導員亦會參與新員工的日常評估及擁有轉正考評的責任。

#### 外部培訓

我們為了鼓勵員工主動參與自我增值的活動，提供因應職能部門需要或業務要求的外部培訓津貼。我們深信外部培訓不但有助員工的發展，同時能帶來新的文化與理念，有助本集團競爭力持續提升。

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 環境、社會及管治報告書

Percentage of employees trained <sup>7, 8</sup> 員工受訓百分比 <sup>7, 8</sup>	2024 二零二四年	2023 二零二三年	Unit 單位
<b>Percentage of employees trained by gender</b> 按性別劃分的受訓百分比			
Male 男	77.78	80.00	%
Female 女	25.00	20.00	%
<b>Percentage of employees trained by category</b> 按僱員類別劃分的受訓百分比			
Senior management 高級管理層	30.00	30.00	%
Middle management 中級管理層	70.00	70.00	%
General and other personnel 一般及其他員工	—	—	%

<sup>7</sup> The data excludes employees who have left the company.

<sup>7</sup> 數據不包括離職員工。

<sup>8</sup> Details of trained employees by category are calculated by dividing the number of employees in that category by the total number of employees in training during the Year, and then multiplying by 100%.

<sup>8</sup> 各類別受訓僱員明細是按年內該類別的受訓僱員人數除以年內總受訓僱員人數，再乘以100%計算。

Number of training hours of employees <sup>9</sup> 員工培訓時數 <sup>9</sup>	2024 二零二四年	2023 二零二三年	Unit 單位
<b>Employee Training Analysis<sup>10</sup></b> 員工培訓分析 <sup>10</sup>			
Total number of training hours 總培訓時數	22	18.00	hours 小時
Average number of training hours 平均培訓時數	0.73	0.46	hours/person 小時／人
<b>Number of training hours by gender<sup>11</sup></b> 按性別劃分的平均受訓時數 <sup>11</sup>			
Male 男	0.64	0.76	hours/person 小時／人
Female 女	0.14	0.11	hours/person 小時／人
<b>Number of training hours by employee category<sup>11</sup></b> 按僱員類別劃分的平均受訓時數 <sup>11</sup>			
Senior management 高級管理層	2	2.00	hours/person 小時／人
Middle management 中級管理層	1	1.00	hours/person 小時／人
General and other personnel 一般及其他員工	—	—	hours/person 小時／人

<sup>9</sup> The data excludes employees who have left the company.

<sup>10</sup> The average number of training hours completed per employee is calculated by dividing the total number of training hours during the Year by the total number of employees at the end of the Year.

<sup>11</sup> The average number of training hours by employee category is calculated by dividing the number of training hours for that employee category during the Year by the number of employees in that category at the end of the Year.

<sup>9</sup> 數據不包括離職員工。

<sup>10</sup> 每名僱員完成受訓的平均時數是按年內總受訓時數除以年末總僱員人數計算。

<sup>11</sup> 各類別僱員的平均受訓時數是按年內該類別僱員的受訓時數除以年末該類別的僱員人數計算。

### Labor standards

The Group adheres to the principles of reasonable and lawful recruitment and strictly complies with laws and regulations such as Labor Law of the People's Republic of China, the Labor Contract Law of the People's Republic of China, the Provisions on the Prohibition of Child Labor. We are firmly against any form of forced labor or child labor. The Group has established a comprehensive recruitment process and employment procedures. During the recruitment process, the Human Resources Department clearly outlines the job requirements and qualifications, and verifies the applicant's valid identification documents to ensure the applicant meets the legal employment age and eligibility criteria, and does not violate any relevant laws. Furthermore, before signing employment contracts, the Group provides a comprehensive and detailed explanation of the employment terms to ensure that employees fully understand the contract and sign it voluntarily, thereby ensuring that all employees work of their own free will. We strictly prohibit the use of child labor or forced labor. If any violations of hiring child or forced labor are discovered, we will immediately terminate the labor contract, investigate the cause, and hold the responsible parties accountable, imposing appropriate penalties on violators.

During the Year, the Group did not observe any cases of child labor, forced labor, or illegal labor in its operations.

### 勞工準則

本集團秉持合理合法招聘的準則並嚴格遵守《中華人民共和國勞動法》、《中華人民共和國勞動法合同》和《禁止使用童工規定》等法律法規，堅決杜絕任何理由的強制勞動及僱傭童工行為。同時本集團已建立的完善招聘流程及僱用程序，人力資源部於招聘過程中會明確列出招聘要求及崗位任職要求，並會審核應聘者的有效身份證明文件，以確保該應聘者達到法定就業年齡並具有就業資格，並且未觸犯相關法律規定。此外，本集團在與員工簽署勞動合同前，會對有關僱傭條款作出全面及詳細的解釋，以確保員工在簽約前充分了解合約的內容，並在自願的情況下簽訂勞動合同，確保所有僱員均於自願情況下勞動或工作，堅決杜絕使用童工和強制勞工。如發現任何違規聘用童工或強制勞工的情況，我們會立即終止其勞動合同，查明原因及追究責任，對違規員工作出適當處罰。

本年度，本集團沒有在其營運中發現任何有關童工、強迫勞工或非法勞工的違例個案。



#### CREATING VALUES FOR OUR CUSTOMERS

##### Supply chain management and quality control

The Group has established a comprehensive supplier evaluation system to ensure that major construction contractors and material suppliers are qualified. Qualified third-party contractors are responsible for all project construction work, including excavation, structural construction, equipment installation, and operational work. By outsourcing construction to professional contractors, we can mitigate some of the risks related to raw material cost fluctuations and engineering personnel management. During the Year, we worked with 35 major suppliers, all operating in China (2023: 79 major suppliers operating in China).

To ensure that the tendering process is fair, just, transparent, and in compliance with the Group's requirements and applicable Chinese laws and regulations, the Group's Cost Management Department has set up tendering documents and established a series of evaluation criteria to select contractors. Contractors must provide certifications such as qualification certificates and safety production licenses. In addition to evaluating the bidding materials, we also consider factors such as contractor size, qualifications, reputation, track record, quotation, and environmental and social considerations. Understanding the increasing importance of environmental protection, the Group prioritize contractors that offer pollution reduction solutions. Meanwhile, our tendering documents require suppliers to sign a Migrant Workers' Rights Protection Agreement, ensuring they are aware of and fulfill their social responsibility regarding labor rights. During the Year, 1 contractor was engaged in our construction projects (2023: 1 contractors were engaged in our construction projects).

#### 為客戶創造價值

##### 供應鏈管理及質量控制

本集團已建立完善的供應商評估系統，確保主要建築承包商及建築材料供應商均為合資格供應商。而合資格的第三方建築承包商則負責我們全部的項目建築工程，包括地基挖掘、主體結構建設、設備安裝及工程作業，我們認為透過將建築工程外包予專業的建築承包商可降低部份原材料成本波動及工程人員管理的風險，本年度與我們合作共35個主要供應商均於中國營運（二零二三年：79個主要供應商均於中國營運）。

而為確保招標程序能公平、公正及公開以及滿足本集團的要求和相關中國法律及法規，本集團成本管理部的招投標團隊亦制定了招標文件及設定一系列評估準則甄選承包商。建築承包商必須提供其單位資質證書及安全生產許可證等文件，過程除對其投標資料進行詳細評估，亦會考慮承包商規模、資質、聲譽、類似項目的往績、報價、環境及社會等多種因素。本集團理解環境保護對社會公眾漸趨重要，因此盡可能優先選用提供降低污染技術方案的承包商，同時亦在招標文件中要求供應商簽定《民工權益保障承諾書》，確保其知悉及履行在勞工權益的社會責任。本年度建築項目委聘1個承建商（二零二三年：建築項目委聘1個承建商）。

### Strict procurement of materials

The Group strictly monitors project quality and cost control. As for construction materials, since contractors procure most of the construction materials such as steel and cement for our property development projects, we require them to purchase materials that meet standard specifications and are from designated brands and manufacturers. Where Chinese laws and regulations mandate that contractors must procure certain materials through tendering, we require them to include our selected brands or manufacturers in the tender documents. We also monitor the tender process to ensure that the selected material suppliers meet the compliance standards.

To ensure the stability, reliability, and compliance of procured materials with national safety and environmental standards, we collaborate with supervision companies to conduct random inspections. We verify material certificates, user manuals, performance test reports, and quality assurance documents before including them in our qualified materials list. Furthermore, the Group only directly procures equipment such as windows, air conditioning systems, and elevators from qualified suppliers in our database, prioritizing equipment with less environmental impact or higher energy efficiency. During the Year, the Group was not aware of any major suppliers that caused significant impacts in terms of business ethics, environmental protection, or labor practices.

### Monitoring project quality

The Group strictly adheres to Chinese laws and regulations by hiring construction supervision companies and assigning them to oversee various project aspects to ensure quality standards are met. The Cost Management Department sets up a series of control indicators related to cost, quality, and construction progress during the preliminary planning stage based on the overall construction cost budget. The Chief Engineer's Office, consisting of experienced and qualified engineers and construction technicians, supervises the construction quality, progress, and budget control of each project. Monthly on-site inspections are conducted to check the progress and quality of construction materials. We also conduct annual reviews of the overall performance of all ongoing projects to ensure cost, quality, and progress meet our targets. The Group's management performs performance assessments of projects every six months. If any subcontractor fails to meet the required standards, the Group reserves the right to terminate the contract and replace the contractor to maintain high product quality.

### 嚴格採購物料

本集團嚴格監控項目的質量及成本的控制，對於建築物料，由於承建商於我們的物業開發項目中採購絕大部份的建築材料，如鋼材及水泥等，因此我們會要求承建商採購合乎標準規格及指定的品牌和製造商的建築物料，如因相關中國法律及法規規定承建商須透過招標採購特定種類的建築材料，我們亦會要求有關承建商在招標文件中列入我們選定的品牌或製造商，並監察招標過程，確保選定的建築材料供應商具備合規的資格。

為了保證所採購的物料具有穩定可靠的質量及符合相關國家生產安全及環保標準，我們聯同監理公司會先抽查檢驗承建商提供的物料合格證、使用說明書、性能檢測報告及質保資料後再確認並列入合資格物料清單，同時本集團亦只會從合資格供應商數據庫內的供應商進行直接採購如門窗、空調系統及電梯等設備，並優先考慮採購對環境影響較少或能源效益更高的設備。本年度，本集團並不知悉任何主要供應商在商業道德、環境保護及勞工常規方面造成任何重大的影響。

### 監控項目質量

本集團堅守中國法律及法規規定聘請建設監理公司，並委派監理公司監察各環節以確保項目質量達標。成本管理部門於初步規劃階段將按照總建設成本預算設立有關成本、質量及施工進度的一系列進度控制指標，資深及合資格的工程師和建築技術人員組成的總師辦，於施工過程中監管各項目施工質量、施工進度及控制項目預算，同時每月進行實地巡查項目情況及檢查建築材料質量，並根據既定的項目指標監督施工進度，亦會為所有在建的項目整體表現作年度檢討，確保所產生的成本、質量及施工進度達標，本集團管理層亦會每半年對項目表現進行績效考核。若發現任何外包承建商未能按所要求的標準完成，本集團會保留權利，經過適當程序終止合約及替換其他承包商以維持良好的產品質量。

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

### 環境、社會及管治報告書

#### Customer service

The Group places a high emphasis on brand development and responsibility, striving to enhance brand value and customer satisfaction by continuously improving service management at all project stages.

#### 客戶服務

本集團高度重視品牌建設和品牌責任，致力提升品牌價值，以提升客戶滿意度，因此不斷完善各項目階段服務管理。

##### Phase One: Project development 第一階段： 項目發展

- During the planning stage, we listen to customer feedback and expectations regarding project design and pass this information to the real estate planning team, who discuss it with designers, architects, and contractors.  
在計劃階段，聽取客戶對項目設計的相關意見及期望，把意見交予地產策劃團隊，讓他們與設計師、建築師及承辦商商討。

##### Phase Two: Quality inspection of building 第二階段： 樓宇檢質

- To meet local building requirements and customer expectations, a professional team conducts regular inspections to ensure compliance with predefined control indicators.  
為達到當地建築要求及客戶期望，專業團隊負責定時巡視檢查工程項目，確保符合預先訂立的控制指標。

##### Phase Three: Property delivery 第三階段： 交樓

- According to the Regulations on the Quality Management of Construction Projects, the Regulations on the Registration and Registration of Completion Acceptance of Housing Construction Projects and Municipal Infrastructure Projects, and the Interim Provisions on the Completion Acceptance of Housing Construction Projects and Municipal Infrastructure Projects, real estate developers must report to the county or county level where the project is located. The real estate development authorities of the above local people's governments submit applications for completion acceptance and record filing. Therefore, we will only deliver the project after confirming receipt of the acceptance notice and completion certificate to ensure that the project quality complies with legal and regulatory requirements.  
根據《建設工程質量管理條例》、《房屋建築工程和市政基礎設施工程竣工驗收備案管理辦法》及《房屋建築工程和市政基礎設施工程竣工驗收暫行規定》，房地產開發商須向項目所在縣級或以上地方人民政府的房地產開發主管部門提交申請，用作房屋竣工驗收及備案。因此我們於確認收到驗收合格通知及竣工證明書後才會作出交付，確保項目質量符合法律及法規規定。

##### Phase Four: After-sales service 第四階段： 售後服務

- We have a professional customer service team and a complete complaint mechanism to follow up on relevant issues raised by customers and maintain close contact with customers, which helps deeply understand customer needs and improve service standards. In addition, appropriate warranty periods are reserved for customers after delivery, which is 1 to 5 years from the date of delivery, and the quality warranty scope should include foundation engineering, main structure engineering, floor waterproofing engineering, bathrooms with waterproofing requirements, leakage prevention of rooms and exterior walls, heating and cooling systems, drainage pipes, equipment installation and decoration works, etc. All complaints will be handled carefully and followed up. We received no complaints about our property and property sales services during the Year (2023: 0 case).  
我們設有專業的客戶服務團隊與完善的投訴機制，跟進客戶提出的相關問題，與客戶保持緊密聯繫，有助深入了解客戶需要並有提升服務水平。另外，交付後亦為客戶預留適當的保修期，即交付日起為期1年至5年，而質量保修範圍應該包括地基工程、主體結構工程、層面防水工程、有防水要求的衛生間、房間和外牆面的防滲漏、供熱與供冷系統、排水管道、設備安裝和裝修工程等。所有投訴我們都會謹慎處理及跟進。我們於本年度沒有接到有關我們的物業及銷售服務的投訴（二零二三年：0宗）。

### Compliant promotion

The Group strictly complies with the Advertising Law of the People's Republic of China and the Measures for the Administration of Internet Advertising of the People's Republic of China and other laws and regulations. Instructions must pass internal approval and obtain approval from relevant government departments before they can be released. All sales and promotion materials will be carefully checked by the sales department to confirm that sufficient and accurate content has been disclosed in compliance with regulations before they are released and made available to the public for customer reference to make purchasing decisions. At the same time, department employees must abide by the Sales Field Management Manual compiled by the Group and conduct reasonable sales promotions with customers to maintain business ethics.

During the Year, the Group was not aware of any material violation of the relevant laws and regulations in relation to the health and safety, advertising, labeling and privacy of the property and service provided by the Group. In addition, relevant disclosure requirements are not applicable to the Group because the nature of the Group's businesses does not involve the product recall and the significant intellectual property right.

### Privacy protection

The Group is committed to protecting data privacy and prohibits any unauthorized disclosure of customer information. When signing sales contracts with customers, we include confidentiality clauses to ensure their privacy is safeguarded. Additionally, all employees must sign confidentiality agreements upon joining the Group, adhering to strict privacy regulations and managing confidential information with care to strengthen privacy protection. During the Year, the Group was not aware of any complaints related to the disclosure of customer information.

### 合規宣傳

本集團嚴格遵循《中華人民共和國廣告法》及《中華人民共和國互聯網廣告管理辦法》等法律法規，所提供的售樓說明書均需要通過內部審批並獲得有關政府部門審批才可發佈，而所有銷售及推廣資料，亦會由銷售部仔細檢查並確定已合規披露充分及準確內容的情況後，才會對外發佈並供客戶參考以作選購決定。同時部門員工必須遵守本集團定制的《銷售案場管理手冊》，與客戶進行合理推銷宣傳，以維持商業道德。

本年度，本集團並不知悉有關本集團所提供有關我們物業及服務之健康與安全、廣告、標籤及私隱事宜方面的法律及法規發生任何重大違規情況。此外，本集團的業務性質不涉及產品回收及重大的知識產權事宜，因此相關披露並不適用。

### 保護私隱

本集團致力保護資料私隱，嚴禁任何未經授權的客戶隱私的披露。與客戶簽訂銷售合同時，我們會加入保密條款，以保證客戶的隱私受到保護。此外，每位員工在加入本集團時需要簽訂保密協議，須嚴謹遵守私隱規定並謹慎管理機密資料，以加強保障客戶私隱。本年度，本集團並不知悉有接獲因洩露客戶資料而引致的投訴。



## MAKING CONTRIBUTIONS TO THE SOCIETY

### Anti-corruption

The Group upholds a corporate culture of integrity and opposes any unethical business practices such as corruption, bribery, extortion, fraud, and money laundering, while strictly complying with local laws and regulations. In accordance with the Law against Unfair Competition of the People's Republic of China, the Criminal Law of the People's Republic of China, and the Interim Provisions on the Prohibition of Commercial Bribery, the Group compiled an Employee Code of Conduct to specify employees' responsibilities and obligations, clarify how to handle conflicts of interest, and raise awareness of self-discipline and integrity.

The Group continues to establish and improve a sound and honest internal control and management system. In addition to monitoring daily management operations and related special projects, it also regularly organizes anti-corruption education and training for directors and employees to improve management and employees' awareness of ethics and corruption issues. In addition, the Group has established a comprehensive reporting channel to ensure that all employees report any relevant suspicious behavior in a safe, reliable and confidential manner. Suspicious incidents will be prudent and comprehensively investigated. If it is confirmed that it is an illegal act, we will transfer the relevant person to the judicial authority in accordance with the law. The Group strictly implements systems and procedures to ensure that the internal control system can effectively identify violations and promptly prevent and stop them. The audit department also regularly reviews relevant anti-corruption policies. The Group has a sound organizational structure and policies in place to maintain high standards of corporate governance and an ethical corporate culture.

During the Year, the Group was not aware of any violations involving bribery, extortion, fraud, or money laundering by the Group or its employees, nor was it involved in any corruption lawsuits.

### Connecting with the community

The Group highly values social responsibility and is committed to engaging and contributing to the community as part of our strategic development. The Group has established relevant policies. By encouraging employees to participate in social welfare activities during and outside of work hours, we aim to enhance their sense of corporate social responsibility, foster positive values, and help create more value for the community. Meanwhile, we actively listen to community feedback and incorporate their needs into our construction projects, maintaining our corporate social responsibility and working towards creating a sustainable future for the local people and the communities.

## 為社會作出貢獻

### 防貪反腐

本集團堅守誠實守信的企業文化，堅決反對任何不符合商業道德的事件如貪污、賄賂、勒索、欺詐及洗錢等違規行為，並嚴格遵守各地法律法規。本集團根據《中華人民共和國反不正當競爭法》、《中華人民共和國刑法》及《關於禁止商業賄賂行為的暫行規定》制定《員工職務行為準則》以規範員工的責任和義務，明確公司對員工處理利益衝突情況的要求，提高員工自我廉潔自律的警覺性。

本集團持續建立健全廉潔的內部監控管理體系，除了對日常管理經營及相關專項作出監察外，同時定期向董事及員工組織反貪污教育及培訓，以提高管理層及員工對道德操守及貪污議題的關注。此外，本集團已設立完善的舉報途徑，確保所有員工以安全、可靠及保密的方式舉報任何相關可疑行為，發現可疑事件將審慎進行全面調查。若確認是違法行為，我們會依法把有關人士移送司法機關處理。本集團嚴格執行制度流程，以確保內部監控系統能夠有效識別違規行為並及時預防與制止。審計部門亦定期檢討相關的反腐敗政策。本集團設有健全的組織架構及政策，以維持高水平的企業管治及符合道德的企業文化。

本年度，本集團並不知悉我們或我們的員工有任何賄賂、勒索、欺詐與洗黑錢的違規行為，亦不涉及任何貪污訴訟案件。

### 聯繫社區

本集團高度重視社會責任並致力參與及貢獻社會，作為我們策略發展的一部分。本集團已制定相關政策。透過鼓勵僱員於工作及工餘時間參與社會公益活動，有助增強僱員的企業社會責任感，建立積極正面的價值觀，協助社區創造更多價值。同時我們亦積極聆聽社區的聲音和意見，藉此將人民需求融入我們的建設項目當中，以維持企業社會責任及致力於為當地人民和社會創造可持續的未來。

INDEX OF THE ESG REPORTING GUIDE OF  
HONG KONG EXCHANGES AND CLEARING  
LIMITED香港交易及結算所有限公司ESG報告  
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# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 環境、社會及管治報告書

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<b>一般披露</b>	識別及應對已經及可能會對發行人產生影響的重大氣候相關事宜的政策。	氣候變化	105
<b>KPI A4.1</b>	Description of the significant climate-related issues which have impacted, and those which may impact, the issuer, and the actions taken to manage them.	Climate change	105
<b>關鍵績效指標A4.1</b>	描述已經及可能會對發行人產生影響的重大氣候相關事宜，及應對行動。	氣候變化	105
<b>B. Social</b>			
<b>B. 社會</b>			
<b>Employment and Labour Practices</b>			
<b>僱傭及勞工常規</b>			
<b>Aspect B1: Employment</b>			
<b>層面B1：僱傭</b>			
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to remuneration and dismissal, recruitment, and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Employment practices	106–109
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<b>KPI B1.1</b>	Total workforce by gender, employment type, age group and geographical region.	Employment practices	106–109
<b>關鍵績效指標B1.1</b>	按性別、僱傭類型、年齡組別及地區劃分的僱員總數。	僱傭常規	106–109
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# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 環境、社會及管治報告書

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<b>Aspect B2: Health and Safety</b>			
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<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Occupational health and safety	110
<b>一般披露</b>	有關提供安全工作環境及保障僱員避免職業性危害的資料： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例。	職業健康與安全	110
<b>KPI B2.1</b>	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Occupational health and safety	110
<b>關鍵績效指標B2.1</b>	過去三年（包括匯報年度）每年因工亡故的人數及比率。	職業健康與安全	110
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<b>關鍵績效指標B2.2</b>	因工傷損失工作日數。	職業健康與安全	110
<b>KPI B2.3</b>	Description of occupational health and safety measures adopted, how they are implemented and monitored.	Occupational health and safety	110
<b>關鍵績效指標B2.3</b>	描述所採納的職業健康與安全措施，以及相關執行及監察方法。	職業健康與安全	110
<b>Aspect B3: Development and Training</b>			
<b>層面B3：發展及培訓</b>			
<b>General Disclosure</b>	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Development and training	111-113
<b>一般披露</b>	有關提升僱員履行工作職責的知識及技能的政策。描述培訓活動。	人才培育	111-113
<b>KPI B3.1</b>	The percentage of employees trained by gender and employee category (e.g. senior management, middle management, etc.).	Development and training	111-113
<b>關鍵績效指標B3.1</b>	按性別及僱員類別（如高級管理層、中級管理層等）劃分的受訓僱員百分比。	人才培育	111-113
<b>KPI B3.2</b>	The average training hours completed per employee by gender and employee category.	Development and training	111-113
<b>關鍵績效指標B3.2</b>	按性別及僱員類別劃分，每名僱員完成受訓的平均時數。	人才培育	111-113

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵業績指標	Chapter/Statement 章節／聲明	Page No. 頁數
<b>Aspect B4: Labor Standards</b> <b>層面B4：勞工準則</b>		
<b>General Disclosure</b> Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	Labor standards	113
<b>一般披露</b> 有關防止童工或強制勞工的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	勞工準則	113
<b>KPI B4.1</b> Description of measures to review employment practices to avoid child and forced labour.	Labor standards	113
<b>關鍵績效指標B4.1</b> 描述檢討招聘慣例的措施以避免童工及強制勞工。	勞工準則	113
<b>KPI B4.2</b> Description of steps taken to eliminate such non-compliance practices when discovered.	Labor standards	113
<b>關鍵績效指標B4.2</b> 描述在發現違規情況時消除有關情況所採取的步驟。	勞工準則	113
<b>Operating Practices</b> <b>營運慣例</b>		
<b>Aspect B5: Supply Chain Management</b> <b>層面B5：供應鏈管理</b>		
<b>General Disclosure</b> Policies on managing environmental and social risks of the supply chain.	Supply chain management and quality control	114
<b>一般披露</b> 管理供應鏈的環境及社會風險政策。	供應鏈管理及質量控制	114
<b>KPI B5.1</b> Number of suppliers by geographical region.	Supply chain management and quality control	114
<b>關鍵績效指標B5.1</b> 按地區劃分的供應商數目。	供應鏈管理及質量控制	114
<b>KPI B5.2</b> Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, how they are implemented and monitored.	Supply chain management and quality control	114
<b>關鍵績效指標B5.2</b> 描述有關聘用供應商的慣例，向其執行有關慣例的供應商數目，以及相關執行及監察方法。	供應鏈管理及質量控制	114
<b>KPI B5.3</b> Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Supply chain management and quality control	114
<b>關鍵績效指標B5.3</b> 描述有關識別供應鏈每個環節的環境及社會風險的慣例，以及相關執行及監察方法。	供應鏈管理及質量控制	114
<b>KPI B5.4</b> Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Supply chain management and quality control	114
<b>關鍵績效指標B5.4</b> 描述在揀選供應商時促使多用環保產品及服務的慣例，以及相關執行及監察方法。	供應鏈管理及質量控制	114

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 環境、社會及管治報告書

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵業績指標		Chapter/Statement 章節／聲明	Page No. 頁數
<b>Aspect B6: Product Responsibility</b>			
<b>層面B6：產品責任</b>			
<b>General Disclosure</b>	Relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	Creating values for our customers	114-117
<b>一般披露</b>	有關所提供產品和服務的健康與安全、廣告、標籤及私隱事宜以及補救方法的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	為客戶創造價值	114-117
<b>KPI B6.1</b>	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	Our business does not involve any recall of the product	N/A
<b>關鍵績效指標B6.1</b>	已售或已運送產品總數中因安全與健康理由而須回收的百分比。	我們的業務並未涉及產品回收	不適用
<b>KPI B6.2</b>	Number of products and service related complaints received and how they are dealt with.	Customer service	116
<b>關鍵績效指標B6.2</b>	接獲關於產品及服務的投訴數目以及應對方法。	客戶服務	116
<b>KPI B6.3</b>	Description of practices relating to observing and protecting intellectual property rights.	Intellectual property rights are not material for the purpose of the operation of the Group	N/A
<b>關鍵績效指標B6.3</b>	描述與維護及保障知識產權有關的慣例。	知識產權對本集團之營運而言並不重大	不適用
<b>KPI B6.4</b>	Description of quality assurance process and recall procedures.	Supply Chain Management and Quality Control; the Group does not involve any recall of the product	114
<b>關鍵績效指標B6.4</b>	描述質量檢定過程及產品回收程序。	供應鏈管理及質量控制；本集團不涉及產品回收	114
<b>KPI B6.5</b>	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Privacy protection	117
<b>關鍵績效指標B6.5</b>	描述消費者資料保障及隱私政策，以及相關執行及監察方法。	保護私隱	117

Subject Areas, Aspects, General Disclosures and KPIs 主要範疇、層面、一般披露及關鍵業績指標		Chapter/Statement 章節／聲明	Page No. 頁數
<b>Aspect B7: Anti-corruption</b>			
<b>層面B7：反貪污</b>			
<b>General Disclosure</b>	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer.	Anti-corruption	118
<b>一般披露</b>	有關防止賄賂、勒索、欺詐及洗黑錢的： (a) 政策；及 (b) 遵守對發行人有重大影響的相關法律及規例的資料。	防貪反腐	118
<b>KPI B7.1</b>	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Anti-corruption	118
<b>關鍵績效指標B7.1</b>	於匯報期內對發行人或其僱員提出並已審結的貪污訴訟案件的數目及訴訟結果。	防貪反腐	118
<b>KPI B7.2</b>	Description of preventive measures and whistle-blowing procedures, how they are implemented and monitored.	Anti-corruption	118
<b>關鍵績效指標B7.2</b>	描述防範措施及舉報程序，以及相關執行及監察方法。	防貪反腐	118
<b>KPI B7.3</b>	Description of anti-corruption training provided to directors and staff.	The Group did not provide anti-corruption training for the Board or employees during the Year	N/A
<b>關鍵績效指標B7.3</b>	描述向董事及員工提供的反貪污培訓。	本集團於本年度並沒有向董事會或員工提供反貪污培訓	不適用
<b>Aspect B8: Community Investment</b>			
<b>層面B8：社區投資</b>			
<b>General Disclosure</b>	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Connecting with the community	118
<b>一般披露</b>	有關以社區參與來了解營運所在社區需要和確保其業務活動會考慮社區利益的政策。	聯繫社區	118
<b>KPI B8.1</b>	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	No resources were utilized as community investment during the Year	N/A
<b>關鍵績效指標B8.1</b>	專注貢獻範疇(如教育、環境事宜、勞工需求、健康、文化、體育)。	本年度並沒有動用資源作社區投資	不適用
<b>KPI B8.2</b>	Resources contributed (e.g. money or time) to the focus area.	No resources were utilized as community investment during the Year	N/A
<b>關鍵績效指標B8.2</b>	在專注範疇所動用資源(如金錢或時間)。	本年度並沒有動用資源作社區投資	不適用

# INDEPENDENT AUDITORS' REPORT

## 獨立核數師報告



**Global Link**  
**CPA Limited**

**To the members of Xinming China Holdings Limited**  
(Incorporated in the Cayman Islands with limited liability)

### DISCLAIMER OF OPINION

We do not express an opinion on the consolidated financial statements of the Group. Because of the significance of the matter described in the "Basis for Disclaimer of Opinion" section of our report, we have not been able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on the consolidated financial statements. In all other respects, in our opinion, the consolidated financial statements have been properly prepared in compliance with the disclosure requirements of the Hong Kong Companies Ordinance.

### BASIS FOR DISCLAIMER OF OPINION

#### Multiple material uncertainties relating to going concern

As set out in note 2 to the consolidated financial statements, the Group incurred a net loss of approximately RMB589,691,000 for the year ended 31 December 2024. At 31 December 2024, the Group's current liabilities exceeded its current assets by approximately RMB4,507,983,000. In addition, at 31 December 2024, the Group's borrowings of approximately RMB1,212,708,000 and the convertible bonds issued by the Group amounting approximately RMB282,125,000 were overdue pursuant to the borrowing agreements which constituted events of defaults. These conditions, together with other matters disclosed in note 2 to the consolidated financial statements, indicate the existence of material uncertainties which may cast significant doubt on the Group's ability to continue as a going concern.

**致新明中國控股有限公司股東**  
(於開曼群島註冊成立的有限公司)

### 不發表意見

我們並無就 貴集團之綜合財務報表發表意見。由於在本報告中「不發表意見的基礎」一節所述事項關係重大，我們未能取得充足適當的審核憑證為該等綜合財務報表之審核意見提供基礎。在所有其他方面，我們認為，該等綜合財務報表已遵照香港《公司條例》的披露規定妥為擬備。

### 不發表意見基礎

#### 與持續經營相關的多個不確定事項

誠如綜合財務報表附註2所載，貴集團於截至二零二四年十二月三十一日止年度產生虧損淨額約人民幣589,691,000元。於二零二四年十二月三十一日，貴集團的流動負債超過其流動資產約人民幣4,507,983,000元。此外，於二零二四年十二月三十一日，貴集團的借款約人民幣1,212,708,000元以及貴集團已發行可換股債券約人民幣282,125,000元根據借款協議已逾期，構成違約事項。該等狀況連同綜合財務報表附註2所披露的其他事宜，表明存在的重大不確定性可能對貴集團持續經營業務的能力帶來重大疑問。



The Management has been undertaking measures to improve the Group's liquidity and financial position, which are set out in note 2 to the consolidated financial statements. The validity of the going concern assumption on which the consolidated financial statements have been prepared depends on the outcome of these measures, which are subject to multiple material uncertainties, including (i) successfully negotiating with the Group's existing lenders such that no action will be taken by the relevant lenders to demand immediate repayment of the borrowings with interest payments in default; (ii) successfully negotiating with various financial institutions on the renewal of or extension for repayment of outstanding borrowings, including those with overdue principals and interests; (iii) successfully negotiating with various financial institutions and potential lenders/investors to identify various options for additionally financing the Group's working capital and commitments in the foreseeable future; (iv) successfully accelerating the pre-sale and sale of properties under development and completed properties and speeding up the collection of outstanding sales proceeds, and controlling costs and capital expenditure so as to generate adequate net cash inflows; and (v) successfully procuring and negotiating the preliminary terms with large property development enterprises for the sale of individual property development project at a price deemed appropriate.

Accordingly, we were unable to obtain sufficient appropriate audit evidence about the appropriateness of the use of going concern basis of accounting in the preparation of the consolidated financial statements. Should the Group be unable to operate as a going concern, adjustments would have to be made to write down the carrying values of the Group's assets to their recoverable amounts, to provide for any further liabilities which might arise, and to reclassify non-current assets and non-current liabilities as current assets and current liabilities, respectively. The effects of these adjustments have not been reflected in the consolidated financial statements.

### RESPONSIBILITIES OF DIRECTORS AND THOSE CHARGED WITH GOVERNANCE 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 the International Accounting Standards Board 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.

管理層已採取多項措施，以改善 貴集團的流動性及財務狀況，有關資料載於綜合財務報表附註2。綜合財務報表乃基於持續經營的假設編製，有關假設的有效性取決於該等措施實施之結果，其受限於多個不確定因素，包括(i)成功與 貴集團現有貸款人磋商，確保相關貸款人不會採取行動以要求即時償還拖欠的借款及利息付款；(ii)成功與各家金融機構就尚欠借款(包括已逾期本金及利息)磋商達成重續或延展還款安排；(iii)成功與各家金融機構及潛在貸款人／投資者磋商以物色多種選擇為 貴集團可見將來的營運資金及承擔額外撥資；(iv)成功加速開發中物業及已竣工物業之預售和銷售，加速收回尚未支付的銷售所得款項，以及控制成本和資本開支，從而產生充足現金流入淨額；及(v)成功促使及與大型物業開發企業磋商有關出售個別物業開發項目的初步條款(倘認為價格合適)。

因此，我們不能取得充足適當的審核憑證，以使我們信納於編製綜合財務報表時採用持續經營會計基準的適當性。倘 貴集團未能按持續經營基準經營，而可能須作出有關調整以撇減 貴集團資產的賬面值至其可回收金額，並就可能產生進一步負債計提撥備並將非流動資產及非流動負債重新分類為流動資產及流動負債。該等調整的影響尚未於該等綜合財務報表中反映。

### 董事及肩負管治責任者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之國際財務報告準則會計準則及香港公司條例披露規定編製真實而公平的綜合財務報表，以及維持董事認為編製綜合財務報表所必需的有關內部監控，以確保有關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。

## INDEPENDENT AUDITORS' REPORT

### 獨立核數師報告

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.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

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

Our responsibility is to conduct an audit of the Group's consolidated financial statements in accordance with Hong Kong Standards on Auditing issued by the Hong Kong Institute of Certified Public Accountants (the "HKICPA") and to issue an auditor's report. However, because of the matter described in the "Basis for Disclaimer of Opinion" section of our report, we are not able to obtain sufficient appropriate audit evidence to provide a basis for an audit opinion on the consolidated financial statements.

We report 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.

We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "Code"), and we have fulfilled our other ethical responsibilities in accordance with the Code.

**Global Link CPA Limited**  
Certified Public Accountants

Hong Kong, 31 March 2025

The engagement director on the audit resulting in this independent auditor's report is:

**Au Yeung Ming Yin Gordon**  
Practising Certificate number: P08219

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）及採用以持續經營為基礎的會計法，除非貴公司董事有意將貴集團清盤，或停止營運，或除此之外並無其他實際可行的辦法。

肩負管治責任者須負責監督貴集團之財務報告流程。

### 核數師就審計綜合財務報表須承擔的責任

我們的責任為根據香港會計師公會（「香港會計師公會」）頒佈的香港審計準則對貴集團的綜合財務報表進行審計，並發出核數師報告。然而，由於本報告「不發表意見基礎」一節所述事項，我們未能就該等綜合財務報表審核意見提供基準取得充分恰當之審核憑證。

我們僅向閣下作為整體報告，除此之外，本報告別無其他目的。我們不會就本報告的內容向任何其他人士負上或承擔任何責任。

根據香港會計師公會頒佈的《專業會計師道德守則》（以下簡稱「守則」），我們獨立於貴集團，並已履行該守則中的其他專業道德責任。

**高嶺會計師有限公司**  
執業會計師

香港，二零二五年三月三十一日

出具本獨立核數師報告的審計委託董事是：

**歐陽銘賢**  
執業證書編號：P08219

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

## 綜合損益及其他全面收益表

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

		Notes 附註	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Revenue</b>	<b>收益</b>	5	<b>86,843</b>	422,580
Cost of sales	銷售成本		(66,176)	(369,140)
Gross profit	毛利		<b>20,667</b>	53,440
Other income and gains and losses	其他收入及收益及虧損	6	<b>21</b>	(6,186)
Selling and distribution costs	銷售及分銷成本		(3,577)	(4,496)
Administrative expenses	行政支出		(19,821)	(33,165)
Other expenses	其他開支		(473,844)	(440,315)
Loss on court-ordered sale of completed properties held for sale	法院命令出售持作出售的已竣工物業虧損	18	(3,319)	(34,641)
Changes in fair value of investment properties	投資物業之公允價值變動	14	(12,270)	(17,900)
Changes in fair value of convertible bonds	可換股債券之公允價值變動		(9,463)	(3,814)
Finance costs	融資成本	7	(96,663)	(77,079)
<b>Loss before income tax</b>	<b>除所得稅前虧損</b>	7	<b>(598,269)</b>	(564,156)
Income tax credit (expenses)	所得稅抵免(支出)	10	8,578	(28,475)
<b>Loss for the year</b>	<b>年內虧損</b>		<b>(589,691)</b>	(592,631)
<b>Other comprehensive expense item that may be reclassified subsequently to profit or loss:</b>	<b>其後可能重新分類至損益的其他全面開支項目：</b>			
Exchange difference arising on translation of foreign operation	換算海外業務產生之匯兌差額		(57)	—
<b>Total comprehensive expenses for the year</b>	<b>年內全面開支總額</b>		<b>(589,748)</b>	(592,631)
<b>Loss for the year attributable to:</b>	<b>以下人士應佔年內虧損：</b>			
Owners of the Company	本公司擁有人		(542,523)	(526,121)
Non-controlling interests	非控股權益		(47,168)	(66,510)
			<b>(589,691)</b>	(592,631)
<b>Total comprehensive expenses for the year attributable to:</b>	<b>以下人士應佔年內全面開支總額：</b>			
Owners of the Company	本公司擁有人		(542,580)	(526,121)
Non-controlling interests	非控股權益		(47,168)	(66,510)
<b>Total comprehensive expenses for the year</b>	<b>年內全面開支總額</b>		<b>(589,748)</b>	(592,631)
<b>Loss per share attributable to owners of the Company</b>	<b>本公司擁有人應佔每股虧損</b>	12		
Basic and Diluted (RMB)	基本和攤薄(人民幣)		(0.289)	(0.281)

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## 綜合財務狀況表

At 31 December 2024 於二零二四年十二月三十一日

		Notes 附註	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Non-current assets</b>	<b>非流動資產</b>			
Property, plant and equipment	物業、廠房及設備	13	668	684
Investment properties	投資物業	14	905,930	918,200
Deferred tax assets	遞延稅項資產	16	227,863	210,093
			<b>1,134,461</b>	1,128,977
<b>Current assets</b>	<b>流動資產</b>			
Properties under development	開發中物業	17	402,000	441,699
Completed properties held for sale	持作出售的已竣工物業	18	557,470	601,487
Trade receivables	貿易應收款項	19	3,201	1,426
Prepayments, other receivables and other assets	預付款項、其他應收款項及其他資產	20	45,505	40,233
Restricted deposits	受限制存款	21	1,412	520
Cash and cash equivalents	現金及現金等價物	21	662	1,335
			<b>1,010,250</b>	1,086,700
<b>Current liabilities</b>	<b>流動負債</b>			
Trade payables	貿易應付款項	22	459,566	483,698
Other payables and accruals	其他應付款項及應計費用	23	2,487,619	1,873,330
Contract liabilities	合約負債	24	171,213	194,332
Interest-bearing bank and other borrowings	計息銀行及其他借款	25	1,212,708	1,279,465
Tax payable	應付稅項		905,002	903,384
Convertible bonds	可換股債券	26	282,125	272,662
			<b>5,518,233</b>	5,006,871
<b>Net current liabilities</b>	<b>流動負債淨值</b>		<b>(4,507,983)</b>	(3,920,171)
<b>Total assets less current liabilities</b>	<b>總資產減流動負債</b>		<b>(3,373,522)</b>	(2,791,194)
<b>Non-current liabilities</b>	<b>非流動負債</b>			
Deferred tax liabilities	遞延稅項負債	16	175,742	168,322
<b>NET LIABILITIES</b>	<b>負債淨值</b>		<b>(3,549,264)</b>	(2,959,516)

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

## 綜合財務狀況表

At 31 December 2024 於二零二四年十二月三十一日

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>EQUITY</b>	<b>權益</b>		
Issued capital	已發行股本	14,880	14,880
Reserves	儲備	(3,259,346)	(2,770,911)
		(3,244,466)	(2,756,031)
Non-controlling interests	非控股權益	(304,798)	(203,485)
<b>TOTAL DEFICIT</b>	<b>虧絀總額</b>	<b>(3,549,264)</b>	<b>(2,959,516)</b>

The consolidated financial statements on pages 133 to 220 were approved and authorised for issue by the Board of Directors on 31 March 2025 and signed on its behalf by

第133頁至第220頁綜合財務報表於二零二五年三月三十一日獲董事會批准及授權刊發，並由下列董事代表簽署：

Chen Chengshou  
陳承守  
Director  
董事

Feng Cizhao  
豐慈招  
Director  
董事



# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

## 綜合權益變動表

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

		Attributable to owners of the Company 本公司擁有人應佔										
		Reserves 儲備									Non-controlling interests	
		Issued capital	Share premium	Merger reserve	Capital reserve	Share award scheme reserve	Financial assets at FVOCI reserve	Exchange reserve	Accumulated losses	Total reserves	Total	Total equity
						按公允價值計入其他有關股份獎勵計劃的儲備						
		已發行股本	股份溢價	合併儲備	資本儲備	儲備	金融資產	外匯儲備	累計虧損	儲備總額	總計	非控股權益
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
			(Note 28)	(Note 28)	(Note 28)							
			(附註28)	(附註28)	(附註28)							
At 1 January 2023	於二零二三年一月一日	14,880	496,155	81,491	(45,756)	4,533	(1,500)	-	(2,779,713)	(2,244,790)	(2,229,910)	(136,975)
Loss and total comprehensive loss for the year	年內虧損及全面虧損總額	-	-	-	-	-	-	-	(526,121)	(526,121)	(526,121)	(66,510)
At 31 December 2023 and 1 January 2024	於二零二三年十二月三十一日及二零二四年一月一日	14,880	496,155	81,491	(45,756)	4,533	(1,500)	-	(3,305,834)	(2,770,911)	(2,756,031)	(203,485)
Loss for the year	年內虧損	-	-	-	-	-	-	-	(488,378)	(488,378)	(488,378)	(101,313)
Exchange differences arising on translation of foreign operation	換算海外業務產生之匯兌差額	-	-	-	-	-	-	(57)	-	(57)	(57)	-
Total comprehensive expense for the year	年內全面開支總額	-	-	-	-	-	-	(57)	(488,378)	(488,435)	(488,435)	(101,313)
At 31 December 2024	於二零二四年十二月三十一日	14,880	496,155	81,491	(45,756)	4,533	(1,500)	(57)	(3,794,212)	(3,259,346)	(3,244,466)	(304,798)

# CONSOLIDATED STATEMENT OF CASH FLOWS

## 綜合現金流量表

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>OPERATING ACTIVITIES</b>	<b>經營活動</b>		
Loss before income tax	除所得稅前虧損	(598,269)	(564,156)
Adjustments for:	就下列各項作出調整：		
Bank interest income	銀行利息收入	(6)	(178)
Changes in fair value of convertible bonds	可換股債券之公允價值變動	9,463	3,814
Changes in fair value of investment properties	投資物業之公允價值變動	12,270	17,900
Depreciation of property, plant and equipment	物業、廠房及設備折舊	13	14
Finance costs	融資成本	96,663	77,079
Loss on disposal of property, plant and equipment	出售物業、廠房及設備的虧損	3	—
Impairment of completed properties held for sale	持作出售的已竣工物業減值	7,050	19,474
Impairment of properties under development	開發中物業減值	5,699	107,040
Impairment of financial assets, net	金融資產減值淨額	26,840	2,756
Interest penalties	罰息	366,208	314,859
Loss on court-ordered sale of completed properties held for sale	法院命令出售持作出售的已竣工物業虧損	3,319	34,641
<b>Operating cash flows before changes in working capital</b>	<b>營運資金變動前經營現金流量</b>	<b>(70,747)</b>	<b>13,243</b>
Changes in working capital:	營運資金變動：		
Properties under development and completed properties held for sale	開發中物業及持作出售的已竣工物業	82,942	186,641
Trade receivables	貿易應收款項	(10,048)	(366)
Prepayments, other receivables and other assets	預付款項、其他應收款項及其他資產	(23,896)	13,487
Restricted deposits	受限制存款	(892)	2
Trade payables	貿易應付款項	(24,132)	143,681
Other payables and accruals	其他應付款項及應計費用	136,124	(15,367)
Contract liabilities	合約負債	(23,119)	(425,563)
<b>Cash generated from (used in) operations</b>	<b>營運所得(所用)現金</b>	<b>66,232</b>	<b>(84,242)</b>
Income tax paid	已付所得稅	(154)	(25)
<b>Net cash used in operating activities</b>	<b>經營活動所用現金淨額</b>	<b>66,078</b>	<b>(84,267)</b>

# CONSOLIDATED STATEMENT OF CASH FLOWS

## 綜合現金流量表

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

		Notes 附註	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>INVESTING ACTIVITY</b>	<b>投資活動</b>			
Bank interest income	銀行利息收入		6	178
<b>Net cash from investing activity</b>	<b>投資活動產生的現金淨額</b>		<b>6</b>	<b>178</b>
<b>FINANCING ACTIVITIES</b>	<b>融資活動</b>			
New loan raised	已籌集的新貸款	23(a)	3,709	117,280
Repayment of interest-bearing bank and other borrowings	償還計息銀行及其他借款		(70,466)	(290)
Repayment of loan	償還貸款	23(a)	—	(39,000)
<b>Net cash (used in) from financing activities</b>	<b>融資活動(所用)產生的現金淨額</b>		<b>(66,757)</b>	<b>77,990</b>
<b>Net decrease in cash and cash equivalents</b>	<b>現金及現金等價物減少淨額</b>		<b>(673)</b>	<b>(6,099)</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>年初現金及現金等價物</b>		<b>1,335</b>	<b>7,434</b>
<b>Cash and cash equivalents at end of year, represented by cash and bank balances</b>	<b>年末現金及現金等價物(以現金及銀行結餘呈列)</b>	21	<b>662</b>	<b>1,335</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 1. GENERAL INFORMATION

Xinming China Holdings Limited (the “Company”) was incorporated in the Cayman Islands on 16 January 2014 as an exempted company with limited liability under the Companies Law, Chapter 22 of the Cayman Islands. In the opinion of the directors of the Company, the ultimate holding company is Xinxing Company Limited and the ultimate controlling shareholder is Mr. Chen Chengshou (the “Controlling Shareholder”). The shares of the Company are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”). The address of the Company’s registered office is located at Windward 3, Regatta Office Park, PO Box 1350, Grand Cayman KY1-1108, Cayman Islands.

The Company is an investment holding company. The Company and its subsidiaries (collectively referred to as the “Group”) are principally engaged in investment holding, properties development and properties leasing.

### 2. MATERIAL ACCOUNTING POLICY INFORMATION

#### Statement of compliance

The consolidated financial statements have been prepared in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board (the “IASB”) and the disclosure requirements of the Hong Kong Companies Ordinance. The consolidated financial statements also comply with the applicable disclosure requirements of the Rules Governing the Listing of Securities on the Stock Exchange (the “Listing Rules”).

#### Going concern

The Group incurred a net loss of approximately RMB589,691,000 for the year ended 31 December 2024. At 31 December 2024, the Group’s current liabilities exceeded its current assets by approximately RMB4,507,983,000.

At 31 December 2024, the Group’s borrowings of approximately RMB1,212,708,000 and convertible bonds of approximately RMB282,125,000 were overdue pursuant to the relevant borrowing agreements.

### 1. 一般資料

新明中國控股有限公司(「本公司」)於二零一四年一月十六日在開曼群島根據開曼群島法律第22章公司法註冊成立為獲豁免有限公司。本公司董事認為本公司的最終控股公司為Xinxing Company Limited及最終控股股東為陳承守先生(「控股股東」)。本公司股份在香港聯合交易所有限公司(「聯交所」)主板上市。本公司的註冊辦事處位於Windward 3, Regatta Office Park, PO Box 1350, Grand Cayman KY1-1108, Cayman Islands。

本公司為投資控股公司。本公司及其附屬公司(統稱「本集團」)主要從事於投資控股、物業開發及物業租賃。

### 2. 重大會計政策資料

#### 合規聲明

本綜合財務報表已根據由國際會計準則委員會(「國際會計準則委員會」)頒佈之國際財務報告準則會計準則及香港公司條例之披露規定編製。本綜合財務報表亦符合聯交所證券上市規則(「上市規則」)之適用披露規定。

#### 持續經營

截至二零二四年十二月三十一日止年度，本集團產生虧損淨額約人民幣589,691,000元。於二零二四年十二月三十一日，本集團流動負債超過其流動資產約人民幣4,507,983,000元。

於二零二四年十二月三十一日，根據相關借款協議，本集團借款約為人民幣1,212,708,000元及可換股債券約為人民幣282,125,000元均逾期。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Going concern (Continued)

All of the above conditions indicate the existence of material uncertainties which may cast significant doubt on the Group's ability to continue as a going concern.

In view of these circumstances, the directors of the Company have given careful consideration to the future liquidity and performance of the Group and its available sources of finance in assessing whether the Group will have sufficient financial resources to continue as a going concern. Certain measures have been taken to mitigate the liquidity pressure and to improve its financial position which include, but are not limited to, the following:

- (i) continuously negotiating with various financial institutions on the renewal of or extension for repayment of outstanding borrowings, including those with overdue principals and interests. The management has been continuously negotiating with the Group's existing lenders on the renewal of or extension for repayment of outstanding borrowings such that no action will be taken by the relevant lenders to demand immediate repayment of the borrowings with interest payments in default, including those with cross-default terms and hope to extend the due date and the repayment schedules of the outstanding borrowings.
- (ii) continuously negotiating with various financial institutions and potential lenders/investors to identify various opportunities for additionally financing the Group's working capital and commitments in the foreseeable future. As of the date of this report, the Company negotiated with current and other banks and financial institutions using the lands held by the Group as guarantees on the additional financing.

## 2. 重大會計政策資料(續)

### 持續經營(續)

所有上述情況表示存在可能對本集團持續經營能力產生重大懷疑的重大不確定性。

鑒於該等情況，於評估本集團是否擁有充足財務資源繼續持續經營時，本公司董事充分考慮本集團未來流動資金及表現以及其可用財務資源。本集團已採取若干措施以緩解流動資金壓力及改善其財務狀況，包括但不限於以下各項：

- (i) 就尚欠借款(包括已逾期本金及利息)與各家金融機構繼續磋商達成重續或延展還款安排。管理層一直就尚欠借款達成重續或延展還款安排與現有貸款人磋商以確保相關貸款人不會採取行動以要求即時償還拖欠的借款及利息(包括違約條款所涵蓋的借款及利息)及希望達成延展到期日及尚欠借款的還款時間表。
- (ii) 與各家金融機構及潛在貸款人／投資者持續磋商為本集團於可見將來的營運資金及承擔物業各種額外撥資的機會。截至本報告日期，本公司以本集團持有的土地作為擔保，與現有及其他銀行及金融機構磋商，以獲得額外融資。



Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

**2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)****Going concern (Continued)**

- (iii) accelerating the pre-sale and sale of properties under development and completed properties, such as Shandong Project and controlling costs and containing capital expenditure so as to generate adequate net cash inflows for the Group. The sale of the phase 3 of Shandong Project was completed. The pre-sale of the phase 4 of Shandong residential project has commenced since September 2023. Majority of the net proceeds from Shandong project has been and will be used for the repayment of the outstanding borrowing.
- (iv) actively procuring and formulating the preliminary terms with large property developer to sale individual property development project or whole commercial property at an appropriate price. The Company has been negotiating with certain potential purchaser regarding the sale of the whole Shanghai property development project. The management estimated that most of the net proceeds from the Shanghai Project will be used for the repayment of the outstanding borrowing. The sale of the Shanghai Project might constitute a transaction of the Company subject to announcement pursuant to Chapter 14 of the Listing Rules and subject to the relevant requirements under the Listing Rules.
- (v) actively accelerate the de-stocking of its properties. The Company sells the residential property in Shandong and the whole or portion of commercial properties in Taizhou, Hangzhou and Shanghai as a package, with a view to accelerating the recovery of working capital to improve its liability and financial gearing conditions.

All amounts have been rounded to the nearest thousand, unless otherwise indicated.

The consolidated financial statements have been prepared on a basis consistent with the accounting policies adopted in the 2023 consolidated financial statements except for the adoption of the following new/revised IFRS Accounting Standards that are relevant to the Group's operation and effective from the current year.

**2. 重大會計政策資料(續)****持續經營(續)**

- (iii) 加速開發中及已竣工物業之預售和銷售，諸如山東項目，以及控制成本和控制資本開支，從而為本集團帶來充足現金流入淨額。而第三期山東項目銷售經已完成。第四期山東住宅項目預售自二零二三年九月開展。大部分山東項目所得款項淨額已經並將用於償還尚欠借款。
- (iv) 積極促使並與大型物業開發商制定初步條款，以按合適的價格銷售個別物業開發項目或整棟商用房。本公司已與若干潛在買方進行協商，以銷售整個上海物業開發項目。管理層估計上海項目的大部分所得款項淨額將用於償還尚欠借款。出售上海項目可能構成上市規則第14章下本公司須予公佈的交易，並將須遵守上市規則的相關規定。
- (v) 積極加快物業庫存去化。本公司配套出售山東的住宅物業以及台州及上海的全部或部分商業物業，務求加快回流營運資金改善負債及財務槓桿狀況。

除另有註明外，所有數值均四捨五入至最接近之千位數。

綜合財務報表乃按照與本集團於二零二三年的綜合財務報表所採用會計政策一致的基準編製，惟採用下列與本集團業務有關及於本年度生效的新訂／經修訂國際財務報告準則會計準則除外。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

#### Adoption of new/revised IFRS Accounting Standards

In the current year, the Group has applied the following new amendments to IFRSs issued by the IASB for the first time, which are mandatorily effective for the Group's annual period beginning on 1 January 2023 for the preparation of the consolidated financial statements:

IFRS 17 (including the June 2020 and December 2021 Amendments to IFRS 17)	<i>Insurance Contracts</i>
Amendments to IAS 8	<i>Definition of Accounting Estimates</i>
Amendments to IAS 12	<i>Deferred Tax related to Assets and Liabilities arising from a Single Transaction</i>
Amendments to IAS 12	<i>International Tax Reform – Pillar Two Model Rules</i>
Amendments to IAS 1 and IFRS Practice Statement 2	<i>Disclosure of Accounting Policies</i>

The application of the new and amendments to IFRS Accounting Standards in the current year has had no material impact on the Group's financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.

A summary of the significant accounting policies adopted by the Group is set out below.

#### Basis of measurement

The measurement basis used in the preparation of the consolidated financial statements is historical cost except for investment properties and convertible bonds which are measured at fair value.

### 2. 重大會計政策資料(續)

#### 採用新訂／經修訂國際財務報告準則會計準則

於本年度，本集團已首次應用以下由國際會計準則委員會頒佈的新訂及經修訂國際財務報告準則，該等準則強制於本集團於二零二三年一月一日開始的年度期間生效，以編製綜合財務報表：

國際財務報告準則第17號(包括二零二零年六月及二零二一年十二月國際財務報告準則第17號之修訂本)	<i>保險合約</i>
國際會計準則第8號之修訂本	<i>會計估計的定義</i>
國際會計準則第12號之修訂本	<i>產生自單一交易的資產及負債相關的遞延稅項</i>
國際會計準則第12號之修訂本	<i>國際稅制改革－第二支柱模型規則</i>
國際會計準則第1號及國際財務報告準則實務報告第2號之修訂本	<i>會計政策的披露</i>

本年度應用新訂及經修訂國際財務報告準則會計準則對本集團本年度及過往年度的財務狀況及業績及／或本綜合財務報表所載列的披露並無重大影響。

本集團採用之重大會計政策概要如下。

#### 計量基準

綜合財務報表乃以歷史成本為計量基準編製，惟投資物業及可換股債券以公允價值計量。

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and all of its subsidiaries. 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).

When the Company has, directly or indirectly, 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 Company 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.

## 2. 重大會計政策資料(續)

### 綜合賬目基準

綜合財務報表包括本公司及其附屬公司之財務報表。附屬公司指由本公司直接或間接控制的實體(包括結構實體)。當本集團通過參與投資對象的相關活動而承擔可變回報的風險或有權享有可變回報，並且有能力運用對投資對象的權力(即賦予本集團現有能力以主導投資對象的相關活動的既存權利)影響該等回報時，即取得控制權。

倘本公司直接或間接擁有少於投資對象過半數的投票或類似權利，則本集團於評估其是否擁有對投資對象的權利時會考慮所有相關事實及情況，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) 本集團的投票權及潛在投票權。

附屬公司的財務報表按與本公司相同的報告期間編製，並採用貫徹一致的會計政策。附屬公司業績自本集團取得控制權之日綜合入賬並直至該控制權終止之日為止。

損益及其他全面收益各組成部分乃歸屬於本公司擁有人及非控股權益，即使此舉引致非控股權益出現虧絀結餘。有關本集團成員公司間交易之所有集團內公司間資產及負債、權益、收入、開支及現金流量均於綜合賬目時全數抵銷。

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Basis of consolidation (Continued)

Non-controlling interests are presented, separately from owners of the Company, in the consolidated statement of profit or loss and other comprehensive income and within equity in the consolidated statement of financial position. The non-controlling interests in the acquiree, that are present ownership interests and entitle their holders to a proportionate share of the acquiree's net assets in event of liquidation, are measured initially either at fair value or at the present ownership instruments' proportionate share in the recognised amounts of the acquiree's identifiable net assets. This choice of measurement basis is made on an acquisition-by-acquisition basis. Other types of non-controlling interests are initially measured at fair value, unless another measurement basis is required by IFRS Accounting Standards.

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.

### Fair value measurement

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

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

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

## 2. 重大會計政策資料(續)

### 綜合賬目基準(續)

非控股權益單獨由本公司擁有人呈列於綜合損益及其他全面收益表及綜合財務狀況表的權益中。屬現時擁有權權益且於清盤時讓持有人有權按比例分佔被收購方資產淨值的非控股權益，可初步按公允價值或現時擁有權工具應佔被收購方可識別資產淨值的已確認金額比例計量。計量基準視乎每項收購而作出選擇。其他類別的非控股權益初步按公允價值計量，惟國際財務報告準則會計準則規定的另一項計量基準除外。

倘有事實及情況顯示上文所述三個控制因素中有一個或以上出現變動，則本集團將重新評估是否仍控制投資對象。附屬公司之擁有權權益變動(並無喪失控制權)被視為股本交易入賬。

### 公允價值計量

本集團於各報告期末按公允價值計量其投資物業及可換股債券。公允價值為市場參與者於計量日期在有序交易中出售資產所收取之價格或轉讓負債所支付之價格。公允價值計量乃根據假設出售資產或轉讓負債之交易於資產或負債主要市場或(在無主要市場情況下)最具優勢市場進行而作出。主要或最具優勢市場須為本集團可進入之市場。資產或負債公允價值乃按假設市場參與者於資產或負債定價時會以最佳經濟利益行事計量。

非金融資產公允價值計量須計及市場參與者能自最大限度使用該資產達致最佳用途，或將該資產出售予將最大限度使用該資產達致最佳用途之其他市場參與者，所產生之經濟效益。

本集團採納適用於不同情況且具備充分數據以供計量公允價值之估值技術，以盡量使用相關可觀察輸入值及盡量減少使用不可觀察輸入值。



## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Fair value measurement (Continued)

All assets and liabilities for which fair value is measured or disclosed in the consolidated 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 (highest level):	quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date;
Level 2:	inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly;
Level 3 (lowest level):	unobservable inputs for the asset or liability.

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

### Impairment of non-financial assets (other than goodwill)

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than properties under development, completed properties held for sale, deferred tax assets, financial 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.

## 2. 重大會計政策資料(續)

### 公允價值計量(續)

所有於綜合財務報表中計量或披露公允價值之資產及負債，乃按對整體公允價值計量具重大影響之最低層輸入值分類至下述之公允價值等級：

第一級 (最高水平)：	根據本集團於計量日期可獲得的相同資產或負債於活躍市場的報價(未經調整)；
第二級：	除第一級包含的報價外，無論是資產或負債直接的或是間接的可觀察輸入資料；
第三級 (最低水平)：	資產或負債的不可觀察輸入資料。

就按經常性基準於綜合財務報表確認之資產及負債而言，本集團透過於各報告期末重新評估分類(基於對公允價值計量整體而言屬重大之最低層輸入值)確定是否發生不同等級轉移。

### 非金融資產減值(商譽除外)

倘有跡象顯示出現減值，或當需要對資產(開發中物業、持作出售竣工物業、遞延稅項資產、金融資產及投資物業除外)作年度減值測試，則須估計資產之可收回價值。資產之可收回價值按資產或現金產生單位之使用價值，以及其公允價值減出售成本之較高者計算，並就各個別資產而釐訂，除非資產並未能在大致獨立於其他資產或組別資產之情況下產生現金流入，在此情況下，須釐訂資產所屬的現金產生單位之可收回金額。



## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Impairment of non-financial assets (other than goodwill) (Continued)

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

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

- (a) A person or a close member of that person's family is related to the Group if that person:
  - (i) has control or joint control over the Group;
  - (ii) has significant influence over the Group; or
  - (iii) is a member of the key management personnel of the Group or of the holding company of the Group.

## 2. 重大會計政策資料(續)

### 非金融資產減值(商譽除外)(續)

減值虧損只於資產之賬面值超過其可收回數額時確認。於評估使用價值時，使用反映當時市場對貨幣時間值以及與資產相關的特定風險的除稅前貼現率貼現出估計未來現金流量之現值。減值虧損於其產生期間在損益中與已減值資產功能相符的相關開支類別支銷。

於各報告期末，將評估是否有跡象顯示於過往確認之減值虧損不再存在或可能有所減少。倘出現有關跡象，則須估計可收回金額。過往確認之資產(商譽除外)減值虧損只能於用以釐訂資產之可收回數額之估計出現變動始能撥回，惟該數額不得超過假設有關於資產於過往年度並未有確認減值虧損而予以釐訂之賬面值(扣除任何折舊／攤銷)。該撥回之減值虧損乃於其產生之期間計入損益，除非該資產乃按重估值列賬，則該撥回減值虧損乃根據該項重估資產的有關會計政策入賬。

### 關聯方

關聯方乃指與本集團相關的個人或實體。

- (a) 倘屬以下人士，則該人士或該人士的近親與本集團有關連：
  - (i) 控制或共同控制本集團；
  - (ii) 對本集團有重大影響力；或
  - (iii) 為本集團或本集團控股公司的主要管理層成員。

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Related parties (Continued)

(b) An entity is related to the Group if any of the following conditions applies:

- (i) The entity and the Group are members of the same group (which means that each holding company, subsidiary and fellow subsidiary is related to the others).
- (ii) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
- (iii) Both entities are joint ventures of the same third party.
- (iv) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.
- (v) The entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group. If the Group is itself such a plan, the sponsoring employers are also related to the Group.
- (vi) The entity is controlled or jointly controlled by a person identified in (a).
- (vii) A person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a holding company of the entity).
- (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Group or to the holding company of the Group.

## 2. 重大會計政策資料(續)

### 關聯方(續)

(b) 倘一間實體符合以下條件，即為與本集團有關聯：

- (i) 該實體與本集團為同一集團的成員(這意味著各實體的控股公司、附屬公司和同系附屬公司之間均相互關聯)。
- (ii) 一間實體為另一實體的聯營公司或合營公司(或為另一實體所屬集團的成員公司的聯營公司或合營公司)。
- (iii) 兩家實體均為同一第三方的合營公司。
- (iv) 一間實體為第三方實體的合營公司，而另一實體為該第三方實體的聯營公司。
- (v) 該實體為本集團或與本集團有關聯的實體為僱員福利而設的離職後福利計劃。倘本集團本身便是該計劃，提供資助的僱主亦與本集團有關連。
- (vi) 該實體被(a)項所述人士控制或共同控制。
- (vii) 於(a)(i)項所述人士對該實體有重大影響力或屬該實體(或該實體的控股公司)主要管理層。
- (viii) 該實體、或其所屬集團之任何成員公司向本集團或本集團之控股公司提供主要管理人員服務。

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### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Related parties (Continued)

Close members of the family of a person are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity and include:

- (a) that person's children and spouse or domestic partner;
- (b) children of that person's spouse or domestic partner; and
- (c) dependants of that person or that person's spouse or domestic partner.

### Property, plant and equipment

Property, plant and equipment are stated at cost less accumulated depreciation and any impairment losses. The cost of an item of property, plant 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, plant 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, plant and equipment are required to be replaced at intervals, the Group recognised 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, plant and equipment to its residual value over its estimated useful life. The annual rates of depreciation used for this purpose are as follows:

Plant and machinery	19.0%
Furniture and office equipment	19.0 to 49.4%
Motor vehicles	9.9% to 32.9%

## 2. 重大會計政策資料(續)

### 關聯方(續)

個人關係密切的家庭成員是指其在和實體進行交易時，預期可能影響該個人或者被該個人影響的家庭成員，包括：

- (a) 該個人的子女及配偶或家庭伴侶；
- (b) 該個人配偶或家庭伴侶的子女；及
- (c) 該個人、該個人配偶或家庭伴侶贍養的人。

### 物業、廠房及設備

物業、廠房及設備按成本減累計折舊及任何減值虧損列賬。物業、廠房及設備項目之成本包括其購買價及任何使資產達致其使用狀態及地點作擬定用途所直接產生之成本。

於物業、廠房及設備項目投入運作後所產生的支出，如維修及保養費等，通常於該等支出產生期間計入損益。倘確認條件達標，主要檢查費用可按撥充資本計入作為重置的資產賬面值。倘須定期替換大部分物業、廠房及設備，則本集團會將該等部分確認為有特定可使用年期的個別資產及相應地予以折舊。

折舊乃以直線法按其估計可使用年期撇銷各項物業、廠房及設備的成本至其剩餘價值。就此使用的折舊年率如下：

廠房及機器	19.0%
傢具及辦公設備	19.0至49.4%
汽車	9.9%至32.9%

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Property, plant and equipment (Continued)

Where parts of an item of property, plant 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 the end of each reporting period.

An item of property, plant 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 period the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

### Investment properties

Investment properties are interests in land and buildings (including the leasehold property held as a right-of-use asset which would otherwise meet the definition of an investment property) held to earn rental income and/or for capital appreciation, rather than for use in the production or supply of goods or services or for administrative purposes; or for sale in the ordinary course of business. Such 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.

Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the period 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 period of the retirement or disposal.

For a transfer from properties under development and completed properties held for sale to investment properties, any difference between the fair value of the property at that date and its previous carrying amount is recognised in profit or loss.

## 2. 重大會計政策資料(續)

### 物業、廠房及設備(續)

倘物業、廠房及設備項目各部分的可使用年期不同，則該項目的成本按合理基準分配至各部分，每部分單獨計算折舊。剩餘價值、可使用年期及折舊方法至少於各報告期末檢討，並於適當時調整。

初始確認的物業、廠房及設備項目(包括任何重大部分)於出售或預期使用或出售不會再產生未來經濟利益時終止確認。於資產終止確認期間在損益內確認的任何出售或報廢產生的收益或虧損，乃有關資產出售所得款項淨額與其賬面值的差額。

### 投資物業

投資物業指持作賺取租金收入及／或資本增值的土地及樓宇權益(包括符合投資物業定義的作為使用權資產而持有的租賃物業)，而非用作生產或作供應貨品或提供服務或作行政管理用途或持作日常業務過程中出售的土地及樓宇權益。該等物業初步按成本(包括交易成本)計量。初始確認後，投資物業按公允價值列賬，以反映報告期末的市況。

投資物業公允價值變動產生的收益或虧損計入其產生期間的損益內。

報廢或出售投資物業產生的任何收益或虧損於報廢或出售期間的損益確認。

就在建物業及持作出售之已竣工物業轉撥至投資物業而言，物業於該日之公允價值與先前賬面值間之差額於損益內確認。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Properties under development

Properties under development are intended to be held for sale after completion.

Properties under development are stated at the lower of cost comprising land costs, construction costs, borrowing costs, professional fees and other costs directly attributable to such properties incurred during the development period and net realisable value.

Properties under development are classified as current assets unless those will not be realised in the normal operating cycle. On completion, the properties are transferred to completed properties held for sale.

### Completed properties held for sale

Completed properties held for sale are stated in the consolidated statement of financial position at the lower of cost and net realisable value. Cost is determined by an apportionment of the total costs of land and buildings attributable to the unsold properties. Net realisable value takes into account the price ultimately expected to be realised, less estimated costs to be incurred in selling the properties.

### Lease

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.

#### The Group as lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term lease 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.

## 2. 重大會計政策資料(續)

### 開發中物業

開發中物業擬持作竣工後出售。

開發中物業按成本及可變現淨值的較低者列賬，成本包括土地成本、建築成本、借貸成本、專業費用與於開發期內產生與該等物業直接相關的其他成本。

除非開發中物業不會於正常營運周期內竣工，否則其分類為流動資產。物業於竣工時轉至持作出售的已竣工物業。

### 持作出售的已竣工物業

持作出售的已竣工物業乃按成本與可變現淨值的較低者於綜合財務狀況表列賬。成本乃按未出售物業應佔土地及樓宇總成本的分攤比例釐定。可變現淨值計及最終預期將變現的價格減去銷售該物業時將產生的估計成本。

### 租賃

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

#### 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）採取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. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Lease (Continued)

#### The Group as 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 (if any).

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.

##### (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 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.

## 2. 重大會計政策資料(續)

### 租賃(續)

#### 本集團作為承租人(續)

##### (a) 使用權資產

使用權資產於租賃開始日期確認(即相關資產可供使用之日期)。使用權資產按成本減任何累計折舊及任何減值虧損計量,並就租賃負債之任何重新計量作出調整。使用權資產之成本包括已確認租賃負債金額、已發生初始直接成本及於開始日期或之前支付之租賃付款減已收取之任何租賃優惠。使用權資產於租賃期(以較短者為準)及估計可使用年期內(如有)以直線法折舊。

倘租賃資產所有權於租賃期末轉移至本集團或成本反映購買權的行使,折舊則根據資產的估計可使用年期計算。

##### (b) 租賃負債

租賃負債於租賃開始日期按於租賃期內作出之租賃付款現值確認。租賃付款包括固定付款(包括實質固定付款)減任何應收租賃優惠、取決於某一指數或比率之可變租賃付款及預期根據在剩餘價值擔保中將支付之金額。租賃付款亦包括本集團合理確定行使購買選擇權之行使價,倘租賃期反映了本集團行使終止選擇權,則須就終止租賃支付罰款。並非取決於某一指數或比率之可變租賃付款於發生觸發付款之事件或狀況期間確認為開支。

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Lease (Continued)

#### The Group as lessee (Continued)

##### (b) Lease liabilities (Continued)

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.

##### (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 machinery 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 buildings or offices that are considered to be of low value.

#### The Group as 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 revenue in the consolidated statement of profit or loss and other comprehensive income due to its operating nature. 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.

## 2. 重大會計政策資料(續)

### 租賃(續)

#### 本集團作為承租人(續)

##### (b) 租賃負債(續)

於計算租賃付款現值時，由於租賃中所隱含之利率不易釐定，本集團於租賃開始日期使用其增量借貸利率。於開始日期後，租賃負債金額會增加，以反映利息增加及就所付租賃付款作出調減。此外，倘出現修改、租賃期變動、租賃付款變動（如指數或比率變動所產生之未來租賃付款變動）或購買相關資產之期權評估變更，則租賃負債之賬面值將予重新計量。

##### (c) 短期租賃及低值資產租賃

本集團對其機器及設備的短期租賃（即該等於開始日期的租賃期為12個月或以下且不包含購買權的租賃）應用短期租賃確認豁免。其亦對視作低值的樓宇或辦公室租賃應用低值資產租賃確認豁免。

#### 本集團作為出租人

本集團作為出租人時，於租賃開始日期（或發生租賃修改）將各項租賃分類為經營租賃或融資租賃。

所有本集團並未轉讓資產所有權所隨附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，本集團按照單獨售價的相對比例將合約中的對價分配給每個組成部分。由於其經營性質，租金收入於租賃期內按直線法列賬並於綜合損益及其他全面收益表內列為收益。於協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價值，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益。

凡將相關資產擁有權之絕大部份隨附回報與風險轉讓予承租人之租賃列賬為經營租賃。

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Investments and other financial assets

#### Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), and fair value through profit or loss (“FVPL”).

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 FVPL, 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.

In order for a financial asset to be classified and measured at amortised cost or FVOCI, 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 FVPL, 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 FVOCI 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 FVPL.

## 2. 重大會計政策資料(續)

### 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、按公允價值計入其他全面收入(「按公允價值計入其他全面收入」)及按公允價值計入損益(「按公平價值計入損益」)的金融資產。

於初始確認時，金融資產的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並未就此應用不調整重大融資成分影響實際權宜方法的貿易應收款項外，本集團初步按公允價值加上(倘金融資產並非按公允價值計入損益)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。

以攤銷成本分類及計量或按公允價值計入其他全面收入的金融資產產生的現金流量，應純粹為支付本金及未償還的本金所產生的利息(「純粹支付本金及利息」)。並非純粹支付本金及利息之現金流量之金融資產，其以公允價值計入損益進行分類及計量，不論其業務模式如何。

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集合約現金流量、出售金融資產，或兩者兼有。以攤銷成本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內持有，而以公允價值計入其他全面收入進行分類及計量的金融資產則於旨在收取合約現金流量及銷售的業務模式內持有。不屬於上述業務模式內的則為按公允價值計入損益分類及計量的金融資產。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Investments and other financial assets (Continued)

#### Initial recognition and measurement (Continued)

All regular way purchases and sales of financial assets are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace.

#### 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 the consolidated statement of profit or loss and other comprehensive income 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.

## 2. 重大會計政策資料(續)

### 投資及其他金融資產(續)

#### 初始確認及計量(續)

所有金融資產的常規買賣於交易日(即本集團承諾購買或出售該資產之日)確認。常規買賣指須在法規或市場慣例普遍規定的期間交付資產的金融資產買賣。

#### 後續計量

金融資產的後續計量取決於其以下類別：

##### *按攤銷成本計量的金融資產(債務工具)*

按攤銷成本計量的金融資產後續使用實際利率法計量，並可能受減值影響。當資產終止確認、變更或減值時，收益及虧損於綜合損益及其他全面收益表中確認。

#### 金融資產終止確認

金融資產(或(如適用)一項金融資產的一部分或一組同類金融資產的一部分)主要在下列情況下終止確認(即從本集團的綜合財務狀況表中剔除)：

- 收取該項資產所得現金流量的權利已經屆滿；或
- 本集團已轉讓其收取該項資產所得現金流量的權利，或須根據一項「轉付」安排承擔在並無重大延誤的情況下向第三方全數支付所得現金流量責任；及(a)本集團已轉讓該項資產的絕大部分風險及回報；或(b)本集團並無轉讓或保留該項資產絕大部分風險及回報，但已轉讓該項資產的控制權。



## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Investments and other financial assets (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.

#### Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVPL. 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).

## 2. 重大會計政策資料(續)

### 投資及其他金融資產(續)

#### 金融資產終止確認(續)

當本集團已轉讓其收取一項資產所得現金流量的權利或已訂立轉付安排，其會評估是否有保留該項資產擁有權的風險及回報及保留程度。倘其並無轉讓或保留該項資產的絕大部份風險及回報，亦無轉讓該項資產的控制權，則本集團繼續根據本集團持續參與的程度將轉讓資產確認入賬。在該情況下，本集團亦確認相關負債。已轉讓資產及相關負債按可反映本集團所保留的權利及責任的基準計量。

本集團以擔保形式持續涉及轉讓資產，該已轉讓資產乃以該項資產之原賬面值及本集團可能需要支付之最高代價兩者之較低者計量。

#### 金融資產減值

本集團對並非按公允價值計入損益的所有債務工具確認預期信貸虧損的撥備(「預期信貸虧損」)。預期信貸虧損乃基於根據合約應收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而釐定，並以原實際利率的近似值貼現。預期現金流量將包括出售所持抵押物的現金流量或組成合約條款的其他信貸提升措施的現金流量。

#### 一般方式

預期信貸虧損分兩個階段確認。對於自首次確認概無重大增加的信貸風險，預期信貸虧損乃是為於未來12個月內可能來自違約事件的預期信貸虧損(12個月預期信貸虧損)而計提。對於該等自首次確認後顯著增加的信貸風險，必須為預期於剩餘年期產生的信貸虧損作出虧損撥備，無須考慮違約事件發生的時間(全期預期信貸虧損)。



Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Investments and other financial assets (Continued)

#### Impairment of financial assets (Continued)

##### General approach (Continued)

At the end of each reporting period, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information that is available without undue cost or effort, including historical and forward-looking information.

The Group considers 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.

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

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

## 2. 重大會計政策資料(續)

### 投資及其他金融資產(續)

#### 金融資產減值(續)

##### 一般方式(續)

於各報告期結束時，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上升。於評估時，本集團會比較金融工具於報告日期發生違約的風險與金融工具於初始確認日期發生違約的風險。作出評估時，本集團會考慮合理及具支持性且無須花費不必要成本或努力的資料，包括過往及前瞻性資料。

本集團認為，當合約繳款逾期超過90天，該金融資產屬違約。然而，於若干情況，當內部或外來資料顯示本集團不大可能於考慮本集團所持的任何信貸提升措施前全數收到尚未償還合約款項時，本集團亦可能認為一項金融資產已屬違約。當概無合理預期可回收合約現金流量時，一項金融資產即被撇銷。

按公允價值計入其他全面收入的債務投資及按攤銷成本計量的金融資產應以一般方法減值及根據以下預期信貸虧損的計量階段分類，惟貿易應收款項須應用以下詳述之簡化方法除外。

- 第一階段：自初始確認以來信貸風險未有顯著上升的金融工具及該等按相當於12個月預期信貸虧損之金額計量虧損撥備的金融工具
- 第二階段：自初始確認以來信貸風險顯著上升惟不屬於未作信貸減值的金融資產之金融工具及該等按相等於全期預期信貸虧損之金額計量虧損撥備的金融工具
- 第三階段：於報告日期已作信貸減值的金融資產(惟不是已購買或源頭信貸減值)及該等按相等於全期預期信貸虧損之金額計量虧損撥備的金融資產

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Investments and other financial assets (Continued)

#### Impairment of financial assets (Continued)

##### *Simplified approach*

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

### Financial liabilities

#### Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, or loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, 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.

#### Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

##### *Financial liabilities at FVPL*

Financial liabilities at FVPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Group that are not designated as hedging instruments in hedge relationships as defined by IFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments. Gains or losses on liabilities held for trading are recognised in the consolidated statement of profit or loss and other comprehensive income. The net fair value gain or loss recognised in the consolidated statement of profit or loss and other comprehensive income does not include any interest charged on these financial liabilities.

## 2. 重大會計政策資料(續)

### 投資及其他金融資產(續)

#### 金融資產減值(續)

##### *簡化方法*

就並無重大融資成分或本集團應用可行權宜方法未調整重大融資成分影響的貿易應收款項而言，本集團於計算預期信貸虧損時應用簡化方法。根據簡化方法，本集團並無追溯信貸風險變動，而是根據各報告日期的全期預期信貸虧損確認虧損撥備。本集團已設立根據其過往信貸虧損經驗計算的撥備矩陣，並按債務人特定的前瞻性因素及經濟環境作出調整。

### 金融負債

#### 初始確認及計量

金融負債於初始確認時歸類為按公允價值計入損益的金融負債、或貸款及借貸、應付款項，或指定於有效對沖中作對沖工具的衍生工具(倘適用)。

所有金融負債初步按公允價值確認，而貸款及借貸以及應付款項則須扣除直接應佔交易成本。

#### 後續計量

金融負債的後續計量取決於其以下類別：

##### *按公允價值計入損益的金融負債*

按公允價值計入損益的金融負債包括持作買賣的金融負債及於初步確認時指定按公允價值於損益中列賬的金融負債。

倘金融負債乃為於短期內出售而購回，則歸類為持作買賣用途。此類別亦包括本集團所訂立並未指定為對沖關係(定義見國際財務報告準則第9號)中的對沖工具的衍生金融工具。已分開的嵌入式衍生工具亦分類為持作買賣用途，惟指定為實際對沖工具者除外。持作買賣的負債的損益於綜合損益及其他全面收益表中確認。於綜合損益及其他全面收益表中確認的公平淨值收益或虧損不包括就該等金融負債收取的任何利息。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Financial liabilities (Continued)

#### Subsequent measurement (Continued)

##### *Financial liabilities at FVPL (Continued)*

Financial liabilities designated upon initial recognition as at FVPL are designated at the initial date of recognition, and only if the criteria in IFRS 9 are satisfied. Gains or losses on liabilities designated at FVPL are recognised in the consolidated statement of profit or loss, except for the gains or losses arising from the Group's own credit risk which are presented in other comprehensive income with no subsequent reclassification to the consolidated statement of profit or loss. The net fair value gain or loss recognised in the profit or loss does not include any interest charged on these financial liabilities.

##### *Financial liabilities at amortised cost (loans and borrowings)*

After initial recognition, interest-bearing bank and other borrowings are subsequently measured at amortised cost, using the effective interest method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in 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 profit or loss.

##### *Financial guarantee contracts*

Financial guarantee contracts issued by the Group are those contracts that require a payment to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. A financial guarantee contract is recognised initially as a liability at its fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequent to initial recognition, the Group measures the financial guarantee contracts at the higher of: (i) the ECL allowance determined in accordance with the policy as set out in "Impairment of financial assets"; and (ii) the amount initially recognised less, when appropriate, the cumulative amount of income recognised.

## 2. 重大會計政策資料(續)

### 金融負債(續)

#### 後續計量(續)

##### *按公允價值計入損益的金融負債(續)*

於初步確認時指定按公允價值於損益中列賬的金融負債，僅於初步確認日期符合國際財務報告準則第9號的要求時指定。指定按公允價值計入損益的收益或虧損於綜合損益表確認，惟本集團本身信貸風險產生的於其他全面收益呈列且其後並無重新分類至綜合損益表的收益或虧損除外。於損益內確認的公允價值收益或虧損淨額並不包括任何向該等金融負債所扣除的任何利息。

##### *按攤銷成本計量的金融負債(貸款及借貸)*

於初始確認後，計息銀行及其他借款其後以實際利率法按攤銷成本計量，倘貼現影響不大，則按成本列賬。收益或虧損於負債終止確認時透過實際利率攤銷程序於損益確認。

計算攤銷成本時已計及任何收購折讓或溢價，以及實際利率所包括的費用或成本。實際利率攤銷則計入損益的融資成本。

##### *財務擔保合約*

本集團作出的財務擔保合約即要求發行人作出特定付款以償付持有人因特定債務人未能根據債務工具的條款償還到期款項而招致損失的合約。財務擔保合約初步按其公允價值確認為一項負債，並就作出該擔保直接產生的交易成本作出調整。於初始確認後，本集團按(i)根據「金融資產減值」所載政策釐定的預期信貸虧損撥備；及(ii)初始確認的金額減(如適用)確認收入累計金額(以較高者為準)計量財務擔保合約。

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Financial liabilities (Continued)

#### Derecognition of financial liabilities

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

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

#### Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated 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 assets and settle the liabilities simultaneously.

#### Cash and cash equivalents

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise cash on hand and demand deposits, and short term highly liquid investments that are readily convertible into known amounts of cash, are subject to an insignificant risk of changes in value, and have a short maturity of generally within three months when acquired, less bank overdrafts which are repayable on demand and form an integral part of the Group's cash management.

For the purpose of the consolidated statement of financial position, cash and cash equivalents comprise cash on hand and at banks, including term deposits, and assets similar in nature to cash, which are not restricted as to use.

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

## 2. 重大會計政策資料(續)

### 金融負債(續)

#### 終止確認金融負債

金融負債於債務責任已解除或取消或到期時終止確認。

當現有金融負債被同一貸款人以與原有負債條款有重大差別的金融負債取代，或現有負債條款經重大修訂，則上述取代或修訂將視為終止確認原有負債並確認新負債，而有關賬面值之間的差額於損益確認。

#### 抵銷金融工具

倘且僅倘現時有可執行的合法權利抵銷已確認金額且有意按淨額基準結算，或同時變現資產及結算負債，則金融資產與金融負債予以抵銷且淨額於綜合財務狀況表呈報。

#### 現金及現金等價物

就綜合現金流量表而言，現金及現金等價物包括手頭現金與活期存款，以及可隨時轉換成已知金額現金、價值變動風險不大且購買時一般具有不超過三個月短暫有效期的短期高流通投資，再扣除須於要求時償還且為本集團現金管理所包括的銀行透支。

就綜合財務狀況表而言，現金及現金等價物包括不限用途的手頭現金及銀行現金（包括定期存款及與現金性質相似的資產）。

#### 撥備

倘因過往事件須承擔現時責任（法定或推定），而履行該責任可能導致未來資源外流，且能夠可靠估計，則該責任所涉金額確認撥備。

倘貼現影響重大，則確認撥備的金額為預期履行責任所需未來開支於報告期末的現值。貼現現值隨時間過去而增加的金額計入損益中的融資成本。



## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Income tax

The charge for current income tax is based on the results for the period as adjusted for items that are non-assessable or disallowed. It is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is provided, using the liability method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, any deferred tax arising from initial recognition of goodwill; or other asset or liability in a transaction other than a business combination that at the time of the transaction affects neither the accounting profit nor taxable profit or loss is not recognised.

The deferred tax liabilities and assets are measured at the tax rates that are expected to apply to the period when the asset is recovered or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted at the end of the reporting period.

Deferred tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences, tax losses and credits can be utilised.

Deferred tax is provided on temporary differences arising on investment in subsidiaries, except where the timing of the reversal of the temporary differences is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

### 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 to match the grant on a systematic basis over the periods that the costs, which it is intended to compensate, are expensed.

## 2. 重大會計政策資料(續)

### 所得稅

即期所得稅支出乃根據本期間的業績計算，並就毋須課稅或不可扣減項目作出調整。計算時所使用的稅率為於報告期末已頒行或實際上已頒行的稅率。

遞延稅項乃就資產及負債的稅基與其於綜合財務報表內所示的賬面值於報告期末的所有暫時性差額，採用負債法計提撥備。然而，初步確認商譽或一項交易（業務合併除外）中的其他資產或負債所產生的任何遞延稅項，倘其於交易時不影響會計溢利或應課稅溢利或虧損，則不會確認。

遞延稅項負債及資產乃根據於報告期末已頒行或實際上已頒行的稅率及稅法，按收回資產或清還負債的期間預期適用的稅率計量。

倘可能有未來應課稅溢利可用作抵銷可扣減暫時性差額、稅項虧損及抵免，則會確認遞延稅項資產。

遞延稅項按於附屬公司之投資所產生之暫時差額作出撥備，惟本集團可控制暫時差額之撥回時間，且暫時差額可能不會於可見將來撥回則除外。

### 政府補助

倘能合理確定將可收到政府補助且所有附帶條件得到遵守，則政府補助按公允價值確認。倘補助與開支項目有關，則會有系統地在擬用作補償的成本支銷期間確認補助為收入以符合該補助。



## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### 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.

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.

## 2. 重大會計政策資料(續)

### 收入確認

#### 來自客戶合約的收入

來自客戶合約的收益乃於商品或服務的控制權轉讓予客戶時確認，該金額能反映本集團預期就交換該等商品或服務有權獲得的代價。

當合約中的代價包含可變金額時，代價金額於本集團向客戶轉讓商品或服務而有權獲得交換時估計。可變代價於合約開始時估計並受到約束，直至與可變代價相關的不確定因素得到解決時，確認的累積收益金額極有可能不會發生重大收益回撥。

當合約中包含融資成分，該融資成分為客戶提供超過一年的商品或服務轉讓融資的重大利益時，收益按應收款項的現值計量，使用貼現率折現，該貼現率將反映在本集團與客戶在合同開始時的單獨融資交易中。當合約中包含融資部分，該融資部分為本集團提供了一年以上的重大財務利益時，合約項下確認的收益包括按實際利息法在合約負債上加算的利息。就客戶付款至轉讓承諾商品或者服務的期限為一年或者更短的合約而言，交易價格採用國際財務報告準則第15號中實際權宜之計，不會對重大融資部分的影響作出調整。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Revenue recognition (Continued)

#### Revenue from contracts with customers (Continued)

##### *Sale of properties*

Revenues are recognised when or as the control of the asset is transferred to the purchaser. Depending on the terms of the contract and the laws that apply to the contract, control of the asset may transfer over time or at a point in time. Control of the asset is transferred over time if the Group's performance:

- provides benefits which are received and consumed simultaneously by the purchaser; or
- creates and enhances an asset that the purchaser controls as the Group performs; or
- does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

If control of the asset transfers over time, revenue is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue is recognised at a point in time when the purchaser obtains control of the asset.

The progress towards complete satisfaction of the performance obligation is measured based on the Group's efforts or inputs to the satisfaction of the performance obligation that best depict the Group's performance in satisfying the performance obligation.

In determining the transaction price, the Group adjusts the promised amount of consideration for the effect of a financing component if it is significant.

For properties development and sales contracts for which the control of the property is transferred at a point in time, revenue is recognised when the purchaser obtains the physical possession, or the legal title of the completed property and the Group has a present right to payment and the collection of the consideration is probable.

## 2. 重大會計政策資料(續)

### 收入確認(續)

#### 來自客戶合約的收入(續)

##### *銷售物業*

收益於資產控制權轉移至買方時確認。資產的控制權是在一段時間內或在某一時點轉移，取決於合約條款與適用於合約的法律規定。資產的控制權會在一段時間內轉移，前提是本集團的履約行為：

- 提供買方同時取得及消耗的所有利益；或
- 創造及提升買方在本集團履約時控制的資產；或
- 並無創造對本集團有替代用途的資產，且本集團具有就迄今為止已完成的履約部分獲得付款的可強制執行權利。

倘資產的控制權在一段時間內轉移，會按在合約期間已完成該履約責任的進度確認收益。否則，收益會於買方獲得資產控制權的時點確認。

完全達成履約責任之進度乃根據本集團對履行責任所作付出或投入計量，其必須為描述本集團完成履約責任表現之最佳指標。

在釐定交易價格時，倘融資成份重大，本集團將根據融資成份調整承諾代價。

就於某時點轉讓物業控制權之物業發展及銷售合約而言，收益於買方獲得實物所有權或竣工物業之法定所有權且本集團已獲得現時之付款請求權並很可能收回代價時確認。

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Revenue recognition (Continued)

#### Revenue from other sources

Rental income is recognised on a time proportion basis over the lease terms.

#### Interest income

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

### Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group fulfills the performance obligations under the contract (i.e., transfers control of the related goods or services to the customer).

### Other employee benefits

#### Short term employee benefits

Salaries, annual bonuses, paid annual leave and the cost of non-monetary benefits are accrued in the year in which the associated services are rendered by employees.

#### Defined contribution plans

The obligations for contributions to defined contribution retirement scheme are recognised as expenses in profit or loss as incurred and are reduced by contributions forfeited by those employees who leave the scheme prior the contributions are vested fully in those employees. The assets of the scheme are held separately from those of the Group in an independently administered fund.

## 2. 重大會計政策資料(續)

### 收入確認(續)

#### 其他來源的收入

租金收入於租期內按時間比例基準確認。

#### 利息收入

利息收入以應計基準，採用實際利率法按估計於金融工具的預計年期或於適當時按更短期間內所得未來現金收入折現至該金融資產賬面淨值的折現率計算。

### 合約負債

本集團轉讓相關商品或服務之前，於已收付款或付款到期時(以較早者為準)確認合約負債。本集團根據合約(即將相關商品或服務的控制權轉讓予客戶)履行合約時，合約負債確認為收益。

### 其他僱員福利

#### 短期僱員福利

薪金、年度花紅、有薪年假以及非貨幣福利成本乃於僱員提供相關服務年度內計提。

#### 界定供款計劃

界定退休供款計劃的供款責任於產生時在損益中確認為開支，並扣除僱員於未完成供款計劃而離職所發生的供款部分。該計劃的資產與本集團的資產分開並由獨立管理基金持有。

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Other employee benefits (Continued)

#### Defined contribution plans (Continued)

The contributions recognised in respect of pension scheme are expensed as they fall due. Liabilities and assets may be recognised if underpayment or prepayment has occurred and are included in current liabilities or current assets as they are normally of a short-term nature. The Group participates in the pension scheme under the Hong Kong Mandatory Provident Fund Schemes Ordinance (the “MPF Scheme”) which is available to its employees in Hong Kong. Contributions to the MPF Scheme by the Group and employees are made based on a percentage of employees’ basic salaries and are charged to profit or loss as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund. The Group’s employer contributions vest fully with the employees when contributed into the MPF Scheme.

The employees of the Group’s subsidiaries which operate in the PRC are required to participate in a central pension scheme operated by the local municipal government. These subsidiaries 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.

#### Termination benefits

Termination benefits are recognised when, and only when, the Group demonstrably commits itself to terminate employment or to provide benefits as a result of voluntary redundancy by having a detailed formal plan which is without realistic possibility of withdrawal.

#### Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, i.e., assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets. The capitalisation of such borrowing costs ceases when the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs capitalised. All other borrowing costs are expensed in the period in which they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

## 2. 重大會計政策資料(續)

### 其他僱員福利(續)

#### 界定供款計劃(續)

有關退休金計劃的已確認供款於其逾期後列為開支。倘出現欠款或預付款項，則可能確認負債及資產，並由於其通常為短期性質而於流動負債或流動資產中入賬。本集團參與其香港僱員可得的香港強制性公積金計劃條例項下的退休金計劃(「強積金計劃」)。本集團及僱員向強積金計劃的供款乃根據僱員基本薪金的百分比作出，且於其根據強積金計劃的規則變為應付後於損益中扣除。強積金計劃的資產與本集團的資產分開，由一獨立管理基金持有。本集團的僱主供款於向強積金計劃作出供款時全面歸屬於僱員。

本集團在中國經營的附屬公司的僱員均須參與由地方市政府運作的中央退休金計劃。該等附屬公司須按其員工成本的一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規則應付時自損益扣除。

#### 離職福利

本集團於明確就終止僱用作出承擔或因在一項實際上不可能撤回的詳細正式計劃下僱員自願離職而提供利益及僅在此情況下，方始確認離職福利。

#### 借貸成本

收購、建設或生產合資格資產(即需要一段較長時間方可達致擬定用途或出售的資產)直接應佔的借貸成本會撥充資本，作為該等資產的部分成本。當資產已大致可作擬定用途或出售時，不再將該等借貸成本撥充資本。將待用於合資格資產的特定借貸臨時投資所賺取的投資收入須自撥充資本的借貸成本扣除。所有其他借款成本於其產生期間列為開支。借貸成本包括實體借款時產生的利息及其他成本。

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Foreign currencies

The consolidated financial statements are presented in Renminbi ("RMB"), which is the functional currency of the Company and the Group because the Group's principal operations are carried out in the PRC.

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

The results and financial position of all the group entities that have a functional currency different from the presentation currency ("foreign operations") are translated into the presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the end of the reporting period.
- Income and expenses for each statement of profit or loss and other comprehensive income are translated at average exchange rate.
- All resulting exchange differences arising from the above translation and exchange differences arising from a monetary item that forms part of the Group's net investment in a foreign operation are recognised as a separate component of equity.
- On the disposal of a foreign operation, which includes a disposal of the Group's entire interest in a foreign operation, a disposal involving the loss of control over a subsidiary that includes a foreign operation, or a partial disposal of an interest in a joint arrangement or an associate that includes a foreign operation of which the retained interest is no longer equity-accounted for, the cumulative amount of the exchange differences relating to the foreign operation that is recognised in other comprehensive income and accumulated in the separate component of equity is reclassified from equity to profit or loss when the gain or loss on disposal is recognised.

## 2. 重大會計政策資料(續)

### 外幣

由於本集團的主要業務於中國進行，故綜合財務報表以本公司及本集團的功能貨幣人民幣(「人民幣」)列示。

外幣交易乃按交易日期的現行匯率換算為功能貨幣。該等交易結算以及以外幣計值的貨幣資產及負債按年末匯率換算產生的匯兌收益及虧損，於損益確認。

其功能貨幣與呈列貨幣不同的所有集團實體(「海外業務」)的業績及財務狀況按以下方式換算為呈列貨幣：

- 各財務狀況表的資產及負債按報告期末的收市匯率換算。
- 各損益及其他全面收益表的收支按平均匯率換算。
- 上述換算產生的所有匯兌差額及構成本集團於海外業務的投資淨額一部分之貨幣項目產生的匯兌差額乃確認為權益的獨立部分。
- 出售海外業務(包括出售本集團於海外業務的全部權益、涉及失去包含海外業務之附屬公司的控制權的出售事項，或部分出售於合營安排或聯營公司(包括其保留權益不再於權益列賬的海外業務)的權益)時，與海外業務相關而於其他全面收益中確認並於權益中獨立部分累計的匯兌差額累計金額，於確認出售損益時由權益重新分類至損益。



## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Foreign currencies (Continued)

- On the partial disposal of the Group's interest in a subsidiary that includes a foreign operation which does not result in the Group losing control over the subsidiary, the proportionate share of the cumulative amount of the exchange differences recognised in the separate component of equity is re-attributed to the non-controlling interests in that foreign operation and are not reclassified to profit or loss.
- On all other partial disposals, which includes partial disposal of associates or joint ventures that do not result in the Group losing significant influence or joint control, the proportionate share of the cumulative amount of exchange differences recognised in the separate component of equity is reclassified to profit or loss.

### Segment reporting

Operating segments, and the amounts of each segment item reported in the consolidated financial statements, are identified from the financial information provided regularly to the Group's most senior executive management, which is the Group's chief operating decision maker, for the purposes of allocating resources to, and assessing the performance of, the Group's various geographical locations.

Individually material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of products and services, the nature of production processes, the type or class of customers, the methods used to distribute the products or provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

## 2. 重大會計政策資料(續)

### 外幣(續)

- 部分出售本集團於包含海外業務之附屬公司的權益，惟並無令本集團失去對該附屬公司的控制權時，按比例分佔於權益中獨立部分確認的匯兌差額累計金額會重新分類至該海外業務的非控股權益，而不會重新分類至損益。
- 就所有其他部分出售(包括部分出售聯營公司或合營公司而並無導致本集團失去重大影響力或共同控制權)而言，按比例分佔於權益獨立部分確認的匯兌差額累計金額乃重新分類至損益。

### 分部報告

綜合財務報表內所呈報之經營分部及各分部項目之金額，乃自定期就本集團各地理位置之資源分配及表現評估而向本集團最高行政管理層(其為本集團之主要營運決策者)提供之財務資料中識別得出。

個別重大營運分部不會因財務報告而進行聚合，惟各分部具有類似的經濟性質，以及產品與提供的服務性質、生產過程的性質、客戶類型或級別、分銷產品或提供服務所用的方法及監管環境的性質雷同的情況除外。個別不屬重大的營運分部倘其符合絕大部分該等標準則可能進行聚合。

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 2. MATERIAL ACCOUNTING POLICY INFORMATION (CONTINUED)

### Future changes in IFRSs

The Group has not early applied the following new and amendments to IFRS Accounting Standards that have been issued but are not yet effective:

## 2. 重大會計政策資料(續)

### 國際財務報告準則之未來變動

本集團並無提早應用以下已頒佈惟未生效的新訂及經修訂國際財務報告準則：

Standards and amendments	準則及修訂本	Effective for annual periods beginning on or after 於以下日期或之後開始的年度期間生效
Lack of Exchangeability – Amendments to IAS 21	缺乏可兌換性－國際會計準則第21號（修訂本）	1 January 2025 二零二五年一月一日
Classification and Measurement of Financial Instruments Amendments to IFRS 9 and IFRS 7	金融工具分類及計量－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）	1 January 2026 二零二六年一月一日
Annual improvements to IFRS Accounting Standards – Volume 11	國際財務報告準則會計準則的年度改進－第11卷	1 January 2026 二零二六年一月一日
Amendments to IFRS 1, IFRS 7, IFRS 9, IFRS 10 and IAS 7	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）	1 January 2027 二零二七年一月一日
Presentation and Disclosure in Financial Statements – IFRS 18	財務報表列報及披露－國際財務報告準則第18號	1 January 2027 二零二七年一月一日
Subsidiaries without Public Accountability: Disclosures – IFRS 19	無公眾問責性的附屬公司：披露－國際財務報告準則第19號	1 January 2027 二零二七年一月一日
Sale or contribution of assets between an investor and its associate or joint venture – Amendments to IFRS 10 and IAS 28	投資者與其聯營公司或合營企業之間的資產出售或注資－國際財務報告準則第10號及國際會計準則第28號（修訂本）	To be determined 待定

The directors of the Company do not anticipate that the adoption of the new/revised IFRS Accounting Standards in future periods will have any material impact on the financial performance and financial position of the Group.

本公司董事預期於未來期間應用該等新訂／經修訂國際財務報告準則會計準則將不會對本集團的財務表現及財務狀況造成任何重大影響。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

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### 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's consolidated 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 of the Group has made the following judgements, apart from those involving estimations, which has the most significant effect on the amounts recognised in the consolidated financial statements:

#### Classification between property, plant and equipment, investment properties and completed properties held for sale

The Group determines whether a property qualifies as an investment property, and has developed criteria in making that judgement. Investment property is a property held to earn rentals or for capital appreciation or both. Therefore, the Group considers whether a property generates cash flows largely independently of the other assets held by the Group. Some properties comprise a portion that is held to earn rentals or for capital appreciation and another portion that is held for use in the production or supply of goods or services or for administrative purposes. If these portions could be sold separately or leased out separately under a finance lease, the Group accounts for the portions separately. If the portions could not be sold separately, the property is an investment property only if an insignificant portion is held for use in the production or supply of goods or services or for administrative purposes. Judgement is made on an individual property basis to determine whether ancillary services are so significant that a property does not qualify as an investment property. Completed properties held for sale comprise properties that are held for sale in the ordinary course of business. Principally, these are residential properties that the Group develops and intends to sell before or on completion of construction.

#### Withholding tax arising from the distribution of dividends

The Group's determination, as to whether to accrue withholding taxes arising from the distributions of dividends by certain subsidiaries according to the relevant tax rules enacted in the jurisdictions, is subject to judgement on the plan of the distribution of dividends.

### 3. 重要會計判斷及估計

本集團的綜合財務報表編製須管理層作出判斷、估計及假設，而該等判斷、估計及假設會影響所呈報的收益、開支、資產及負債金額及其相關披露以及或然負債的披露。該等假設及估計的不確定性可能導致日後須大幅調整受影響資產或負債的賬面值。

#### 判斷

本集團管理層在應用本集團的會計政策過程中，除作出涉及估計的判斷外，亦作出以下對於綜合財務報表內所確認金額有最重大影響的判斷：

#### 物業、廠房及設備、投資物業及持作出售的已竣工物業之間的分類

本集團會釐定一項物業是否合資格作為投資物業，並已制定作出該判斷的標準。投資物業為持作賺取租金或作資本增值或同時作以上用途的物業。因此，本集團會衡量物業所產生現金流量是否基本上獨立於本集團持有的其他資產。某些物業包括持作賺取租金或作資本增值的部分，亦包括持作生產或提供商品或服務或作行政用途的另一部分。倘該等部分能獨立出售或根據融資租賃獨立出租，則本集團會將各部分獨立入賬。倘該等部分不能獨立出售，則僅於持作生產或提供商品或服務或作行政用途的部分並不重大時，該物業方會視為投資物業。本集團會根據個別物業作出判斷，以釐定配套服務是否重大以致其不合資格歸類為投資物業。持作出售的已竣工物業包括持作於日常業務過程中出售的物業，主要是本集團開發並擬於竣工前或竣工時出售的住宅物業。

#### 分派股息產生的預扣稅

本集團在釐定是否根據司法權區所頒佈的相關稅務規則計算若干附屬公司分派股息所產生的預扣稅時，須對分派股息的計劃作出判斷。

### 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

#### Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial reporting period, are described below.

#### Provision for expected credit losses on trade receivables and financial assets included in prepayments, other receivables and other assets at amortised costs

The Group uses a provision matrix to calculate ECLs for trade receivables and financial assets included in prepayments, other receivables and other financial assets at amortised costs. The provision rates are based on days past due for groupings of various debtor segments that have similar loss patterns (i.e., by geography, product type, customer type and rating, and coverage by letters of credit and other forms of credit insurance).

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 (i.e., gross domestic product) are expected to deteriorate over the next financial reporting period which can lead to an increased number of defaults in the property development sector, the historical default rates are adjusted. At the end of each reporting period, 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 debtor's actual default in the future.

### 3. 重要會計判斷及估計(續)

#### 估計的不確定因素

以下是於報告日有關未來的主要假設及估計不明朗因素的其他主要來源，有關假設及來源具有導致資產及負債的賬面值於下一個財務報告期內作出大幅調整的重大風險。

#### 貿易應收款項及按攤銷成本計入預付款項、其他應收款項及其他資產的金融資產的預期信貸虧損撥備

本集團使用撥備矩陣以計算貿易應收款項及按攤銷成本計入預付款項、其他應收款項及其他資產的金融資產的預期信貸虧損。撥備率乃基於具有相似虧損模式的不同債務人分部組別(即按地區、產品種類、客戶類別及評級以及信用證及其他信貸保險形式的保障範圍劃分)的欠款逾期日數而定。

撥備矩陣乃初始基於本集團的過往可觀察違約比率。本集團將按經前瞻性資料調整的過往信貸虧損經驗調節該矩陣。例如，倘下一個財務報告期的預測經濟狀況(例如國內生產總值)預期將轉差，可導致物業開發的違約數量增加，過往違約比率將作出調整。於各報告期末，本集團更新過往可觀察違約比率及分析前瞻性估計的變動。

過往可觀察違約比率、預測經濟狀況及預期信貸虧損之間關係的評估乃重大的估計。預期信貸虧損金額對情況的變動及預測經濟狀況相當敏感。本集團的過往信貸虧損經驗及預測經濟狀況就債務人未來實際違約而言亦未必有代表性。



### 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

#### Estimation uncertainty (Continued)

##### Provision of properties under development and completed properties held for sale

The Group's properties under development and completed properties held for sale are stated at the lower of cost and net realisable value. Based on the Group's historical experience and the nature of the subject properties, the Group makes estimates of the selling prices, the costs of completion of properties under development, and the costs to be incurred in selling the properties based on prevailing market conditions.

If there is an increase in costs to completion or a decrease in net sales value, the net realisable value will decrease and this may result in a provision for properties under development and completed properties held for sale. Such a provision requires the use of judgement and estimates. Where the expectation is different from the original estimate, the carrying value and provision for properties in the periods in which the estimate is changed will be adjusted accordingly.

##### Impairment of non-financial assets (other than goodwill)

The Group assesses whether there are any indicators of impairment for all non-financial assets at the end of each reporting period. Indefinite life intangible assets are tested for impairment annually and at other times when such an indicator exists. Other non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. An 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 to sell and its value in use. The calculation of the fair value less costs to sell is based on available data from binding sales 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.

### 3. 重要會計判斷及估計(續)

#### 估計的不確定因素(續)

##### 開發中物業及持作出售的已竣工物業撥備

本集團的開發中物業及持作出售的已竣工物業按成本及可變現淨值的較低者列賬。基於本集團的過往經驗及目標物業的性質，本集團對售價、開發中物業的竣工成本及根據現行市況銷售該物業所產生的成本作出估計。

倘竣工成本增加或銷售淨值減少，則可變現淨值將會減少，而這或會導致就開發中物業及持作出售的已竣工物業作出撥備。該撥備須使用判斷及估計。倘預期不同於原先估計，則於估計發生變動期間物業的賬面值及撥備將作相應調整。

##### 非金融資產(商譽除外)減值

本集團於各報告期末評估所有非金融資產有否減值跡象。無限年期的無形資產於每年及於有關跡象存在的其他時間進行減值測試。其他非金融資產在有跡象顯示其賬面值無法收回時進行減值測試。當資產或現金產生單位的賬面值超過其可收回金額(即其公允價值減銷售成本與其使用價值的較高者)，則存在減值。公允價值減銷售成本乃基於按公平原則進行具約束力的類似資產銷售交易所得數據或可觀察市價扣除出售資產的增量成本計算。計算使用價值時，管理層須估計資產或現金產生單位的預期未來現金流量，選擇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)

##### Estimation on the fair value of investment properties

Investment properties, including completed investment properties and investment properties under construction carried at fair value, are revalued at the end of each reporting period based on the appraised market value provided by independent professional valuers. Such valuations are based on certain assumptions, which are subject to uncertainty and might materially differ from the actual results. In making the estimation, the Group considers information from current prices in an active market for similar properties and uses assumptions that are mainly based on market conditions existing at the end of each reporting period.

The principal assumptions for the Group's estimation of the fair value include those related to current market rents for similar properties in the same location and condition, appropriate discount rates, expected future market rents and future maintenance costs.

##### Deferred tax assets

Deferred tax assets are recognised for all unused tax losses to the extent that it is probable that taxable profit will be available against which the 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.

##### PRC land appreciation tax ("LAT")

The Group is subject to LAT in the PRC. The provision for LAT is based on management's best estimates according to the understanding of the requirements set forth in the relevant PRC tax laws and regulations. The actual LAT liabilities are subject to the determination by the tax authorities upon the completion of the property development projects. The Group has not finalised its LAT calculation and payments with the tax authorities for all its property development projects. The final outcome could be different from the amounts that were initially recorded, and any differences will impact on the LAT expenses and the related provision in the period in which the differences realise.

### 3. 重要會計判斷及估計(續)

#### 估計的不確定因素(續)

##### 投資物業的公允價值估計

投資物業(包括按公允價值列賬的已竣工投資物業及在建投資物業)均於各報告期末基於獨立專業估值師所提供的經評估市值進行重新估值。該估值乃基於若干假設,其存在不確定因素並可能與實際業績相差甚遠。在進行估計時,本集團考慮有關類似物業於活躍市場的當前價格的資料,並採用主要基於各報告期末已存在市況的假設。

對本集團公允價值估計的主要假設包括對相同地區及條件下類似物業的現時市場租金、適當貼現率、預期未來市場租金及未來維修成本的假設。

##### 遞延稅項資產

倘可能有應課稅溢利可用以抵銷虧損,則就所有未動用的稅項虧損確認遞延稅項資產。管理層須根據未來應課稅溢利的大致時間及數額以及未來稅務計劃策略作出重大判斷,以釐定可確認的遞延稅項資產金額。

##### 中國土地增值稅(「土地增值稅」)

本集團須繳納中國土地增值稅。土地增值稅撥備乃基於管理層對中國相關稅務法律及法規所載規定的理解所作最佳估計計提。實際的土地增值稅負債須待物業開發項目竣工後由稅務機關釐定。本集團尚未就其所有物業開發項目與稅務機關最終確定土地增值稅的計算及付款。最終結果可能與初步入賬的金額不同,而任何差額會影響差額變現期間的土地增值稅開支及相關撥備。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (CONTINUED)

#### Estimation uncertainty (Continued)

##### Convertible bonds

The management uses their judgements in selecting an appropriate valuation technique for financial instruments not quoted in an active market. Valuation techniques commonly used by market practitioners are applied. In determining the fair value of convertible bonds, assumptions are made based on quoted market rates adjusted for specific features of the instrument.

### 4. SEGMENT INFORMATION

For management purposes, the Group is organised into business units based on their products and services and has three reportable operating segments as follows:

- (a) the properties development segment engages in the development and sale of properties;
- (b) the properties leasing segment engages in leasing out properties for their rental income potential and/or for capital appreciation; and
- (c) the others segment engages in investment holding.

Management monitors the results of the Group's operating segments separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on reportable segment profits or loss, which is a measure or adjusted profit or loss before income tax.

No analysis of the Group's assets and liabilities by operating segment is disclosed as it is not regularly provided to the chief operating decision-maker for review.

Intersegment sales and transfers (if any) are transacted with reference to the selling prices used for sales made to third parties at the then prevailing market prices.

### 3. 重要會計判斷及估計(續)

#### 估計的不確定因素(續)

##### 可換股債券

就於活躍市場上並無報價的金融工具而言，在選擇適當的估值技術時，管理層運用其判斷。市場從業者常用的估值方法會被應用。釐定可換股債券的公允價值時所作出的假設，乃基於就該工具的具體特點調整後的市場報價。

### 4. 分部資料

就管理而言，本集團按產品及服務劃分其業務單位，且有以下三個可呈報經營分部：

- (a) 從事物業開發及銷售的物業開發分部；
- (b) 從事出租具租金收入潛力及／或資本增值的物業的物業租賃分部；及
- (c) 從事投資控股的其他分部。

管理層獨立監察本集團各經營分部的業績，以作出有關資源分配及業績評價的決策。分部業績乃基於可呈報分部損益（即對經調整除所得稅前損益的計量）進行評價。

由於本集團按經營分部劃分的資產及負債的分析並無定期提交予主要營運決策者審閱，因此並無披露該等分析。

分部間之銷售及轉讓（如有）乃按照當時市場價格銷售予第三方之銷售價而進行交易。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 4. SEGMENT INFORMATION (CONTINUED)

Year ended 31 December 2024

### 4. 分部資料(續)

截至二零二四年十二月三十一日止年度

		Property development 物業開發 RMB'000 人民幣千元	Property leasing 物業租賃 RMB'000 人民幣千元	Others 其他 RMB'000 人民幣千元	Consolidated 綜合 RMB'000 人民幣千元
<b>Segment revenue</b>	<b>分部收益</b>				
Sales to external customers	銷售予外部客戶	85,371	1,472	–	86,843
<b>Segment results</b>	<b>分部業績</b>	(335,157)	(142,458)	(120,654)	(598,269)
Loss before income tax	除所得稅前虧損				(598,269)
<b>Other segment information</b>	<b>其他分部資料</b>				
Bank interest income	銀行利息收入	(6)	–	–	(6)
Changes in fair value of investment properties	投資物業之公允價值變動	–	12,270	–	12,270
Changes in fair value of convertible bonds	可換股債券之公允價值變動	–	–	9,463	9,463
Depreciation of property, plant and equipment	物業、廠房及設備折舊	9	4	–	13
Finance costs	融資成本	96,663	–	–	96,663
Impairment of completed properties held for sale	持作出售的已竣工物業減值	7,050	–	–	7,050
Impairment of properties under development	開發中物業減值	5,699	–	–	5,699
Impairment of trade receivables, net	貿易應收款項減值淨額	8,273	–	–	8,273
Impairment of financial assets included in prepayments, other receivables and other assets, net	計入預付款項、其他應收款項及其他資產之金融資產減值淨額	18,567	–	–	18,567
Interest penalties	罰息	303,625	–	62,583	366,208

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 4. SEGMENT INFORMATION (CONTINUED)

Year ended 31 December 2023

### 4. 分部資料(續)

截至二零二三年十二月三十一日止年度

		Property development 物業開發 RMB'000 人民幣千元	Property leasing 物業租賃 RMB'000 人民幣千元	Others 其他 RMB'000 人民幣千元	Consolidated 綜合 RMB'000 人民幣千元
<b>Segment revenue</b>	<b>分部收益</b>				
Sales to external customers	銷售予外部客戶	418,920	3,660	–	422,580
<b>Segment results</b>	<b>分部業績</b>	(425,929)	(19,212)	(119,015)	(564,156)
Loss before income tax	除所得稅前虧損				(564,156)
<b>Other segment information</b>	<b>其他分部資料</b>				
Bank interest income	銀行利息收入	(12)	(156)	(10)	(178)
Changes in fair value of investment properties	投資物業之公允價值變動	–	17,900	–	17,900
Changes in fair value of convertible bonds	可換股債券之公允價值變動	–	–	3,814	3,814
Depreciation of property, plant and equipment	物業、廠房及設備折舊	12	1	1	14
Finance costs	融資成本	70,848	–	6,231	77,079
Impairment of completed properties held for sale	持作出售的已竣工物業減值	19,474	–	–	19,474
Impairment of properties under development	開發中物業減值	107,040	–	–	107,040
Impairment of trade receivables, net	貿易應收款項減值淨額	185	–	–	185
Impairment of financial assets included in prepayments, other receivables and other assets, net	計入預付款項、其他應收款項及其他資產之金融資產減值淨額	2,571	–	–	2,571
Interest penalties	罰息	213,620	–	101,239	314,859

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

**4. SEGMENT INFORMATION (CONTINUED)****Geographical information**

Since the Group solely operates business in the PRC and almost all of the Group's non-current assets are located in the PRC, geographical segment information in accordance with IFRS 8 Operating Segments is not presented.

**Information about major customers**

None of the customers individually contributed 10% or more of the Group's revenue for the years ended 31 December 2024 and 2023.

**5. REVENUE****4. 分部資料(續)****地理資料**

由於本集團僅於中國經營業務，且本集團幾乎所有非流動資產位於中國，故並無根據國際財務報告準則第8號經營分部呈列地理分部資料。

**有關主要客戶的資料**

截至二零二四年及二零二三年十二月三十一日止年度，概無客戶獨自貢獻本集團收益10%或以上。

**5. 收益**

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Revenue from contracts with customers within IFRS 15</b>	<b>國際財務報告準則第15號範圍內之客戶合約的收益</b>		
Sales of properties	物業銷售	85,371	418,920
<b>Revenue from other sources</b>	<b>來自其他來源的收益</b>		
Gross rental income from investment property operating leases	來自投資物業經營租賃的租金收入總額		
– other lease payments, including fixed payments	— 其他租賃付款，包括定額付款	1,472	3,660
		86,843	422,580



## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

#### 5. REVENUE (CONTINUED)

##### (a) Disaggregated revenue information

In addition to the information shown in segment disclosures, the revenue from contracts with customers within IFRS 15 is disaggregated as follows:

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<i>Geographical region:</i>	<i>地理區域：</i>		
– The PRC	– 中國	85,371	418,920
<i>Timing of revenue recognition:</i>	<i>收入確認時間：</i>		
– at a point in time	– 於一個時點	85,371	418,920
<i>Type of transaction price:</i>	<i>交易價格類別：</i>		
– fixed price	– 固定價格	85,371	418,920

The amount of revenue recognised for the year ended 31 December 2024 that was included in the contract liabilities at the beginning of the year is approximately RMB77,801,000 (2023: RMB404,192,000).

##### (b) Performance obligations

Information about the Group's performance obligations in respect of sales of properties is summarised below:

The performance obligation is satisfied when customers obtain the physical possession or the legal title of the completed properties and the Group has right to payment and the collection of the consideration is probable.

#### 5. 收益(續)

##### (a) 收入分拆資料

除分部披露所顯示之資料以外，國際財務報告準則第15號範圍內之客戶合約的收益細分如下：

於截至二零二四年十二月三十一日止年度確認並計入年初合約負債的收益金額約人民幣77,801,000元(二零二三年：人民幣404,192,000元)。

##### (b) 履約責任

有關本集團物業銷售履約責任的資料概述如下：

履約責任於客戶取得已竣工物業實際擁有權或合法產權，本集團擁有付款權利且可收取代價時履行。

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## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 6. OTHER INCOME AND GAINS AND LOSSES

## 6. 其他收入及收益及虧損

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Other income</b>	<b>其他收入</b>		
Bank interest income	銀行利息收入	6	178
Government grants	政府補助	5	22
Others	其他	—	116
		11	316
<b>Gains and losses</b>	<b>收益及虧損</b>		
Exchange losses, net	匯兌虧損淨額	—	(6,505)
Other gain, net	其他收益淨額	10	3
		10	(6,502)
		21	(6,186)

## 7. LOSS BEFORE INCOME TAX

## 7. 除所得稅前虧損

This is stated after charging (crediting):

經扣除(計入)下列項目後列賬：

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Finance costs</b>	<b>融資成本</b>		
Interest on interest-bearing bank and other borrowings	計息銀行及其他借款的利息	114,071	102,121
Total interest expenses	總利息開支	114,071	102,121
Less: Interest capitalised	減：資本化利息	(17,408)	(25,042)
<b>Total finance costs</b>	<b>融資成本總額</b>	<b>96,663</b>	<b>77,079</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 7. LOSS BEFORE INCOME TAX (CONTINUED)

This is stated after charging (crediting):

### 7. 除所得稅前虧損(續)

經扣除(計入)下列項目後列賬：

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Staff costs (excluding directors' emoluments)</b>	<b>員工成本(董事酬金除外)</b>		
Salaries, allowances and benefits-in-kind	薪金、津貼及實物利益	6,918	11,518
Contribution to defined contribution plans	界定供款計劃的供款	1,656	1,714
		8,574	13,232
<b>Other items</b>	<b>其他項目</b>		
Auditor's remuneration	核數師酬金		
– Audit services	– 核數服務	1,692	1,743
Cost of properties sold	已出售物業成本	65,534	367,253
Cost of leasing properties	租賃物業成本	642	1,887
Depreciation of property, plant and equipment	物業、廠房及設備折舊	13	14
Impairment of financial assets, net (included in "other expenses")	金融資產減值淨額(計入「其他開支」)		
– Impairment of trade receivables, net	– 貿易應收款項減值淨額	8,273	185
– Impairment of financial assets included in prepayments, other receivables and other assets, net	– 計入預付款項、其他應收款項及其他資產的金融資產減值淨額	18,567	2,571
		26,840	2,756
Loss on court-ordered sale of completed properties held for sale	法院命令出售持作出售的已竣工物業虧損	3,319	34,641
Impairment of properties under development (included in "other expenses")	開發中物業減值(計入「其他開支」)	5,699	107,040
Impairment of completed properties held for sale (included in "other expenses")	持作出售的已竣工物業減值(計入「其他開支」)	7,050	19,474
Interest penalties (included in "other expenses")	罰息(計入「其他開支」)	366,208	314,859
Lease payments not included in the measurement of lease liabilities	並無計入租賃負債計量的租賃付款	257	412

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION

The emoluments paid or payable to each of the following directors were as follows:

For the year ended 31 December 2024

## 8. 董事及主要行政人員之薪酬

已付或應付下列各董事的薪酬如下：

截至二零二四年十二月三十一日止年度

		Directors' fees	Salaries, allowances and benefits-in-kind	Discretionary bonus	Contribution to defined contribution plans	Total
		董事袍金	薪金、津貼及實物利益	酌情花紅	界定供款計劃的供款	總計
		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		人民幣千元	人民幣千元	人民幣千元	人民幣千元	人民幣千元
<b>Executive directors:</b>	<b>執行董事：</b>					
Mr. Chen Chengshou	陳承守先生	-	983	-	-	983
Mr. Feng Cizhao	豐慈招先生	-	80	-	-	80
<b>Non-executive directors:</b>	<b>非執行董事：</b>					
Mr. Choi Clifford Wai Hong	蔡偉康先生	-	235	-	-	235
Mr. Zhou Zhencun	周振存先生	-	169	-	-	169
Ms. Gao Qiaoqin	高巧琴女士	-	180	-	-	180
<b>Independent non-executive directors:</b>	<b>獨立非執行董事：</b>					
Mr. Chiu Kung Chak	趙公澤先生	169	-	-	-	169
Mr. Lau Wai Leung, Alfred	劉偉樑先生	165	-	-	-	165
Mr. Khor Khie Liem, Alex	許麒麟先生	235	-	-	-	235
		569	1,647	-	-	2,216

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (CONTINUED)

For the year ended 31 December 2023

### 8. 董事及主要行政人員之薪酬 (續)

截至二零二三年十二月三十一日止年度

	Directors' fees	Salaries, allowances and benefits-in-kind 薪金、津貼及實物利益	Discretionary bonus 酌情花紅	Contribution to defined contribution plans 界定供款計劃的供款	Total 總計
	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
<b>Executive directors:</b>					
<b>執行董事：</b>					
Mr. Chen Chengshou 陳承守先生	—	983	—	—	983
Mr. Feng Cizhao 豐慈招先生	—	80	—	—	80
<b>Non-executive directors:</b>					
<b>非執行董事：</b>					
Mr. Choi Clifford Wai Hong 蔡偉康先生	—	227	—	—	227
Mr. Zhou Zhencun 周振存先生	—	164	—	—	164
Ms. Gao Qiaolin 高巧琴女士	—	180	—	—	180
<b>Independent non-executive directors:</b>					
<b>獨立非執行董事：</b>					
Mr. Chiu Kung Chak 趙公澤先生	164	—	—	—	164
Mr. Lau Wai Leung, Alfred 劉偉樑先生	164	—	—	—	164
Mr. Khor Khie Liem, Alex 許麒麟先生	227	—	—	—	227
	555	1,634	—	—	2,189



Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

**8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (CONTINUED)**

Mr. Chen Chengshou is the chief executive officer of the Group, and his emoluments disclosed above included those for services rendered by him as chief executive officer during the years ended 31 December 2024 and 2023.

For the years ended 31 December 2024 and 2023, no emoluments were paid by the Group to the directors as an inducement to join or upon joining the Group or as compensation for loss of office. No directors waived or agreed to waive any emoluments in respect of the years ended 31 December 2024 and 2023.

**9. FIVE HIGHEST PAID EMPLOYEES**

The five highest paid employees during the year included five (2023: five) director, details of whose remuneration are set out in note 8 above.

For the years ended 31 December 2024 and 2023, no emoluments were paid by the Group to the highest paid individuals as a payment for loss of office or as an inducement to join or upon joining the Group.

For the years ended 31 December 2024 and 2023, no individuals waived or agreed to waive any emoluments.

**8. 董事及主要行政人員之薪酬 (續)**

陳承守先生為本集團行政總裁，而其上述所披露的酬金包括彼截至二零二四年及二零二三年十二月三十一日止年度期間擔任行政總裁所提供服務的酬金。

截至二零二四年及二零二三年十二月三十一日止年度，本集團並無向董事支付酬金作為吸引其加入本集團或於加入本集團時之獎勵或離職補償。截至二零二四年及二零二三年十二月三十一日止年度，並無董事放棄或同意放棄任何酬金。

**9. 五名最高薪酬僱員**

本年度五名最高薪酬僱員包括五名(二零二三年：五名)董事，彼等之薪酬詳情載列於上文附註8。

截至二零二四年及二零二三年十二月三十一日止年度，本集團概無支付最高薪人士任何酬金，作為離職之補償或作為加入或於加入本集團時之獎勵。

截至二零二四年及二零二三年十二月三十一日止年度，概無人士放棄或同意放棄任何酬金。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 10. INCOME TAX (EXPENSES) CREDIT

### 10. 所得稅(開支)抵免

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Current tax</b>	<b>即期稅項</b>		
PRC Enterprise Income Tax – current year	中國企業所得稅－本年度	–	–
Land appreciation tax (“LAT”)	土地增值稅(「土地增值稅」)	1,772	31,325
<b>Deferred tax</b>	<b>遞延稅項</b>	1,772	31,325
Origination and reversal of temporary differences	暫時差額的產生及撥回	(10,350)	(2,850)
Total income tax expenses (credit) for the year	年內所得稅開支(抵免)總額	(8,578)	28,475

The Group is subject to income tax on an entity based on profits arising in or derived from the tax jurisdictions in which members of the Group are domiciled and operated. Pursuant to the rules and regulations of the Cayman Islands and the British Virgin Islands (the “BVI”), the Group’s entities incorporated in the Cayman Islands and the BVI are not subject to any income tax.

The Group’s subsidiaries incorporated in Hong Kong are not liable for income tax as they did not have any assessable income arising in Hong Kong during the year ended 31 December 2024 and 2023.

The Group’s entities established in the PRC are subject to PRC Enterprise Income Tax at a statutory rate of 25% the years ended 31 December 2024 and 2023.

Taxes on profits assessable elsewhere have been calculated at the tax rates prevailing in the jurisdictions in which the Group operates.

According to the requirements of the Provisional Regulations of the PRC on LAT effective from 1 January 1994, and the Detailed Implementation Rules on the Provisional Regulations of the PRC on LAT effective from 27 January 1995, all income from the sale or transfer of state-owned leasehold interest on land, buildings and their attached facilities in the PRC is subject to LAT at progressive rates ranging from 30% to 60% of the appreciation value, with an exemption provided for property sales of ordinary residential properties if their appreciation values do not exceed 20% of the sum of the total deductible items.

本集團須就實體於本集團成員公司註冊及經營所在稅務司法權區產生或取得的溢利繳納所得稅。根據開曼群島及英屬處女群島(「英屬處女群島」)的規則及規例，本集團於開曼群島及英屬處女群島註冊成立的實體毋須繳納任何所得稅。

本集團於香港註冊成立的附屬公司毋須繳納所得稅，乃因截至二零二四年及二零二三年十二月三十一日止年度，其於年內並無在香港產生任何應課稅收入。

截至二零二四年及二零二三年十二月三十一日止年度，本集團於中國成立的實體須按法定稅率25%繳納中國企業所得稅。

其他地區之應課稅溢利稅項乃按本集團經營所在司法權區當時之稅率計算。

根據於一九九四年一月一日生效的《中華人民共和國土地增值稅暫行條例》及於一九九五年一月二十七日生效的《中華人民共和國土地增值稅暫行條例(實施細則)》的規定，出售或轉讓中國國有土地租賃權益、建築物及其附著物所得全部收入均須就增值按30%至60%的累進稅率繳納土地增值稅，惟倘增值並不超過可扣稅項目總和的20%，則普通住宅物業的物業銷售可免繳土地增值稅。

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## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 10. INCOME TAX (EXPENSES) CREDIT (CONTINUED)

The Group has estimated and made tax provision for LAT according to the requirements set forth in the relevant PRC tax laws and regulations. The actual LAT liabilities are subject to the determination by the tax authorities upon completion of the property development projects and the tax authorities might disagree with the basis on which the provision for LAT is calculated.

#### Reconciliation of income tax expenses

### 10. 所得稅(開支)抵免(續)

本集團根據相關中國稅法及法規所載規定估計土地增值稅並就此作出稅項撥備。實際土地增值稅負債於物業開發項目竣工後由稅務機關釐定，而稅務機關可能對計算土地增值稅撥備的基準提出異議。

#### 所得稅開支之對賬

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Loss before income tax	除所得稅前虧損	(598,269)	(564,156)
Tax at the statutory tax rate of 25% (2023: 25%)	按法定稅率25%計算的稅項 (二零二三年：25%)	(145,215)	(141,039)
Lower tax rate for specific entities	特定實體之較低稅率	19,040	28,000
Non-deductible expenses	不可扣稅開支	(14,259)	—
Non-taxable income	非應課稅收入	(3)	(984)
Unrecognised tax losses and temporary differences	未確認稅項虧損及暫時差額	130,530	118,998
Subtotal	小計	(9,907)	4,975
Provision for LAT	土地增值稅撥備	1,772	31,325
Deferred tax effect of LAT	土地增值稅的遞延稅項影響	(443)	(7,825)
Total income tax (credit) expenses for the year	年內所得稅(抵免)開支總額	(8,578)	28,475

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 11. DIVIDENDS

The directors of the Company do not recommend the payment of a dividend for the years ended 31 December 2024 and 2023.

### 11. 股息

本公司董事不建議就截至二零二四年及二零二三年十二月三十一日止年度派付股息。

### 12. LOSS PER SHARE

The calculation of basic and diluted loss per share attributable to the owners of the Company is based on the following data:

### 12. 每股虧損

本公司擁有人應佔每股基本及攤薄虧損的計算乃基於下列數據：

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Loss:</b> Loss attributable to owners of the Company, used in basic and diluted loss per share calculation	<b>虧損：</b> 計算每股基本及攤薄虧損所採用之本公司擁有人應佔虧損	(542,523)	(526,121)
<b>Number of shares:</b> Weighted average number of ordinary shares for the purpose of calculating basic and dilutive loss per share	<b>股份數目：</b> 用以計算每股基本及攤薄虧損之普通股加權平均數	1,878,622,000	1,878,622,000

Diluted loss per share is same as basic loss per share as there were no potential ordinary shares outstanding during the year ended 31 December 2023 and 2024.

每股攤薄虧損與每股基本虧損相同，乃由於截至二零二三年及二零二四年十二月三十一日止年度概無尚未行使潛在普通股。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

## 13. PROPERTY, PLANT AND EQUIPMENT

## 13. 物業、廠房及設備

		Plant and machinery 廠房及機器 RMB'000 人民幣千元	Furniture and office equipment 傢具及 辦公室設備 RMB'000 人民幣千元	Motor vehicles 汽車 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
<b>Cost</b>	<b>成本</b>				
At 1 January 2023, 31 December 2023, 1 January 2024 and 31 December 2024	於二零二三年一月一日、 二零二三年 十二月三十一日、 二零二四年一月一日及 二零二四年 十二月三十一日				
Disposals	出售	2,662 —	4,601 —	5,964 (241)	13,227 (241)
At 31 December 2024	於二零二四年 十二月三十一日	2,662	4,601	5,723	12,986
<b>Accumulated depreciation</b>	<b>累計折舊</b>				
At 1 January 2023	於二零二三年一月一日	2,529	4,195	5,805	12,529
Charge for the year	年內扣除	—	14	—	14
At 31 December 2023 and 1 January 2024	於二零二三年 十二月三十一日及 二零二四年一月一日	2,529	4,209	5,805	12,543
Charge for the year	年內扣除	—	13	—	13
Disposals	出售	—	—	(238)	(238)
At 31 December 2024	於二零二四年 十二月三十一日	2,529	4,222	5,567	12,318
Net carrying amounts At 31 December 2024	賬面淨值 於二零二四年 十二月三十一日	133	379	156	668
At 31 December 2023	於二零二三年 十二月三十一日	133	392	159	684

None of the Group's property, plant and equipment have been pledged to secure borrowings granted to the Group at 31 December 2024 and 2023.

於二零二四年及二零二三年十二月三十一日，本集團概無抵押物業、廠房及設備以作為本集團獲授借款之擔保。



# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 14. INVESTMENT PROPERTIES

### 14. 投資物業

RMB'000  
人民幣千元

<b>Fair value</b>	<b>公允價值</b>	
At 1 January 2023	於二零二三年一月一日	936,100
Changes in fair value	公允價值變動	(17,900)
At 31 December 2023 and 1 January 2024	於二零二三年十二月三十一日及二零二四年一月一日	<b>918,200</b>
Changes in fair value	公允價值變動	<b>(12,270)</b>
<b>At 31 December 2024</b>	<b>於二零二四年十二月三十一日</b>	<b>905,930</b>

The Group's investment properties consist of commercial properties completed in the PRC. The Group's investment properties were revalued on 31 December 2024 based on valuations performed by independent professionally qualified valuers at approximately RMB905,930,000 (2023: RMB918,200,000). For each financial reporting period, the Group's senior management may decide, to appoint which external valuer to be 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 management have discussions with the valuer on the valuation assumptions and valuation results twice a year when the valuation is performed for annual financial reporting.

At 31 December 2024, the Group's investment properties with aggregate values of approximately RMB792,847,000 (2023: RMB918,200,000) were pledged to secure interest-bearing bank and other borrowings granted to the Group (Note 25).

本集團的投資物業包括於中國內地已竣工的商業物業。本集團投資物業於二零二四年十二月三十一日由獨立專業合資格估值師重新估值，約為人民幣905,930,000元（二零二三年：人民幣918,200,000元）。於各財務報告期間，本集團高層管理人員可能決定委任負責本集團物業外部估值之外部估值師。挑選準則包括市場知識、信譽、獨立性以及專業準則是否得到秉持。於就年度財務申報進行估值時，本集團高層管理人員每年就估值假設及估值結果與估值師討論兩次。

於二零二四年十二月三十一日，本集團已抵押總價值約為人民幣792,847,000元（二零二三年：人民幣918,200,000元）的投資物業，以擔保本集團獲授的計息銀行及其他借款（附註25）。

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

**14. INVESTMENT PROPERTIES (CONTINUED)****Fair value hierarchy**

The following table illustrates the fair value measurement hierarchy of the Group's investment properties:

		Level 1 第一級 RMB'000 人民幣千元	Level 2 第二級 RMB'000 人民幣千元	Level 3 第三級 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
<b>Recurring fair value measurement for commercial properties:</b>	<b>對商業物業進行經常性公允價值計量：</b>				
<b>At 31 December 2024</b>	<b>於二零二四年十二月三十一日</b>	–	–	<b>905,930</b>	<b>905,930</b>
At 31 December 2023	於二零二三年十二月三十一日	–	–	918,200	918,200

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.

Set out below is a summary of the valuation techniques used and the key inputs to the valuation of investment properties:

Valuation techniques 估值技術	Significant unobservable inputs 重大不可觀察輸入數據	Range 範圍	
		2024 二零二四年	2023 二零二三年
Direct comparable method 直接比較法	Unit rate per gross floor area (RMB per square meter) 每建築面積單位價(人民幣/平方米)	<b>5,000–8,000</b>	5,262–6,594

A significant increase (decrease) in the estimated unit rate per gross floor area would result in a significant increase (decrease) in the fair value of the investment properties.

**14. 投資物業(續)****公允價值層級**

下表載列本集團投資物業的公允價值計量層級：

於年內，公允價值計量無第一級與第二級間的轉換，亦無第三級的轉入或轉出。

以下為投資物業估值時所使用的估值技術及主要輸入數據的概要：

每建築面積單位價大幅增加(減少)會導致投資物業公允價值大幅增加(減少)。

**15. LEASES****The Group as lessee**

During the year ended 31 December 2024, the Group has lease contracts for various items of buildings or offices used in its operations with lease terms of 12 months or less and/or individually low value. Generally, the Group is restricted from assigning and subleasing the leased assets outside the Group.

**15. 租賃****本集團作為承租人**

截至二零二四年十二月三十一日止年度，本集團擁有其經營所用的各類樓宇或辦公室的租期為12個月或以下及／或個別樓宇或辦公室價值較低租賃合約。一般而言，本集團不可向本集團以外人士轉讓及轉租租賃資產。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 15. LEASES (CONTINUED)

#### The Group as lessee (Continued)

- (a) The amounts recognised in profit or loss in relation to lease are as follows:

	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Expense relating to leases of low-value assets (included in "administrative expenses") 與低價值資產租賃有關的開支(計入「行政開支」)	257	412

- (b) The total cash outflow for leases (including short-term leases and leases of low-value assets) for the year ended 31 December 2024 was approximately RMB257,000 (2023: RMB412,000).

#### The Group as lessor

At the end of the reporting period, the undiscounted lease payments receivables by the Group in future periods under non-cancellable operating leases with its tenants are as follows:

	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Within one year 一年內	—	1,168
Over one year 一年以上	—	314
	—	1,482

The details of the lease income from operating leases are set out in note 2 to the consolidated financial statements.

### 15. 租賃(續)

#### 本集團作為承租人(續)

- (a) 在損益中確認有關租賃的款項如下：

	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Expense relating to leases of low-value assets (included in "administrative expenses") 與低價值資產租賃有關的開支(計入「行政開支」)	257	412

- (b) 截至二零二四年十二月三十一日止年度，租賃的現金流出總額(包括短期租賃及低價值資產租賃)約為人民幣257,000元(二零二三年：人民幣412,000元)。

#### 本集團作為出租人

於報告期末，未來期間本集團根據與其租戶之不可撤銷經營租賃的應收未貼現租賃款項如下：

	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Within one year 一年內	—	1,168
Over one year 一年以上	—	314
	—	1,482

經營租賃的租賃收入詳情載於綜合財務報表附註2。

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## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 16. DEFERRED TAX Deferred tax liabilities

### 16. 遞延稅項 遞延稅項負債

		Accelerated tax depreciation 加速 稅項折舊 RMB'000 人民幣千元	Fair value adjustment of investment properties 投資物業公允 價值調整 RMB'000 人民幣千元	Capitalised interest 資本化利息 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At 1 January 2023	於二零二三年一月一日	60,980	–	102,367	163,347
Charge to profit or loss	於損益中扣除	–	–	4,975	4,975
At 31 December 2023 and 1 January 2024	於二零二三年 十二月三十一日及 二零二四年一月一日	60,980	–	107,342	168,322
Charge to profit or loss	於損益中扣除	–	3,068	4,352	7,420
At 31 December 2024	於二零二四年 十二月三十一日	60,980	3,068	111,694	175,742

### Deferred tax assets

### 遞延稅項資產

		Loss available for offsetting against future taxable profit 可用於抵銷 未來應課稅 溢利的虧損 RMB'000 人民幣千元	Accruals and provisions 應計費用 及撥備 RMB'000 人民幣千元	Accrued LAT 應計土地 增值稅 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At 1 January 2023	於二零二三年一月一日	37,715	22,918	141,635	202,268
Credit to profit or loss	於損益中計入	–	–	7,825	7,825
At 31 December 2023 and 1 January 2024	於二零二三年 十二月三十一日及 二零二四年一月一日	37,715	22,918	149,460	210,093
Credit to profit or loss	於損益中計入	–	17,327	443	17,770
At 31 December 2024	於二零二四年 十二月三十一日	37,715	40,245	149,903	227,863

The Group has tax losses arising in the PRC of approximately RMB2,534,984,000 (2023: RMB2,012,306,000) that will expire in one to five years for offsetting against future taxable profits.

本集團於中國產生稅項虧損約為人民幣2,534,984,000元(二零二三年：人民幣2,012,306,000元)，並將於一至五年內屆滿用於抵銷未來應課稅溢利。

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### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

#### 16. DEFERRED TAX (CONTINUED)

##### Deferred tax assets (Continued)

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.

At the end of the reporting period, the Group had unrecognised deferred tax assets arising from unused tax losses of approximately RMB10,139,936,000 (2023: RMB8,049,224,000) available for set-off against future taxable profit.

Pursuant to the PRC Corporate Income Tax Law, a 10% withholding tax is levied on dividends declared to foreign investors from the foreign investment enterprises established in the PRC. The requirement is effective from 1 January 2008 and applies to earnings after 31 December 2007. A lower withholding tax rate may be applied if there is a tax treaty between China and the jurisdiction of the foreign investors. For the Group, the applicable rate is 10%. The Group is therefore liable for withholding taxes on dividends distributed by those subsidiaries established in Mainland China in respect of earnings generated from 1 January 2008.

As at 31 December 2024, no deferred tax liabilities have been recognised for withholding taxes that would be payable on the unremitted earnings that are subject to withholding taxes of the subsidiaries of the Group established in the PRC. In the opinion of the Company's directors, it is not probable that these subsidiaries will distribute earnings arising from 1 January 2008 to 31 December 2023 in the foreseeable future. The aggregate amount of temporary differences associated with the investments in these subsidiaries in the PRC for which deferred tax liabilities have not been recognised totalled approximately RMB140,000,000 (2023: RMB135,000,000).

#### 17. PROPERTIES UNDER DEVELOPMENT

#### 16. 遞延稅項(續)

##### 遞延稅項資產(續)

並無就該等虧損確認遞延稅項資產，乃因該等虧損乃由已虧損一段時間之附屬公司所產生及認為不大可能有應課稅溢利可用於抵銷上述稅項虧損。

於報告期末，本集團並未就可用於抵扣未來應課稅溢利的尚未動用稅項虧損約人民幣10,139,936,000元(二零二三年：人民幣8,049,224,000元)確認遞延稅項資產。

根據中國企業所得稅法，於中國成立的外商投資企業向外商投資者宣派的股息，須按10%的稅率徵收預扣稅。該規定自二零零八年一月一日起生效，並適用於二零零七年十二月三十一日後的盈利。倘中國與外商投資者所在司法權區已簽訂稅務協議，則可採用較低的預扣稅率。本集團的適用稅率為10%。因此，本集團須就該等在中國內地成立的附屬公司自二零零八年一月一日起所產生的盈利而分配的股息履行徵收預扣稅的義務。

於二零二四年十二月三十一日，概無就本集團於中國成立的附屬公司的未匯出盈利(須繳納預扣稅者)而應付的預扣稅確認遞延稅項負債。本公司董事認為，該等附屬公司於可預見將來不大可能分派於二零零八年一月一日至二零二三年十二月三十一日產生的盈利。有關投資於該等中國的附屬公司的暫時性差額總數(未就此確認遞延稅項負債)合共約為人民幣140,000,000元(二零二三年：人民幣135,000,000元)。

#### 17. 開發中物業

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
At the beginning of the reporting period	於報告期初	441,699	709,464
Additions	添置	—	205,654
Transfer to PHS	轉讓予PHS	(34,000)	(366,379)
Impairment	減值	(5,699)	(107,040)
At the end of the reporting period	於報告期末	402,000	441,699



Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

**17. PROPERTIES UNDER DEVELOPMENT (CONTINUED)**

The movements in impairment of properties under development are as follows:

**17. 開發中物業(續)**

開發中物業減值變動如下：

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
At the beginning of the reporting period	於報告期初		
Additions	添置	454,858 5,699	347,818 107,040
At the end of the reporting period	於報告期末	460,557	454,858

At the end of the reporting period, approximately RMB281,315,000 (2023: RMB279,314,000) of the properties under development is expected to be completed after more than one year.

於報告期末，約人民幣281,315,000元（二零二三年：人民幣279,314,000元）開發中物業預期於一年後竣工。

**18. COMPLETED PROPERTIES HELD FOR SALE****18. 持作出售的已竣工物業**

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
At the beginning of the reporting period	於報告期初		
Additions	添置	601,487 34,000	712,804 366,379
Transferred to cost of properties sold	轉撥至已售出物業成本	(65,534)	(367,253)
Disposal upon court ordered sales (Notes)	透過法院命令出售的銷售(附註)	(5,433)	(90,969)
Impairment	減值	(7,050)	(19,474)
At the end of the reporting period	於報告期末	557,470	601,487

At 31 December 2024, certain of the Group's completed properties held for sale with an aggregate carrying amount of approximately RMB79,351,000 (2023: RMB105,530,000) have been pledged to secure interest-bearing bank and other borrowings granted to the Group (Note 25).

於二零二四年十二月三十一日，本集團抵押賬面總值約為人民幣79,351,000元（二零二三年：人民幣105,530,000元）的若干持作出售已竣工物業，以擔保本集團獲授的計息銀行及其他借款（附註25）。

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Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

#### 18. COMPLETED PROPERTIES HELD FOR SALE (CONTINUED)

##### Notes:

- (a) In August 2022, Zhejiang Wenzhou Intermediate People's Court (浙江省溫州市中級人民法院) has enforced an order to auction and sell the land use right held by Hangzhou Xinming Property Investment Limited (杭州新明置業投資有限公司) ("Hangzhou Xinming"), in respect of the 20 immovable properties located at Tower 2, Xinming Commercial Centre, Gongshu District, Hangzhou City, the PRC and Xiaohu Road, Gongshu District, Hangzhou City ("Xinming Commercial Centre"), the PRC which are classified as completed properties held for sale since Hangzhou Xinming was unable to repay the overdue borrowings with principal amount of approximately RMB193,250,000 plus interests and penalty owed to Zhejiang Zheshang Asset Management Company Limited\* (浙江省浙商資產管理有限公司) ("Zhejiang Zheshang") (the "Total Outstanding Loan").

During the year ended 31 December 2022, an auction in respect of the said land use right of Hangzhou Xinming has taken place and the said land use right had been sold in the said auction for an amount of RMB35,332,000 which is same as the aggregate reserve price to repay the Total Outstanding Loan and accordingly the loss on court-ordered sale of approximately RMB5,660,000 was charged to profit or loss for the year ended 31 December 2022.

During the year ended 31 December 2023, another auction in respect of the land use right of Hangzhou Xinming, in respect of another 28 immovable properties located at Xinming Commercial Centre had been taken place and the said land use right had been sold in the said auction for an amount of RMB56,328,000 which is same as the aggregate reserve price to repay the Total Outstanding Loan and accordingly the loss on court-ordered sale of approximately RMB34,641,000 was charged to profit or loss for the year ended 31 December 2023.

For further details, please refer to the announcements of the Company dated 12 August 2022 and 18 October 2022.

During the year ended 31 December 2024, an auction in respect of certain completed properties held for sale of Taizhou Xinming has taken place and the said completed properties held for sale had been sold in the said auction for an amount of RMB2,114,000 which is same as the aggregate reserve price and accordingly the loss on court-ordered sale of approximately RMB3,319,000 was charged to profit or loss for the year ended 31 December 2024.

#### 18. 持作出售的已竣工物業(續)

##### 附註：

- (a) 於二零二二年八月，浙江省溫州市中級人民法院已命令拍賣並出售杭州新明置業投資有限公司(「杭州新明」)所持有位於中國杭州市拱墅區新明商業中心(「新明商業中心」)2座及中國杭州市拱墅區小河路的20處不動產的土地使用權。由於杭州新明無法償還結欠浙江省浙商資產管理有限公司(「浙江浙商」)之逾期借款本金總額約人民幣193,250,000元連利息及罰款(「未償還貸款總額」)，故分類為持作出售之已竣工物業。

截至二零二二年十二月三十一日止年度，杭州新明的上述土地使用權已進行拍賣，而上述土地使用權已於上述拍賣中售出，金額為人民幣35,332,000元，與總底價相同，用作償還未償還貸款總額。因此，法院命令出售虧損約人民幣5,660,000元於截至二零二二年十二月三十一日止年度於損益中扣除。

截至二零二三年十二月三十一日止年度，杭州新明已就位於新明商業中心的另外28處不動產的土地使用權進行另一次拍賣，而上述土地使用權已於上述拍賣中售出，金額為人民幣56,328,000元，與總底價相同，用作償還未償還貸款總額。因此，法院命令出售虧損約人民幣34,641,000元於截至二零二三年十二月三十一日止年度於損益中扣除。

有關詳情，請參閱本公司日期為二零二二年八月十二日及二零二二年十月十八日的公告。

截至二零二四年十二月三十一日止年度，台州新明若干持作出售的已竣工物業已進行拍賣，而上述持作出售的已竣工物業已於上述拍賣中以人民幣2,114,000元(與底價總額相同)售出，因此法院命令出售虧損約人民幣3,319,000元已於截至二零二四年十二月三十一日止年度的損益中扣除。

\* English name is for identification purpose only.

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## 18. COMPLETED PROPERTIES HELD FOR SALE (CONTINUED)

The movements in impairment of completed properties held for sale are as follows:

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
At the beginning of the reporting period	於報告期初		
Additions	添置	390,290 7,050	370,816 19,474
At the end of the reporting period	於報告期末	397,340	390,290

## 18. 持作出售的已竣工物業(續)

持作出售已竣工物業之減值撥備變動如下：

## 19. TRADE RECEIVABLES

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Trade receivables	貿易應收款項	11,474	28,734
Less: Allowance for impairment	減：減值撥備	(8,273)	(27,308)
		3,201	1,426

## 19. 貿易應收款項

Trade receivables represent rentals receivable from tenants which are normally payable on demand and sales income receivables from customers which are payable in accordance with the terms of the related sales and purchase agreements. The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. Overdue balances are reviewed regularly by management. In view of the aforementioned and the fact that the Group's trade receivables relate to a large number of diversified customers, there is no significant concentration of credit risk.

貿易應收款項指應收租戶的租金(一般按要求支付)及應收客戶的銷售收入，乃根據相關買賣協議的條款支付。本集團致力保持對其未收回應收款項的嚴格控制，並設有信貸控制部門降低信貸風險。逾期結餘由管理層定期審核。鑒於以上所述及本集團的貿易應收款項與眾多多元化客戶有關，故本集團並無面臨重大集中信貸風險。

Trade receivables are unsecured and non-interest-bearing.

貿易應收款項為無抵押及免息。

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Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

#### 19. TRADE RECEIVABLES (CONTINUED)

An ageing analysis of the trade receivables at the end of the reporting period, based on the invoice date, and net of loss allowance, is as follows:

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Within 1 year	一年內	3,201	1,426

The movements in the loss allowance for impairment of trade receivables are as follows:

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
At the beginning of the reporting period	於報告期初	27,308	27,123
Increase in allowance, net	撥備增加淨額	8,273	185
Written off	撇銷	(27,308)	—
At the end of the reporting period	於報告期末	8,273	27,308

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating, and coverage by letters of credit or other forms of credit insurance). 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 one year and are not subject to enforcement activity.

#### 19. 貿易應收款項(續)

於報告期末，基於發票日期的貿易應收款項(扣除虧損撥備)賬齡分析如下：

貿易應收款項減值虧損撥備變動如下：

減值分析於各報告日期進行，使用撥備矩陣以計量預期信貸虧損。撥備率乃基於具有相似虧損模式的不同客戶分部組別(即按地區、產品種類、客戶類別及評級以及信用證或其他信貸保險形式的保障範圍劃分)的欠款逾期日數而定。有關計算反映概率加權產出、金錢的時間值以及於報告日期可獲得的有關過往事件、目前狀況及未來經濟狀況預測的合理及支持性資料。一般而言，倘逾期超過一年及不受強制執行活動所規限，則貿易應收款項予以撇銷。

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## 19. TRADE RECEIVABLES (CONTINUED)

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix:

At 31 December 2024

		Expected credit loss rate 預期信貸虧損率 %	Gross carrying amount 賬面總值 RMB'000 人民幣千元	Expected credit losses 預期信貸虧損 RMB'000 人民幣千元
Past due	逾期			
Within 1 year	一年內	72.10	11,474	8,273

At 31 December 2023

於二零二三年十二月三十一日

		Expected credit loss rate 預期信貸虧損率 %	Gross carrying amount 賬面總值 RMB'000 人民幣千元	Expected credit losses 預期信貸虧損 RMB'000 人民幣千元
Past due	逾期			
Within 1 year	一年內	45.36	2,610	1,184
More than 1 year	一年以上	100.00	26,124	26,124
		95.04	28,734	27,308

## 20. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS

## 20. 預付款項、其他應收款項及其他資產

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Prepayments	預付款項	2,397	3,152
Other tax recoverable	其他可收回稅項	2,123	2,123
Deposits and other receivables	按金及其他應收款項	174,186	167,970
		178,706	173,245
Less: Allowance for impairment	減：減值撥備	(133,201)	(133,012)
		45,505	40,233



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Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

#### 20. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS (CONTINUED)

Deposits and other receivables mainly represent deposits with suppliers. In the situation where no comparable companies with credit ratings can be identified, 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 average loss rate applied for where there were no comparable companies at 31 December 2024 was 76.5% (2023: 79.2%).

The movements in allowance for impairment are as follows:

#### 20. 預付款項、其他應收款項及其他資產(續)

按金及其他應收款項主要為供應商按金。倘無法識別具有信貸評級的可資比較公司，則應參考本集團的歷史虧損記錄採用虧損率法估計預期信貸虧損。虧損率將於適當時候作出調整以反映現時情況及預測未來經濟情況。於二零二四年十二月三十一日在並無可資比較公司情況下使用的平均虧損率為76.5%(二零二三年：79.2%)。

減值撥備變動如下：

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
At the beginning of the reporting period	於報告期初	133,012	130,441
Increase in impairment	減值增加	18,567	2,571
Written off	撇銷	(18,378)	—
At the end of the reporting period	於報告期末	133,201	133,012

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## 21. CASH AND CASH EQUIVALENTS

## 21. 現金及現金等價物

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Cash and equivalents</b>	<b>現金及現金等價物</b>		
Cash at bank, unrestricted	銀行現金，不受限制	662	1,335
Denominated in RMB	以人民幣計值	661	1,332
Denominated in HK\$	以港元計值	1	2
Denominated in US\$	以美元計值	—	1
		662	1,335
		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Restricted deposits</b>	<b>受限制存款</b>		
Represented by restricted pre-sales proceeds	以受限制預售所得款項呈列	1,412	520

The RMB is not freely convertible into other currencies, however, under the PRC'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. Cash at banks earns interest at floating rates based on daily bank deposit rates.

人民幣不可自由轉換為其他貨幣，然而，根據中國外匯管理條例及結匯、售匯及付匯管理規定，本集團獲准透過獲授權進行外匯業務的銀行將人民幣兌換為其他貨幣。銀行現金按基於每日銀行存款利率的浮動利率賺取利息。

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Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 21. CASH AND CASH EQUIVALENTS (CONTINUED)

In accordance with relevant documents issued by the PRC State-Owned Land and Resource Bureau, certain property development companies of the Group are required to place in designated bank accounts certain amounts of pre-sale proceeds of properties as deposits for constructions of related properties. The deposits can only be used for purchases of construction materials and the payments of construction fees of the relevant property projects when approval from the PRC State-Owned Land and Resource Bureau is obtained.

### 22. TRADE PAYABLES

An aging analysis of the outstanding trade payables the end of the reporting period, based on the invoice date, is as follows:

### 21. 現金及現金等價物(續)

根據中國國有土地資源管理局發出的有關文件，本集團旗下若干物業開發公司均須將預售物業所得款項的若干金額存放於指定銀行賬戶內作為建設有關物業的存款。該等存款只可在獲得中國國有土地資源管理局批准時用於購買建築材料及支付相關物業項目的建造費用。

### 22. 貿易應付款項

於報告期末基於發票日期的未償還貿易應付款項的賬齡分析如下：

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Less than one year	少於一年	16,842	131,593
Over one year	一年以上	442,724	352,105
		459,566	483,698

The trade payables are unsecured and non-interest-bearing.

貿易應付款項為無抵押及免息。

### 23. OTHER PAYABLES AND ACCRUALS

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Other payables and accruals	其他應付賬款及應計費用	337,605	263,545
Interest penalties	罰息	1,502,093	1,072,149
Other tax payables	其他應付稅項	87,036	82,957
BE City Loan (Note (a))	北控城投貸款(附註(a))	117,280	117,280
Deposits related to sales of properties	與銷售物業有關的按金	—	2,132
Interest payables	應付利息	358,116	269,054
Deposits related to construction	與建設有關的按金	—	2,333
Payroll and welfare payables	應付工資及福利	1,780	3,721
Rental payables	應付租金	—	159
Others	其他	43,709	20,000
Provision for litigations and claims (Note (b))	訴訟及申索撥備(附註(b))	40,000	40,000
		2,487,619	1,873,330

### 23. 其他應付款項及應計費用

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

**23. OTHER PAYABLES AND ACCRUALS (CONTINUED)**

Except for interest payables and interest penalties which are repayable on demand and BE City Loan set out below, other payables and accruals are unsecured and non-interest-bearing.

Notes:

- (a) Included in other payables and accruals at 1 January 2022 was a loan of RMB43,000,000 from 北控城投控股集團有限公司 (BE City Investment Holding Group Limited\*) ("BE City Investment") which carries interest rate of 15% per annum to the Company's subsidiary 山東興盟置業有限公司 (Shandong Xingmeng Property Limited\*) ("Shandong Xingmeng") and is repayable after one year from date of drawdown ("BE Investment Loan"). The BE Investment Loan was secured by a charge on 75% equity interest in a subsidiary of the Company and a corporate guarantee of a subsidiary of the Company (collectively the "Charges").

During the year ended 31 December 2022, BE City Investment, 北控城市開發有限公司 (BE City Development Limited) ("BE City Development") and the Group entered into a loan transfer agreement pursuant to which BE City Development has provided a loan of RMB33,000,000 in cash to the Group for partial settlement of BE Investment Loan and the Charges were transferred to loan from BE City Development upon full settlement of BE Investment Loan. The remaining balance of BE Investment Loan of RMB10,000,000 was also settled during year ended 31 December 2022.

At 31 December 2022, the loan from BE City Development of RMB39,000,000 ("BE Development Loan") carries interest rate of 24% per annum and is repayable within one year. The BE Development Loan was secured by charge on 75% equity interest in a subsidiary of the Company and corporate guarantee of a subsidiary of the Company. The full balance of BE Development Loan was settled during the year ended 31 December 2023.

At 31 December 2023, the loan from BE City Development of RMB117,280,000 ("BE Loan") carries interest rate of 21% per annum and is repayable within two years. The BE Loan was secured by charge on 75% equity interest in a subsidiary of the Company, completed properties held for sale and corporate guarantee of a subsidiary of the Company.

During the year ended 31 December 2023, BE CE City Investment initiated proceedings in the 山東省棗莊市中級人民法院 ("Court C") against Shandong Xingmeng to demand outstanding BE Loan approximately RMB117,280,000 together with interest and penalty which shall accrue up to the date of actual payment and all litigation costs relating to the case shall be borne by Shandong Xingmeng.

In April 2024, the Court C handed down the first-instance judgement that, among others, Shandong Xingmeng shall pay outstanding BE Loan of RMB117,280,000 and interest amounting to RMB5,720,000 as of 24 November 2023 to BE City Development.

**23. 其他應付款項及應計費用(續)**

除應付利息及罰息須按要求償還及載列如下的北控城投貸款外，其他應付款項及應計費用為無抵押及免息。

附註：

- (a) 於二零二二年一月一日，其他應付款項及應計費用包括來自北控城投控股集團有限公司(「北控城投」)向本公司附屬公司山東興盟置業有限公司(「山東興盟」)提供的貸款人民幣43,000,000元，以15%的年利率計息，自提取之日起一年後償還(「北控城投貸款」)。北控城投貸款以本公司一間附屬公司75%股權的押記及本公司一間附屬公司的企業擔保作抵押(統稱「該等押記」)。

截至二零二二年十二月三十一日止年度，北控城投、北控城市開發有限公司(「北控城市開發」)與本集團訂立一份貸款轉讓協議，據此，北控城市開發以現金方式向本集團提供貸款人民幣33,000,000元，用作結算北控城投貸款的部分款項，而該等押記於悉數結清北控城投貸款後轉移至北控城市開發的貸款。北控城投貸款的餘下結餘人民幣10,000,000元亦於截至二零二二年十二月三十一日止年度結算。

於二零二二年十二月三十一日，北控城市開發的貸款人民幣39,000,000元(「北控城市開發貸款」)以24%的年利率計息，並於一年內償還。北控城市開發貸款以本公司一間附屬公司75%股權的押記及本公司一間附屬公司的企業擔保作抵押。北控城市開發貸款餘額於截至二零二三年十二月三十一日止年度悉數結清。

於二零二三年十二月三十一日，來自北控城市開發之貸款人民幣117,280,000元(「北控貸款」)之年利率為21%，並須於兩年內償還。北控貸款以本公司一間附屬公司之75%股權、持作銷售之已建成物業及本公司一間附屬公司之公司擔保作抵押。

截至二零二三年十二月三十一日止年度，北控城市開發於山東省棗莊市中級人民法院(「法院C」)對山東興盟提出訴訟，要求其支付尚未償還之北控貸款約人民幣117,280,000元，連同應計利息及罰款(計至實際付款日期)，而與此案有關之所有訴訟費用由山東興盟承擔。

於二零二四年四月，法院C作出一審判決，其中包括，山東興盟須向北控城市開發支付截至二零二三年十一月二十四日尚未償還之北控貸款人民幣117,280,000元及利息人民幣5,720,000元。

\* English name is for identification purpose only.

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#### 23. OTHER PAYABLES AND ACCRUALS (CONTINUED)

Notes: (Continued)

(a) (Continued)

In April 2024, Shandong Xingmeng did not accept the civil judgment of the Court, and appealed to the 山東省高級人民法院 ("Court D"). After accepting the case on 3 June 2024, Court D had formed a collegial panel for the hearing. In 19 August 2024, the Court D handed down the second instance judgement that, among others, Shandong Xingmeng shall pay outstanding BE Loan of RMB117,280,000 and interest amounting to RMB5,720,000 to BE City Development.

In August 2024, 山東興盟置業有限公司 did not accept the civil judgment of the Court D, and appealed to the 中華人民共和國最高人民法院 ("Court E"). After accepting the case on 27 November 2024, Court E had formed a collegial panel for the hearing. Up to the date of this report, there is no further update of the above litigation.

(b) During the year ended 31 December 2020, a service provider (the "Plaintiff") of the Company's subsidiary 杭州新明置業投資有限公司 (Hangzhou Xinming Property Investment Limited\*) ("Hangzhou Xinming") initiated proceedings in the People's Court of Gongshu District ("Court A"), Hangzhou City, Zhejiang Province against Hangzhou Xinming to demand outstanding entrusted management service fee, employee salary and benefit and penalty in the sum of approximately RMB68,652,000, together with penalty which shall accrue up to the date of actual payment and all litigation costs relating to the case shall be borne by Hangzhou Xinming.

In September 2020, the Court A handed down the first-instance judgement that, among others, Hangzhou Xinming shall pay outstanding entrusted management service, employee salary and benefit in the sum of approximately RMB24,688,000 and penalty of approximately RMB13,188,000 to the Plaintiff together with penalty calculated at 0.03% per day from 1 April 2020 to the date of repayment of amount aforementioned.

In November 2020, Hangzhou Xinming did not accept the civil judgment of the Court, and appealed to the Intermediate People's Court of Hangzhou City, Zhejiang Province ("Court B"). After accepting the case on 19 January 2021, Court B had formed a collegial panel for the hearing. During the year ended 31 December 2021, the Court B handed down the second-instance judgement that, among others, Hangzhou Xinming shall pay outstanding entrusted management service, employee salary and benefit in the sum of approximately RMB24,688,000 and penalty of approximately RMB2,443,417 to the Plaintiff together with penalty calculated at 0.03% per day from 1 April 2020 to the date of repayment of amount aforementioned.

Accordingly, the Group has charged RMB40,000,000 to profit or loss in relation to the above litigation for the year ended 31 December 2020. Up to the date of this report, there is no further update of the above litigation.

\* English name is for identification purpose only.

#### 23. 其他應付款項及應計費用(續)

附註：(續)

(a) (續)

於二零二四年四月，山東興盟不接受法院民事判決，並向山東省高級人民法院(「法院D」)提出上訴。法院D於二零二四年六月三日受理案件後，已組成合議庭進行審理。於二零二四年八月十九日，法院D作出二審判決，其中包括，山東興盟須向北控城市開發支付尚未償還的北控貸款人民幣117,280,000元及利息人民幣5,720,000元。

於二零二四年八月，山東興盟置業有限公司不接受法院D民事判決，並向中華人民共和國最高人民法院(「法院E」)提出上訴。法院E於二零二四年十一月二十七日受理案件後，已組成合議庭進行審理。截至本報告日期，上述訴訟並無進一步更新。

(b) 截至二零二零年十二月三十一日止年度，本公司之附屬公司杭州新明置業投資有限公司(「杭州新明」)的一個服務提供商(「原告」)向浙江省杭州市拱墅區人民法院(「法院A」)對杭州新明提起訴訟，索要尚未支付的信託管理服務費、僱員薪酬及福利以及罰款，總額約為人民幣68,652,000元，連同應計至實際付款日的罰款以及與該案件有關的杭州新明須承擔的所有訴訟費。

於二零二零年九月，法院A下發一審判決書，裁定(其中包括)杭州新明須向原告支付尚未支付的信託管理服務費、僱員薪酬及福利，總額約為人民幣24,688,000元，以及約人民幣13,188,000元的罰款，連同按每日0.03%自二零二零年四月一日起計至上述金額償還日期為止的罰款。

於二零二零年十一月，杭州新明不服法院民事判決，向浙江省杭州市中級人民法院(「法院B」)提起上訴。法院B於二零二一年一月十九日受理該案後，已組成合議庭進行審理。截至二零二一年十二月三十一日止年度，法院B作出二審判決，其中杭州新明須向原告支付拖欠的委託管理服務費、員工薪酬及福利合計約人民幣24,688,000元及罰款約人民幣2,443,417元，連同自二零二零年四月一日起至上述款項償還日期止按每日0.03%計算的罰款。

故此，於截至二零二零年十二月三十一日止年度，本集團已就上述訴訟將人民幣40,000,000元計入損益。截至本報告日期，上述訴訟並無進一步最新消息。



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### 24. CONTRACT LIABILITIES

Details of contract liabilities are as follows:

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Short-term advances received from customers</b>	<b>來自客戶的短期墊款</b>		
Sale of properties	銷售物業	171,213	194,332

Contract liabilities represent the sales proceeds received from buyers in connection with the Group's pre-sale of properties at the end of the reporting period.

### 24. 合約負債

合約負債詳情載列如下：

合約負債指於報告期末就本集團預售物業自買方收取的銷售所得款項。

### 25. INTEREST-BEARING BANK AND OTHER BORROWINGS

		2024 二零二四年			2023 二零二三年		
		Effective interest rate 實際利率 %	Maturity 到期日	RMB'000 人民幣千元 (Unaudited) (未經審核)	Effective interest rate 實際利率 %	Maturity 到期日	RMB'000 人民幣千元 (Audited) (經審核)
		%			%		
<b>Current</b>	<b>即期</b>						
Current portion of interest-bearing borrowings, secured	計息借款的即期部分，有抵押	3.00–15.60	On demand or within one year 應要求或於一年內	1,212,708	6.80–11.50	On demand or within one year 應要求或於一年內	1,279,465

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Analysed into:</b>	<b>分析為：</b>		
Interest-bearing borrowings repayable within one year	須於一年內償還的計息借款	1,212,708	1,279,465

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

#### 25. INTEREST-BEARING BANK AND OTHER BORROWINGS (CONTINUED)

At 31 December 2024, the Group's borrowings amounting approximately RMB1,209,000,000 (2023: RMB1,279,465,000) were overdue pursuant to the relevant agreements which constituted events of defaults.

In connection with the default and cross-default (if applicable), the Group was subject to penalties of approximately RMB1,028,095,000 (2023: RMB1,175,760,000) which were included in the other payables and accruals at 31 December 2024.

The Group's borrowings are secured by the pledges of the following assets 31 December 2024 and 2023 as follows:

- (i) At 31 December 2024, the Group's borrowings of approximately RMB216,847,000 (2023: RMB239,606,000) were secured by the 100% equity interest in 台州溫商時代置業有限公司 (Taizhou Wenshang Times Property Limited\*) ("Wenshang Times"), a subsidiary of the Company.

At 31 December 2024, the Group's borrowings of approximately RMB879,877,000 (2023: RMB875,000,000) were secured by the Group's investment properties with aggregate carrying values of approximately RMB792,847,000 (2023: RMB918,200,000).

#### 25. 計息銀行及其他借款(續)

於二零二四年十二月三十一日，本集團借款金額約人民幣1,209,000,000元(二零二三年：人民幣1,279,465,000元)根據相關協議已為逾期，構成違約事件。

本集團就違約及交叉違約(如適用)遭受罰款約人民幣1,028,095,000元(二零二三年：人民幣1,175,760,000元)，並於二零二四年十二月三十一日計入其他應付款項及應計費用。

於二零二四年及二零二三年十二月三十一日，本集團的借款由下列資產的抵押所擔保，詳情如下：

- (i) 於二零二四年十二月三十一日，本集團的借款約人民幣216,847,000元(二零二三年：人民幣239,606,000元)以本公司一間附屬公司台州溫商時代置業有限公司(「溫商時代」)100%的股權作擔保。

於二零二四年十二月三十一日，本集團的借款約人民幣879,877,000元(二零二三年：人民幣875,000,000元)以本集團賬面總值約人民幣792,847,000元(二零二三年：人民幣918,200,000元)的投資物業作擔保。

\* English name is for identification purpose only.

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

**25. INTEREST-BEARING BANK AND OTHER BORROWINGS (CONTINUED)**

- (ii) At 31 December 2024, the Group's borrowings of approximately RMB216,847,000 (2023: RMB239,606,000) were jointly guaranteed by (i) the Controlling Shareholder, Mr. Chen Chengshou, (ii) the non-executive director, Ms. Gao Qiaoqin, (iii) a subsidiary of the Company, and (iv) Xinming Group Limited, a related party of the Group.

At 31 December 2024, the Group's borrowings of approximately RMB532,152,000 (2023: RMB584,858,000) were jointly guaranteed by (i) the Controlling Shareholders, Mr. Chen Chengshou, (ii) the non-executive director, Ms. Gao Qiaoqin, and (iii) a subsidiary of the Company.

At 31 December 2024, the Group's borrowings of approximately RMB460,000,000 (2023: RMB455,000,000) were jointly guaranteed by (i) the Controlling Shareholders, Mr. Chen Chengshou, (ii) the non-executive director, Ms. Gao Qiaoqin, (iii) Xinming Group Limited, a related party of the Group, and (iv) Miss Chen Xi and Mr. Chen Junshi, the daughter and the son of the Controlling Shareholder, Mr. Chen Chengshou and (v) a subsidiary of the Company.

**25. 計息銀行及其他借款(續)**

- (ii) 於二零二四年十二月三十一日，本集團的借款約人民幣216,847,000元(二零二三年：人民幣239,606,000元)由(i)控股股東陳承守先生、(ii)非執行董事高巧琴女士、(iii)本公司一間附屬公司，及(iv)本集團關聯方新明集團有限公司作出共同擔保。

於二零二四年十二月三十一日，本集團的借款約人民幣532,152,000元(二零二三年：人民幣584,858,000元)由(i)控股股東陳承守先生、(ii)非執行董事高巧琴女士，及(iii)本公司一間附屬公司作出共同擔保。

於二零二四年十二月三十一日，本集團的借款約人民幣460,000,000元(二零二三年：人民幣455,000,000元)由(i)控股股東陳承守先生、(ii)非執行董事高巧琴女士、(iii)本集團關聯方新明集團有限公司、(iv)陳希女士及陳俊士先生(控股股東陳承守先生的女兒及兒子)及(v)本公司一間附屬公司作出共同擔保。

## 綜合財務報表附註

## 26. CONVERTIBLE BONDS

The Convertible Bonds were recognised as financial liabilities designated upon initial recognition as at fair value through profit or loss.

可換股債券被確認為於初始確認時指定為按公允價值計入損益的金融負債。

可換股債券的公允價值分類為國際財務報告準則第13號公允價值計量所界定的第三級公允價值層級。此估值方法的重大不可觀察輸入數據為貼現率。單獨使用的貼現率增加將導致可換股債券的公允價值計量減少。

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## 27. ISSUED CAPITAL

## 27. 已發行資本

		Number of shares 股份數目	Nominal value 面值 HK\$ 港元	Nominal value 面值 Equivalent to RMB 折合人民幣元
<b>Authorised:</b>	<b>法定：</b>			
At 31 December 2024 and 2023	於二零二四年及二零二三年 十二月三十一日	1,880,000,000	18,800,000	14,891,000
<b>Issued and fully paid:</b>	<b>已發行及繳足：</b>			
At 31 December 2024 and 2023	於二零二四年及二零二三年 十二月三十一日	1,878,622,000	18,786,220	14,880,000

## 28. RESERVES

**Share premium**

Share premium represents the excess of the net proceeds or consideration from issuance of the Company's shares over their par value.

**Merger reserves**

The merger reserve represents the aggregate amount of the paid-up capital of those companies comprising the Group prior to the incorporation of the Company and the application of merger method of accounting for business combinations under common control. Details of the movements in the merger reserve are set out in the consolidated statement of changes in equity.

**Capital reserves**

Capital reserve comprises the difference arising from changes in ownership interests in subsidiaries which do not result in change of control.

## 28. 儲備

**股份溢價**

股份溢價指本公司發行股份所得款項淨額或代價超出其股份面值的部分。

**合併儲備**

合併儲備指於本公司註冊成立以及應用共同控制下的業務合併的合併會計法前本集團旗下公司的繳足資本總額。合併儲備變動詳情載於綜合權益變動表。

**資本儲備**

資本儲備包括並不會導致控制權變更的於附屬公司所有權權益變動產生之差額。



## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

#### 29. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

##### (a) Major non-cash transactions

Save as disclosed elsewhere in the consolidated financial statements, the Group has no major non-cash transactions during the years ended 31 December 2024 and 2023.

##### (b) Changes in liabilities arising from financing activities

#### 29. 綜合現金流量表附註

##### (a) 重大非現金交易

截至二零二四年及二零二三年十二月三十一日止年度，除於綜合財務報表其他部分所披露者外，本集團概無主要非現金交易。

##### (b) 融資活動產生的負債變動

		Interest-bearing bank and other borrowings 計息銀行及其他借款 RMB'000 人民幣千元	Included in "Other payables and accruals" 計入「其他應付款項及應計費用」 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At 1 January 2023	於二零二三年一月一日	1,279,755	39,000	1,318,755
Changes from financing cash flows	融資現金流量變動	(290)	78,280	77,990
At 31 December 2023 and 1 January 2024	於二零二三年十二月三十一日及二零二四年一月一日	1,279,465	117,280	1,396,745
Changes from financing cash flows	融資現金流量變動	(66,757)	–	(66,757)
At 31 December 2024	於二零二四年十二月三十一日	1,212,708	117,280	1,329,988

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 30. CONTINGENT LIABILITIES

At the end of the reporting period, contingent liabilities not provided for in the consolidated financial statements were as follows:

	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Guarantees in respect of mortgage facilities granted to purchasers of the Group's properties 就本集團物業買家獲授的按揭融資提供的擔保	27,996	28,570

The Group provided guarantees in respect of mortgage facilities granted by certain banks to the purchasers of the Group's completed properties held for sale. Pursuant to the terms of the guarantee agreements, in case of default on mortgage payments by the purchasers, the Group is responsible for repaying the outstanding mortgage loans together with any accrued interest and penalty owed by the defaulted to banks. The Group is then entitled to take over the legal titles of the related properties. The Group's guarantee period commences from the date of grant of the relevant mortgage loan and ends after the execution of individual purchaser's collateral agreement.

The Group did not incur any material losses during the year in respect of the guarantees provided for mortgage facilities granted to purchasers of the Group's completed properties held for sale. The directors considered that in case of default on payments, the net realisable value of the related properties would be sufficient to repay the outstanding mortgage loans together with any accrued interest and penalty, and therefore no provision has been made in connection with the guarantees.

### 30. 或然負債

於報告期末，並無於綜合財務報表計提撥備的或然負債如下：

本集團就若干銀行向本集團持作出售已竣工物業的買家獲授的按揭融資提供擔保。根據擔保協議的條款，倘買家拖欠按揭付款，本集團負責償還未償還按揭貸款連同違約方結欠銀行的任何應計利息及罰款。其後，本集團有權接管相關物業的合法業權。本集團的擔保期自授出相關按揭貸款當日起至執行個別買家的抵押協議後為止。

本集團並無於年內就本集團持作出售已竣工物業的買家獲授的按揭融資提供擔保而產生任何重大虧損。董事認為，倘發生拖欠付款，相關物業的可變現淨值將足以償還未償還按揭貸款連同任何應計利息及罰款，故並無就有關擔保計提撥備。

### 31. CAPITAL COMMITMENTS

	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Contracted, but not provided for properties under development 已訂約但未撥備開發中物業	24,467	3,774

### 31. 資本承擔

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 32. RELATED PARTY TRANSACTIONS

#### Name and relationship

##### Name of related party

關聯方名稱／姓名

##### Relationship with the Group

與本集團的關係

Mr. Chen Chengshou  
陳承守先生

Controlling Shareholder  
控股股東

Ms. Gao Qiaoqin  
高巧琴女士

Wife of the Controlling Shareholder  
控股股東之妻子

Xinming Group Limited  
新明集團有限公司

Controlled by the Controlling Shareholder  
由控股股東控制

Yuanyang Holdings Group Share Limited Company  
遠揚控股集團有限公司

Significantly influenced by Mr. Zheng Xiangtian,  
brother of the Controlling Shareholder  
受鄭翔天先生(控股股東的胞兄)重大影響

Hangzhou Taoyuan Shanzhuang Property Development  
Limited ("Hangzhou Taoyuan")  
杭州桃源山莊房地產開發有限公司(「杭州桃源」)

Controlled by the Controlling Shareholder  
由控股股東控制

Qi'an Insurance Brokers Limited ("Qi'an Insurance")  
祁安保險經紀有限公司(「祁安保險」)

Controlled by the Controlling Shareholder  
由控股股東控制

Hangzhou Kaijie Decoration Co., Ltd.  
杭州開捷門窗有限公司

Significantly influenced by Mr. Zheng Xiangtian,  
brother of the Controlling Shareholder  
受鄭翔天先生(控股股東的胞兄)重大影響

Zhejiang Tianmao Landscape Engineering Co., Ltd.  
浙江天茂園林工程有限公司

Controlled by Mr. Zheng Xiangtian, brother of  
the Controlling Shareholder  
由鄭翔天先生(控股股東的胞兄)控制

In addition to the information disclosed elsewhere in the consolidated financial statements, the Group had no significant transactions with related parties during the years ended 31 December 2024 and 2023.

除該綜合財務報表中其他部分所披露的資料外，截至二零二四年及二零二三年十二月三十一日止年度，本集團並無與關連方進行重大交易。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 32. RELATED PARTY TRANSACTIONS (CONTINUED)

#### Compensation of key management personnel of the Group

### 32. 關聯方交易(續)

#### 本集團主要管理人員的薪酬

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
Salaries, bonus, allowances and benefits-in-kind	薪金、花紅、津貼及實物利益	2,216	2,189
Total compensation paid to key management personnel	向主要管理人員支付的薪酬總額	2,216	2,189

### 33. FINANCIAL INSTRUMENTS BY CATEGORY

The table below is an analysis of the carrying amounts of financial instruments by category at the end of the reporting period:

### 33. 按類別劃分的金融工具

下表為於報告期末按類別劃分的金融工具的賬面值分析：

		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Financial assets at amortised cost</b>	<b>按攤銷成本計量的金融資產</b>		
Trade receivables	貿易應收款項	3,201	1,426
Financial assets included in prepayments, other receivables and other assets	計入預付款項、其他應收款項及其他資產的金融資產	40,985	34,958
Restricted deposits	受限制存款	1,412	520
Cash and cash equivalents	現金及現金等價物	662	1,335
		46,260	38,239
<b>Financial liabilities at amortised cost</b>	<b>按攤銷成本計量的金融負債</b>		
Trade payables	貿易應付款項	459,566	483,698
Financial liabilities included in other payables and accruals	計入其他應付款項及應計費用的金融負債	2,360,583	1,745,908
Interest-bearing bank and other borrowings	計息銀行及其他借款	1,212,708	1,279,465
		4,032,857	3,509,071
<b>Financial liabilities at FVPL</b>	<b>按公允價值計入損益的金融負債</b>		
Convertible bonds	可換股債券	282,125	272,662

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

#### 34. 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:

		Carrying amounts 賬面值		Fair values 公允價值	
		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Financial liabilities</b>	<b>金融負債</b>				
Convertible bonds	可換股債券	282,125	272,662	282,125	272,662

Management has assessed that the fair values of cash and cash equivalents, trade receivables, trade payables, financial assets included in prepayments, other receivables and other assets, financial liabilities included in other payables and accruals, approximate to their carrying amounts largely due to the short-term maturities of these instruments.

The Group's finance department headed by the finance manager is responsible for determining the policies and procedures for the fair value measurement of financial instruments. The finance manager reports directly to the chief financial officer and the audit committee. At the end of each reporting period, the finance department 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 audit committee 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 convertible bonds were recognised as financial liabilities designated upon initial recognition as at fair value through profit or loss.

#### 34. 金融工具之公允價值及公允價值層級

本集團金融工具(賬面值與公允價值合理相若者除外)的賬面值及公允價值如下：

管理層已評估，現金及現金等價物、貿易應收款項、貿易應付款項、計入預付款項、其他應收款項及其他資產之金融資產、計入其他應付款項及應計費用之金融負債之公允價值與其賬面值相若，主要由於此等工具於短期內到期。

本集團財務融資部由融資經理領導，負責釐定金融工具公允價值計量之政策及程序。融資經理直接向財務總監及審核委員會報告。於各報告期末，財務融資部分析金融工具之價值變動及釐定應用於估值之主要輸入數據。估值交由財務總監審核及批准。評估過程及結果每年兩次與審核委員會討論以進行中期及年度財務報告。

金融資產及負債的公允價值按自願雙方在當前交易(而非強制或清盤出售)中就有關工具進行交易的金額入賬。用於估計公允價值的方法及假設如下：

可換股債券確認為金融負債，並於初步確認時指定為按公允價值計入損益。



Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

**34. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (CONTINUED)****Fair value hierarchy****Liabilities measured at fair value**

		<b>Level 1</b> 第一級 RMB'000 人民幣千元	<b>Level 2</b> 第二級 RMB'000 人民幣千元	<b>Level 3</b> 第三級 RMB'000 人民幣千元	<b>Total</b> 總計 RMB'000 人民幣千元
<b>Convertible bonds</b> <b>At 31 December 2024</b>	<b>可換股債券</b> <b>於二零二四年</b> <b>十二月三十一日</b>	—	—	<b>282,125</b>	<b>282,125</b>
At 31 December 2023	於二零二三年 十二月三十一日	—	—	272,662	272,662

**At 31 December 2024 and 2023**

於二零二四年及二零二三年十二月三十一日

<b>Liability</b>	<b>Fair value hierarchy</b>	<b>Valuation technique</b>	<b>Unobservable input</b>	<b>Relationship of unobservable inputs to fair value</b> 不可觀察輸入數據與公允價值的關係
<b>負債</b>	<b>公允價值層級</b>	<b>估值技術</b>	<b>不可觀察輸入數據</b>	
Convertible bonds	Level 3	Discounted cash flow method	Discount rate	The higher the discount rate, the lower the fair value
可換股債券	第三級	現金流量貼現法	貼現率	貼現率越高，公允價值越低

Save as disclosed above, during the years ended 31 December 2024 and 2023, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 for both financial assets and financial liabilities. Accordingly, the Group assessed the fair value of the Convertible Bonds using discounted cash flow method at 31 December 2024 and 2023 since the valuation using binomial model was no longer applicable to assess fair value of the Convertible Bonds upon maturity.

除上文所披露者外，截至二零二四年及二零二三年十二月三十一日止年度，就金融資產及金融負債而言，公允價值計量並無第一級與第二級之間的轉換，亦無第三級的轉入或轉出。因此，由於使用二項式模型估值於到期後不再適用於評估可換股債券的公允價值，故於二零二四年及二零二三年十二月三十一日，本集團使用現金流量貼現法評估可換股債券的公允價值。

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#### 34. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (CONTINUED) Fair value hierarchy (Continued)

##### Liabilities measured at fair value (Continued)

The details of the movements of the recurring fair value measurements categorised as Level 3 of the fair value hierarchy are as follows:

		Convertible bonds 可換股債券 RMB'000 人民幣千元
At 1 January 2023	於二零二三年一月一日	268,848
Changes in fair value	公允價值變動	3,814
At 31 December 2023 and 1 January 2024	於二零二三年十二月三十一日及 二零二四年一月一日	272,662
Changes in fair value	公允價值變動	9,463
<b>At 31 December 2024</b>	<b>於二零二四年十二月三十一日</b>	<b>282,125</b>

#### 35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments mainly include cash and cash equivalents, restricted deposits, trade receivables and trade payables, which arise directly from its operations. The Group has other financial assets and liabilities such as interest-bearing bank and other borrowings, convertible bonds, deposits and other receivables, and other payables and accruals. 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 interest rate risk, foreign currency risk, credit risk and liquidity risk. The Group does not hold or issue derivative financial instruments either for hedging or for trading purposes. The board of directors reviews and agrees policies for managing each of the risks which are summarised below:

##### Interest rate risk

The Group's exposure to market risk for changes in interest rates relates primarily to its interest-bearing bank and other borrowings with a floating interest rate. The Group does not use derivative financial instruments to hedge its interest rate risk.

#### 34. 金融工具之公允價值及公允價值層級(續)

##### 公允價值層級(續)

##### 按公允價值計量的負債(續)

經常性公允價值計量分類為公允價值層級第三級的變動詳情如下：

#### 35. 金融風險管理目標及政策

本集團的主要金融工具主要包括直接自其經營產生的現金及現金等價物、受限制存款、貿易應收款項以及貿易應付款項。本集團擁有其他金融資產及負債，如計息銀行及其他借款、可換股債券、按金及其他應收款項，以及其他應付款項及應計費用。該等金融工具的主要用途是為本集團的運營籌集資金。

本集團金融工具所產生的主要風險為利率風險、外幣風險、信貸風險及流動資金風險。本集團並無持有或發行衍生金融工具以作對沖或買賣之用。董事會檢討並同意管理各風險的政策，乃概述如下：

##### 利率風險

本集團因利率變動而承受的市場風險主要與浮動利率的計息銀行及其他借款有關。本集團並無使用衍生金融工具對沖其利率風險。

**35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)****Interest rate risk (Continued)**

The Group's policy is to manage its interest cost using a mix of fixed and floating rate debts. At 31 December 2024 and 2023, 100% of the Group's interest-bearing bank and other borrowings bore interest at fixed rates. The Group's exposure to interest rate risk is not significant.

**Foreign currency risk**

The Group's businesses are located in the PRC and all transactions are conducted in RMB. Most of the Group's assets and liabilities are denominated in RMB. The Group has not hedged its foreign exchange rate risk. At 31 December 2024 and 2023, the Group's exposure to foreign currency risk is not significant.

**Credit risk**

The Group trades only with recognised and creditworthy third parties. It is the Group's policy that all customers who wish to trade on credit terms are subject to credit verification procedures. In addition, receivable balances are monitored on an ongoing basis and the Group's exposure to bad debts is not significant. For transactions that are not denominated in the functional currency of the relevant operating unit, the Group does not offer credit terms without the specific approval of the Head of Credit Control.

**35. 金融風險管理目標及政策(續)****利率風險(續)**

本集團之政策為以定息及浮動利率債項混合的方式管控其利息成本。於二零二四年及二零二三年十二月三十一日，本集團100%計息銀行及其他借款按固定利率計息。本集團所承受之利率風險並不重大。

**外幣風險**

本集團於中國經營業務，所有交易均以人民幣進行。本集團大部分資產及負債以人民幣計值。本集團並未對沖其匯率風險。於二零二四年及二零二三年十二月三十一日，本集團所承受之外幣風險並不重大。

**信貸風險**

本集團僅與獲認可且聲譽良好的第三方進行交易。本集團的政策為所有打算以信貸期交易的客戶均須接受信貸核實程序。此外，本集團持續監察應收款項結餘，故所承受壞賬的風險並不重大。對於並非以有關營運單位功能貨幣計值的交易，本集團在未經信貸管理部主管特定批准的情況下不會給予信貸期。

## 綜合財務報表附註

## 35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

**At 31 December 2024**

於二零二四年十二月三十一日

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## 35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

## Credit risk (Continued)

## Maximum exposure and year-end staging (Continued)

At 31 December 2023

		12-month ECL 12個月預期 信貸虧損	Lifetime ECL 全期預期信貸虧損			
		Stage 1 第一階段 RMB'000 人民幣千元	Stage 2 第二階段 RMB'000 人民幣千元	Stage 3 第三階段 RMB'000 人民幣千元	Simplified approach 簡化方法 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Trade receivables (Note (i))	貿易應收款項(附註(i))	-	-	-	28,734	28,734
Financial assets included in prepayments, other receivables and other assets	計入預付款項、其他應收款項及其他資產的金融資產					
- Normal (Note (ii))	- 正常(附註(ii))	51,000	-	-	-	51,000
- Doubtful (Note (ii))	- 存疑(附註(ii))	-	24,161	92,809	-	116,970
Restricted deposits	受限制存款					
- Not yet past due	- 未逾期	520	-	-	-	520
Cash and cash equivalents	現金及現金等價物					
- Not yet past due	- 未逾期	1,335	-	-	-	1,335
		52,855	24,161	92,809	28,734	198,559

Notes:

- (i) For trade receivables to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in Note 19 to the consolidated financial statements.
- (ii) The credit quality of the financial assets included in prepayments, other receivables and other assets is considered to be "normal" when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, the credit quality of the financial assets is considered to be "doubtful".

Further quantitative data in respect of the Group's exposure to credit risk arising from trade receivables and the financial assets included in prepayments, other receivables and other assets are disclosed in notes 19 and 20 to the consolidated financial statements respectively.

## 信貸風險(續)

## 最高風險及年末階段分類(續)

於二零二三年十二月三十一日

附註：

- (i) 就本集團應用簡化方法作減值的貿易應收款項而言，資料乃基於綜合財務報表附註19所披露的撥備矩陣。
- (ii) 倘計入預付款項、其他應收款項及其他資產的金融資產並未逾期且概無資料顯示該等金融資產的信貸風險自初始確認以來顯著增加，則其信用質素被認作「正常」。否則，該等金融資產的信貸質素被認作「存疑」。

有關本集團因貿易應收款項以及計入預付款項、其他應收款項及其他資產的金融資產所產生之信貸風險之進一步定量資料分別於綜合財務報表附註19及20中披露。



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### 35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)

#### Credit risk (Continued)

##### Maximum exposure and year-end staging (Continued)

The movements in the loss allowance for impairment of the financial assets included in prepayments, other receivables and other assets are as follows:

		12-month ECL 12個月預期 信貸虧損	Lifetime ECL 全期預期信貸虧損		Total 總計
		Stage 1 第一級 RMB'000 人民幣千元	Stage 2 第二級 RMB'000 人民幣千元	Stage 3 第三級 RMB'000 人民幣千元	
At 1 January 2023	於二零二三年 一月一日	4,068	20,786	105,587	130,441
Increase (Decrease) in allowance, net	撥備增加(減少) 淨額	6,699	3,375	(7,503)	2,571
At 31 December 2023 and 1 January 2024	於二零二三年 十二月三十一日 及二零二四年 一月一日	10,767	24,161	98,084	133,012
Increase (Decrease) in allowance, net	撥備增加(減少) 淨額	(10,706)	(24,161)	35,056	189
At 31 December 2024	於二零二四年 十二月三十一日	61	–	133,140	133,201

The significant increase in allowance for impairment in Stage 3 for the years ended 31 December 2024 is due to the prolonged weak investment sentiments in the commercial property market in the PRC, which adversely affect relationship with the Group's business partner and suppliers.

#### Liquidity risk

The Group monitors its risk to a shortage of funds using a recurring liquidity planning tool. This tool considers the maturity of both its financial instruments and financial assets (e.g., trade receivables) and projected cash flows from operations.

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 being closely monitored on an ongoing basis.

### 35. 金融風險管理目標及政策(續)

#### 信貸風險(續)

##### 最高風險及年末階段分類(續)

計入預付款項、其他應收款項及其他資產的金融資產減值撥備虧損變動如下：

截至二零二四年十二月三十一日止年度第三級減值撥備大幅增加乃因中國商業物業市場的投資氣氛持續走低，對本集團與其業務夥伴及供應商的關係造成不利影響。

#### 流動資金風險

本集團採用週期性流動資金計劃監控流動資金短缺之風險。此工具監控其金融工具與金融資產(如貿易應收款項)之到期日以及來自業務現金流量之預測。

本集團的目標為透過使用計息銀行及其他借款維持資金連續性與靈活性之間的平衡。現金流量持續受到密切監控。

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

**35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONTINUED)****Liquidity risk (Continued)**

The maturity profile of the Group's financial liabilities at the end of the reporting period, based on the contractual undiscounted payments, was as follows:

At 31 December 2024

		On demand 按要求 RMB'000 人民幣千元	Within 1 year 1年內 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Trade payables	貿易應付款項	–	459,566	459,566
Other payables and accruals	其他應付款項及應計費用	2,243,303	117,280	2,360,583
Interest-bearing bank and other borrowings	計息銀行及其他借款	1,212,708	–	1,212,708
Convertible bonds	可換股債券	282,125	–	282,125
		3,738,136	576,846	4,314,982

At 31 December 2023

		On demand 按要求 RMB'000 人民幣千元	Within 1 year 1年內 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Trade payables	貿易應付款項	–	483,698	483,698
Other payables and accruals	其他應付款項及應計費用	1,628,628	117,280	1,745,908
Interest-bearing bank and other borrowings	計息銀行及其他借款	1,279,465	–	1,279,465
Convertible bonds	可換股債券	272,662	–	272,662
		3,180,755	600,978	3,781,733

**Capital management**

The primary objective of the Group's capital management is to ensure that it maintains a strong credit rating and a healthy capital ratio 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. No changes were made in the objectives, policies or processes for managing capital during the years ended 31 December 2024 and 2023.

**35. 金融風險管理目標及政策(續)****流動資金風險(續)**

於報告期末，本集團基於合約未貼現付款的金融負債到期情況如下：

於二零二四年十二月三十一日

	On demand 按要求 RMB'000 人民幣千元	Within 1 year 1年內 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
貿易應付款項	–	459,566	459,566
其他應付款項及應計費用	2,243,303	117,280	2,360,583
計息銀行及其他借款	1,212,708	–	1,212,708
可換股債券	282,125	–	282,125
	3,738,136	576,846	4,314,982

於二零二三年十二月三十一日

	On demand 按要求 RMB'000 人民幣千元	Within 1 year 1年內 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
貿易應付款項	–	483,698	483,698
其他應付款項及應計費用	1,628,628	117,280	1,745,908
計息銀行及其他借款	1,279,465	–	1,279,465
可換股債券	272,662	–	272,662
	3,180,755	600,978	3,781,733

**資本管理**

本集團資本管理的主要目標為確保其維持良好信用評級及穩健的資本比率以支持其業務及使股東價值最大化。

本集團管理其資本架構並根據經濟狀況的變動對其作出調整。為維持或調整資本架構，本集團可調整向股東派付的股息、向股東返還資本或發行新股。截至二零二四年及二零二三年十二月三十一日止年度，並無對管理資本的目標、政策或程序作出調整。

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### 36. SUBSIDIARIES

Details of the subsidiaries at the end of the reporting period are as follows:

### 36. 附屬公司

於報告期末附屬公司的詳情如下：

Name of subsidiary 附屬公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及營運地點	Issued ordinary/ registered share capital 已發行普通股/ 註冊股本	Percentage of equity attributable to the Company 本公司應佔權益百分比		Principal activities 主要業務
			Directly 直接	Indirectly 間接	
Xinming Capital Limited	The British Virgin Islands (the "BVI")	US\$50,000	100%	–	Investment holding
Xinming Capital Limited	英屬處女群島 ([英屬處女群島])	50,000美元 (二零二三年：100%)	100%	–	投資控股
Xinming China Investment Limited	Hong Kong	HK\$1,000,000	–	100%	Investment holding
新明中國投資有限公司	香港	1,000,000港元	–	100%	投資控股
				(二零二三年：100%)	
Wangdate Marketing Consultancy Company	Hong Kong	HK\$1	10%	–	Investment management
Wangdate Marketing Consultancy Company	香港	1港元	10%	–	投資管理
杭州時刻企業管理諮詢有限公司 (Hangzhou Times Enterprise Management Consulting Limited)	The PRC	RMB30,000,000	–	100%	Investment holding
杭州時刻企業管理諮詢有限公司	中國	人民幣30,000,000元	–	100%	投資控股
				(二零二三年：100%)	
新明集團控股有限公司 (Xinming Group Holding Limited)	The PRC	RMB50,000,000	–	100%	Investment holding
新明集團控股有限公司	中國	人民幣50,000,000元	–	100%	投資控股
				(二零二三年：100%)	
台州市新明房地產開發有限公司 (Taizhou City Xinming Real Estate Development Company Limited)	The PRC	RMB10,000,000	–	100%	Property development
台州市新明房地產開發有限公司	中國	人民幣10,000,000元	–	100%	物業開發
				(二零二三年：100%)	
Taizhou Xinming	The PRC	RMB30,000,000	–	100%	Property development and property investment
台州新明	中國	人民幣30,000,000元	–	100%	物業開發及物業投資
				(二零二三年：100%)	
Wenshang Times	The PRC	RMB50,000,000	–	100%	Property development and property investment
溫商時代	中國	人民幣50,000,000元	–	100%	物業開發及物業投資
				(二零二三年：100%)	

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### 36. SUBSIDIARIES (CONTINUED)

### 36. 附屬公司(續)

Name of subsidiary 附屬公司名稱	Place of incorporation/ registration and business 註冊成立/ 註冊及營運地點	Issued ordinary/ registered share capital 已發行普通股/ 註冊股本	Percentage of equity attributable to the Company 本公司應佔權益百分比		Principal activities 主要業務
			Directly 直接	Indirectly 間接	
Shanghai Xinming	The PRC	RMB50,000,000	-	79%	Property development and property investment 物業開發及物業投資
上海新明	中國	人民幣50,000,000元	-	(2023: 79%) (二零二三年: 79%)	
Shandong Xingmeng	The PRC	RMB50,000,000	-	75%	Property development and property management 物業開發及物業管理
山東興盟	中國	人民幣50,000,000元	-	(2023: 75%) (二零二三年: 75%)	
Hangzhou Xinming	The PRC	RMB50,000,000	-	100%	Property development and property management 物業開發及物業管理
杭州新明	中國	人民幣50,000,000元	-	(2023: 100%) (二零二三年: 100%)	
杭州智耀商業有限公司 (Hangzhou Zhiyao Commercial Limited)	The PRC	RMB100,000,000	-	100%	Industrial investment 工業投資
杭州智耀商業有限公司	中國	人民幣100,000,000元	-	(2023: 100%) (二零二三年: 100%)	
浙江靜航投資管理有限公司 (Zhejiang Jinhang Investment Management Limited)	The PRC	RMB5,000,000	-	79%	Investment management 投資管理
浙江靜航投資管理有限公司	中國	人民幣5,000,000元	-	(2023: 79%) (二零二三年: 79%)	

Note: The subsidiaries established in the PRC are registered as limited liability companies under PRC law.

附註：於中國成立的附屬公司乃根據中國法律註冊為有限公司。

\* English name is for identification purpose only.

The above table lists the subsidiaries of the Company which, in 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.

上表列出董事認為主要影響年度業績或構成本集團大部分淨資產的本公司附屬公司。董事認為，提供其他附屬公司的詳情將導致詳情過於冗長。

None of the subsidiaries had any debt securities outstanding during the reporting period or at the end of the reporting period.

概無附屬公司於報告期內或報告期末持有任何未贖回之債務證券。

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

## 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

### 37. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

### 37. 本公司的財務狀況表

	Note 附註	2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元
<b>Current liabilities</b>	<b>流動負債</b>		
Other payables	其他應付款項	513,436	449,065
Convertible bonds	可換股債券	282,125	272,622
		795,561	721,687
<b>Net current assets</b>	<b>流動資產淨額</b>	795,561	721,687
<b>Total assets less current liabilities</b>	<b>總資產減流動負債</b>	(795,561)	(721,687)
<b>NET LIABILITIES</b>	<b>負債淨額</b>	(795,561)	(721,687)
<b>Capital and reserves</b>	<b>資本及儲備</b>		
Issued capital	已發行股本	14,880	14,880
Reserves	儲備	(810,441)	(736,567)
<b>TOTAL EQUITY</b>	<b>權益總額</b>	(795,561)	(721,687)

#### 37(a) Movement of the reserves

#### 37(a) 儲備變動

		Share premium 股份溢價 RMB'000 人民幣千元	Accumulated losses 累計虧損 RMB'000 人民幣千元	Total reserves 儲備總額 RMB'000 人民幣千元
At 1 January 2023	於二零二三年一月一日	496,155	(1,121,415)	(625,260)
Loss and total other comprehensive loss for the year	年內虧損及其他全面虧損總額	–	(111,307)	(111,307)
At 31 December 2023 and 1 January 2024	於二零二三年十二月三十一日及二零二四年一月一日	496,155	(1,232,722)	(736,567)
Loss and total other comprehensive loss for the year	年內虧損及其他全面虧損總額	–	(73,874)	(73,874)
<b>At 31 December 2024</b>	<b>於二零二四年十二月三十一日</b>	<b>496,155</b>	<b>(1,306,596)</b>	<b>(810,441)</b>



**38. EVENTS AFTER THE REPORTING PERIOD**

- (a) On 16 January 2025, the Company was informed by Mr. Lai Kar Yan (Derek) and Mr. Ho Kwok Leung Glen of Deloitte Touche Tohmatsu whom were appointed by Chance Talent Management Limited as joint and several receivers over the Placing Shares and the Sale Shares ("the Receivers") that on 8 January 2025 (after trading hours), the Xinxing Company Limited (acting by the Receivers as its attorney without personal liability pursuant to the powers granted under the Share Charge), the Receivers and Innovax Securities Limited ("Placing Agent") entered into the Placing Agreement, pursuant to which the Placing Agent place an aggregate of 752,137,800 Placing Shares held by the Vendor (representing approximately 40.04% of the entire issued share capital of the Company as of 8 January 2025) to the Placees at the Placing Price.

On 16 January 2025, the Company was informed by the Receivers that on 13 January 2025, the Placing Agent successfully placed all the 752,137,800 Placing Shares at the Placing Price of HK\$0.011 per Placing Share to the respective Placees. The 752,137,800 Placing Shares placed under the Placing represents approximately 40.04% of the entire issued share capital of the Company as at 16 January 2025.

Details of the placing of existing shares by controlling shareholder were set out in the Company's announcements dated 16 January 2025 and 21 January 2025.

**38. 報告期後事項**

- (a) 於二零二五年一月十六日，本公司獲Chance Talent Management Limited委任為配售股份及銷售股份的共同及個別接管人的德勤•關黃陳方會計師行的黎嘉恩先生及何國樑先生（「接管人」）告知，於二零二五年一月八日（交易時段後），Xinxing Company Limited（由接管人根據該等押記授予的權力作為其受權人行事而無須承擔個人責任）、接管人及創陞證券有限公司（「配售代理」）訂立配售協議，據此，配售代理按配售價向承配人配售賣方所持合共752,137,800股配售股份（相當於截至二零二五年一月八日本公司全部已發行股本約40.04%）。

於二零二五年一月十六日，本公司獲接管人告知，於二零二五年一月十三日，配售代理已按配售價每股配售股份0.011港元成功向相應承配人配售全部752,137,800股配售股份。配售項下所配售的752,137,800股配售股份佔於二零二五年一月十六日本公司全部已發行股本的約40.04%。

有關控股股東配售現有股份的詳情載於本公司日期為二零二五年一月十六日及二零二五年一月二十一日的公告。

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

### 綜合財務報表附註

Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

#### 38. EVENTS AFTER THE REPORTING PERIOD (CONTINUED)

- (b) On 16 January 2025, the Company was informed by the Receivers that on 8 January 2025 (after trading hours), the Vendor (acting by the Receivers as its attorney without personal liability pursuant to the powers granted under the Share Charge), the Receivers and the Share Purchaser entered into the Share Sale Agreement pursuant to which, the Vendor (acting by the Receivers as its attorney without personal liability pursuant to the powers granted under the Share Charge) agreed to sell and the Share Purchaser agreed to purchase an aggregate of 187,862,200 Sale Shares (representing 10.00% of the entire issued share capital of the Company as of 8 January 2025) at the total consideration of HK\$1,983,700.

The Company was further informed by the Receivers that completion of the Share Sale took place on 16 January 2025.

After the Share Sale, the Share Purchaser, Motivational Mathematics, held an aggregate of 187,862,200 Shares, representing 10.00% of the existing issued share capital of the Company and has become a substantial shareholder of the Company.

- (c) On 16 January 2025, the Company was informed by Chance Talent that on 15 January 2025, Advance Day and Chance Talent ("CB Sellers") transferred the convertible bonds, free from all encumbrances, together with all rights and entitlements attaching to them, to the CB Purchaser, Motivational Mathematics Limited, at the total consideration of HK\$31.5 million. After the Share Sale and the CB Sale and as at the date of this report, Motivational Mathematics Limited held an aggregate of 187,862,200 Shares, representing 10.00% of the existing issued share capital of the Company and upon full exercise of the conversion rights attaching to the convertible bonds, Motivational Mathematics Limited will be interested in 403,689,538 Shares, representing approximately 19.27% of the enlarged issued share capital of the Company.

#### 38. 報告期後事項(續)

- (b) 於二零二五年一月十六日，本公司獲接管人告知，於二零二五年一月八日(交易時段後)，賣方(由接管人根據該等押記授予的權力作為其受權人行事而無須承擔個人責任)、接管人及股份買方訂立股份銷售協議，據此，賣方(由接管人根據該等押記授予的權力作為其受權人行事而無須承擔個人責任)及股份買方同意以總代價1,983,700港元出售及購買合共187,862,200股銷售股份(相當於二零二五年一月八日本公司全部已發行股本約10.00%)。

本公司獲接管人進一步告知股份銷售於二零二五年一月十六日完成。

於股份銷售後，股份買方 Motivational Mathematics 持有合計187,862,200股股份，佔本公司現有已發行股本的10.00%，成為本公司的主要股東。

- (c) 於二零二五年一月十六日，本公司獲 Chance Talent 告知，於二零二五年一月十五日，Advance Day 及 Chance Talent (「可換股債券賣方」) 已以總代價31.5百萬港元轉讓不受任何擔保限制的可換股債券，以及所有附帶的權利及應有的收益，予可換股債券買方 Motivational Mathematics Limited。於股份銷售及可換股債券轉讓後及於本報告日期，Motivational Mathematics Limited 持有合共187,862,200股股份，佔本公司現有已發行股本10.00%，而於悉數行使可換股債券附帶之換股權後，Motivational Mathematics Limited 將持有403,689,538股股份之權益，佔本公司經擴大後已發行股本約19.27%。

# FIVE-YEAR FINANCIAL SUMMARY

## 五年財務概要

For the Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

The five-year financial summary is as follows:

五年財務概要如下：

		For the year ended 31 December 截至十二月三十一日止年度				
		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元	2022 二零二二年 RMB'000 人民幣千元	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<b>CONTINUING OPERATIONS</b>	<b>持續經營業務</b>					
<b>REVENUE</b>	<b>收益</b>	<b>86,843</b>	422,580	35,198	101,833	128,537
Cost of sales	銷售成本	(66,176)	(369,140)	(15,187)	(24,214)	(66,977)
Gross profit	毛利	20,667	53,440	20,011	77,619	61,560
Other income and gains	其他收入及收益	21	(6,186)	(22,738)	279,894	3,435
Selling and distribution costs	銷售及分銷成本	(3,577)	(4,496)	(13,206)	(19,592)	(18,533)
Administrative expenses	行政開支	(19,821)	(33,165)	(55,634)	(41,476)	(48,134)
Other expenses	其他開支	(473,844)	(440,315)	(599,391)	(421,367)	(1,051,238)
Net loss on de-consolidation of a subsidiary	取消綜合入賬一間附屬公司的虧損淨額	—	—	—	(640,056)	—
Loss on court-ordered sale of completed properties held for sale	法院命令出售持作出售的已竣工物業的虧損	(3,319)	(34,641)	(280,788)	—	—
Loss on court-ordered sale of an investment property	法院命令出售一項投資物業的虧損	—	—	(686,597)	—	—
Changes in fair value of investment properties	投資物業公允價值變動	(12,270)	(17,900)	(1,082,900)	(2,000)	(22,900)
Changes in fair value of convertible bonds	可轉股債券公允價值變動	(9,463)	(3,814)	(24,336)	8,092	20,363
Finance costs	融資成本	(96,663)	(77,079)	(84,044)	(83,053)	(973)
<b>LOSS BEFORE INCOME TAX</b>	<b>除所得稅前虧損</b>	<b>(598,269)</b>	(564,156)	(2,829,623)	(841,939)	(1,056,420)
Income tax (expenses)/credit	所得稅(開支)/抵免	8,578	(28,475)	440,019	10,833	(59,484)
<b>LOSS FOR THE YEAR</b>	<b>年內虧損</b>	<b>(589,691)</b>	(592,631)	(2,389,604)	(831,106)	(1,115,904)
<b>Other comprehensive expense item that maybe reclassified subsequently to profit or loss:</b>	<b>其後可能重新分類至損益的其他全面開支項目：</b>					
Exchange difference arising on translation of foreign operation	換算海外業務產生之匯兌差額	(57)	—	—	—	—
<b>Total comprehensive expense for the year</b>	<b>年內全面開支總額</b>	<b>(589,748)</b>	(592,631)	(2,389,604)	(831,106)	(1,115,904)
<b>Loss for the year attributable to:</b>	<b>以下人士應佔年內虧損：</b>					
Owners of the Company	本公司擁有人	(542,523)	(526,121)	(2,250,428)	(863,935)	(1,000,756)
Non-controlling interests	非控股權益	(47,168)	(66,510)	(139,176)	32,829	(115,148)
		(589,691)	(592,631)	(2,389,604)	(831,106)	1,115,904

## FIVE-YEAR FINANCIAL SUMMARY

### 五年財務概要

For the Year ended 31 December 2024 截至二零二四年十二月三十一日止年度

		For the year ended 31 December 截至十二月三十一日止年度				
		2024 二零二四年 RMB'000 人民幣千元	2023 二零二三年 RMB'000 人民幣千元	2022 二零二二年 RMB'000 人民幣千元	2021 二零二一年 RMB'000 人民幣千元	2020 二零二零年 RMB'000 人民幣千元
<b>Total comprehensive expense for the year</b>	<b>年內全面開支總額</b>	<b>(589,748)</b>	(592,631)	(2,389,604)	(831,106)	(1,115,904)
<b>Total comprehensive expense for the year attributable to:</b>	<b>以下人士應佔年內全面開支總額：</b>					
Owners of the parent company	母公司擁有人	(542,580)	(526,121)	(2,250,428)	(863,935)	(1,000,756)
Non-controlling interests	非控股權益	(47,168)	(66,510)	(139,176)	32,829	(115,148)
		(589,748)	(592,631)	(2,389,604)	(831,106)	(1,115,904)
<b>ASSETS AND LIABILITIES</b>	<b>資產及負債</b>					
Non-current assets	非流動資產	1,134,461	1,128,977	1,139,066	3,064,833	3,386,208
Current assets	流動資產	1,010,250	1,086,700	1,487,760	2,158,841	3,036,023
Current liabilities	流動負債	5,518,233	5,006,871	4,830,364	4,722,485	4,977,168
Non-current liabilities	非流動負債	175,742	168,322	163,347	478,470	581,013
Non-controlling interests	非控股權益	(304,798)	(203,485)	(136,975)	2,201	(20,403)
Total (deficit) equity	(虧絀)權益總額	(3,549,264)	(2,959,516)	(2,366,885)	22,719	864,050



**新明中国控股**

XINMING CHINA