


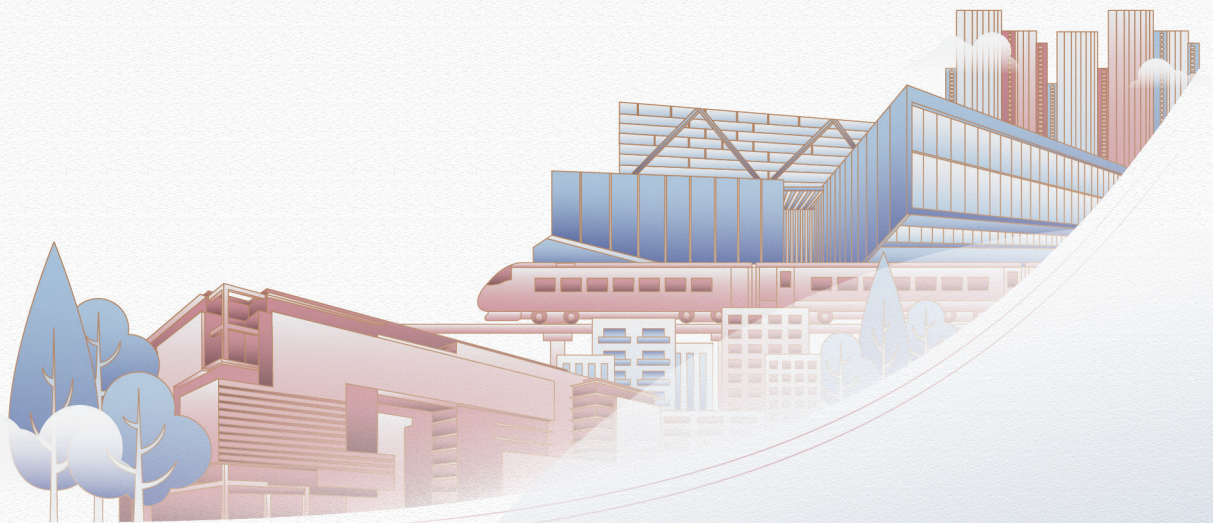
以恒心 Think Far
致恒长 Grow Further

2025
ANNUAL REPORT

金茂物業服務發展股份有限公司
Jinmao Property Services Co., Limited
(Incorporated in Hong Kong with limited liability)

A stylized illustration of a city skyline with various skyscrapers in shades of red, blue, and white, set against a blue sky with a red sun and white clouds. The buildings are arranged in a way that suggests a sense of growth and upward movement.

以恒心 · 致恒长
Think Far Grow Further



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CORPORATE OVERVIEW

We are a fast-growing upscale property management and city operation service provider in China. According to the information from China Index Academy on the multiple indicators including operating scale, operating performance, service quality, development potential and social responsibility, we are an industry-leading company, and ranked among the top 13 in the list of the “Top 100 Property Management Companies by Overall Strength” (“物業行業綜合實力百強企業”) issued by China Index Academy. We were also recognized as a “Leading Enterprise in High-end Property Service in China” (“中國高端物業服務領先企業”), a “China Excellent State-owned Property Service Enterprise” (“中國國有物業服務優秀企業”), a “Leading Enterprise in Property Service Quality in China” (“中國物業服務質量領先企業”), and a “Growth-Leading Company of China in Property Service” (“中國物業服務成長性領先企業”), among other titles. We were ranked among the top 100 property service companies in China and ranked first among the top ten in China’s high end property service companies, and received various recognitions such as “Leading Enterprise in Property Service Satisfaction Rate” (“物業服務滿意度領先企業”) and “Leading Low carbon Property Enterprise in China” (“中國物業低碳領先企業”), according to the information on property management from CRIC Research.



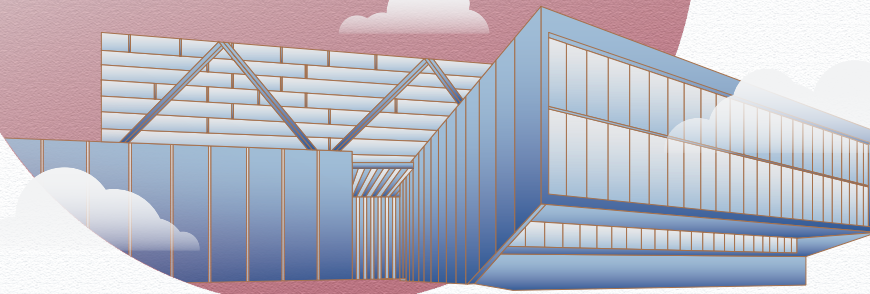
Our history can be traced back to 1993 when we were established as a subsidiary of Sinochem Group Co., Ltd. (“**Sinochem Group**”) to provide property management services in Beijing, the PRC for properties developed by the predecessor of China Jinmao Holdings Group Limited (“**China Jinmao**”) and its subsidiaries (collectively, the “**Jinmao Group**”). China Jinmao, our controlling shareholder, is a leading comprehensive property developer in China, and its shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) (stock code: 00817). Over the years, we have provided a full spectrum of property management services to a broad range of properties, and we have established a nationwide business in China, with a strong focus on high-end properties in core cities. For the twelve months ended 31 December 2025, our total gross floor area (the “**GFA**”) under management reached approximately 105.7 million sq.m., covering 66 cities across 25 provinces, municipalities and autonomous regions in China, and we managed 636 properties, including 430 residential communities and 206 non-residential properties.

CORPORATE OVERVIEW

GFA under management of

105.7

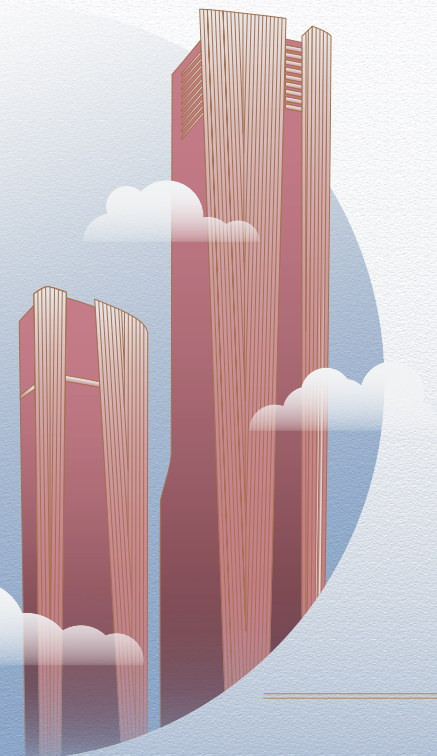
million sq.m.



Our property management services cover a wide range of property types, including residential communities, commercial and office properties primarily comprising office buildings and shopping malls, as well as public properties such as schools, government facilities and other public spaces. Our property management services also cover the energy operation and maintenance business, which includes providing the equipment operation and maintenance services for technological systems such as energy heat pumps, fresh air units and plate heat exchangers. In addition to property management services, we also provide value-added services to non-property owners, including on-site sales assistance services, and consultancy and other value-added services to property developers. We also provide community value-added services mainly to property owners and residents of our managed properties to address their daily lifestyle needs, which mainly include community living services, community space operation services, and real estate brokerage services, etc.

636

properties
under
management



MAJOR EVENTS FOR THE YEAR 2025

2025 / 2



Jinmao Services has comprehensively promoted the renewal and upgrade of the “Jin Yu Man Tang” service product, covering a total of 18 existing and newly delivered projects. Through on-site improvements in basic quality, enhanced customized material texture at customer touchpoints, intelligent upgrade of operational tools, and service design for key scenarios, more than 300 enhancement actions and 32 featured services have been implemented, with an average customer satisfaction rate of 93 points. The results of upgraded service have been tested and verified by multiple ends, including the client side, market side and operation side.

2025 / 3



Launching a series of activities under “Jinmao Services Health Management Year,” we aimed to establish a symbiotic model that integrates with community residents, regional management and street-level co-construction through planning nationwide health management theme events. This initiative sought to create “one city, one event” to enhance the influence of the local brand and support urban expansion.

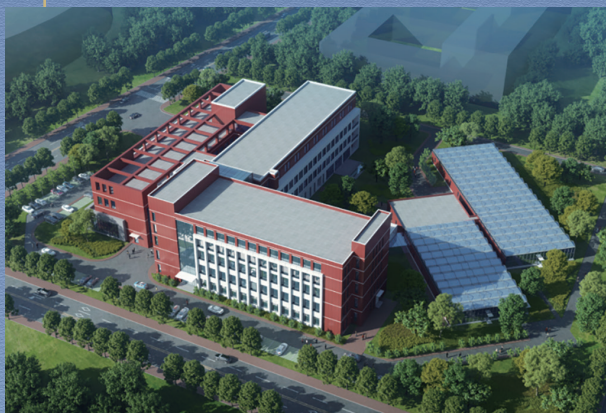
MAJOR EVENTS FOR THE YEAR 2025

2025 / 4

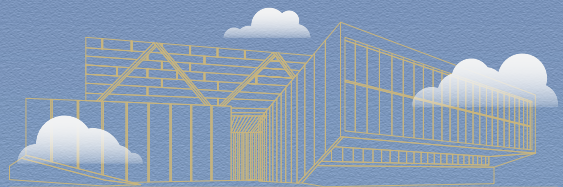


The ESG report of Jinmao Services was successfully released, and subsequently, its ESG rating by WIND rose to AA level, the highest in the industry.

2025 / 6



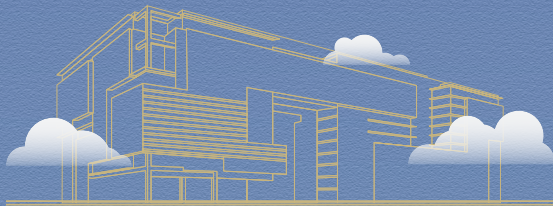
Jinmao Services successfully entered into a contract of IFM project for the Syngenta Life Sciences Park, marking the formal entry of Jinmao Services into the high-end biotechnology service market and establishing a strategic foundation for the Company in the field of scientific research facilities.



Jinmao Services completed the acquisition of Jinmao Lujian Technology (Chongqing) Co., Ltd. (金茂綠建科技(重慶)有限公司, the energy operation and maintenance platform under China Jinmao), providing Jinmao's high-end technology-powered residences with full-cycle services after delivery, and establishing a dual competitive advantage of "basic property management + energy operation and maintenance."

MAJOR EVENTS FOR THE YEAR 2025

2025 / 7



Jinmao Services successfully entered into a property service contract for a semiconductor factory. The project's service scope comprehensively covers multiple scenarios, including office areas, high-standard cleanrooms, and employee dormitory apartments. This marks Jinmao Services' formal entry into the property service sector of the high-precision manufacturing industry with stringent technical requirements, laying a crucial foundation for expanding its presence in the high-end industrial service market.

2025 / 8



Jinmao Services successfully entered into a contract with the Industrial and Commercial Bank of China (ICBC) Xiong'an Branch, achieving a significant breakthrough in the financial office service market of this state-level new area. This signing not only demonstrates Jinmao Services' professional strength and brand influence in the high-end office property sector, but also further expands the Company's service footprint in strategically emerging regions and the financial industry segment. It lays a solid foundation for the Company's future continuous in-depth engagement in institutional property services and its participation in the high-standard urban construction of the new area.

2025 / 9



Jinmao Services entered into a strategic cooperation with Xi'an Wanhui Real Estate. Leveraging its mature systems and leading expertise in nationwide high-end property asset management, smart technology operations and full-cycle customer service, Jinmao Services will inject dual dynamics of "upgraded quality" and "smart empowerment" into the diverse business formats under Wanhui.

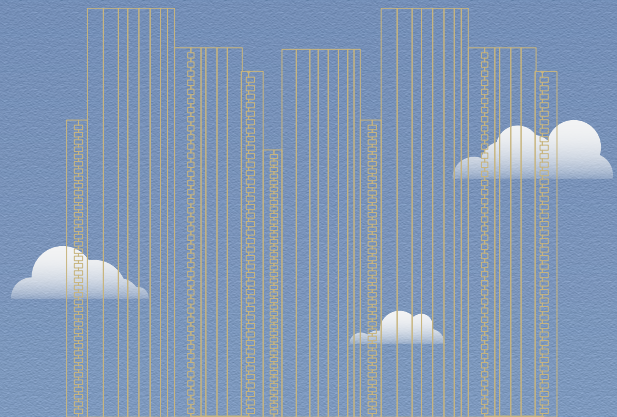
MAJOR EVENTS FOR THE YEAR 2025

2025 / 10



Jinmao Services successfully entered into a property service contract for the super high-rise complex of Shanghai Zhangjiang Science Gate East Tower. This signing further solidifies Jinmao Services' professional edge and market competitiveness in the integrated property services sector for super high-rise buildings.

2025 / 11



Jinmao Services successfully entered into a contract for the property services project at the Beijing headquarters of Glodon. This collaboration demonstrates Jinmao Services' professional expertise in the field of high-end corporate headquarters and technology parks. It will help further consolidate the Company's business presence in key regions such as Beijing and continuously enhance its competitiveness in the high-end commercial and corporate services market.

MAJOR EVENTS FOR THE YEAR 2025

2025 / 11



Hangzhou Chunjiang Land
(November 2025)



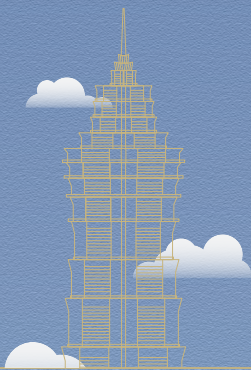
Yuejian Weilai Yating in Hangzhou
(November 2025)



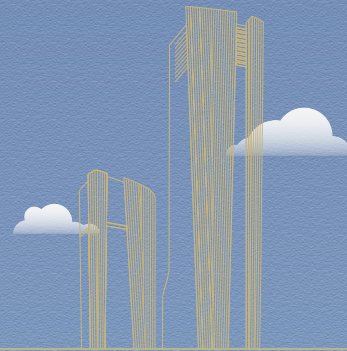
Royal River Villa in Beijing
(December 2025)

Jinmao Services successfully entered into a contract for the high-end residential property service projects such as Hangzhou Chunjiang Land, Yuejian Weilai Yating, and Royal River Villa in Beijing. Leveraging its mature residential service system, the Company provides property owners with full-cycle, high-quality living services across dimensions including security, environment, facilities, customer service and community culture, striving to create a safe, comfortable and livable community environment. The signing of these projects reflects the market's recognition of Jinmao Services' capabilities in high-end residential property management, further strengthening the Company's business layout and service influence in core cities.

2025 / 12



Jinmao Services' parking lot management system was successfully launched, achieving unified parking lot data and integration of business and finance. It also enables precise unified management of authorization, billing, audit, management, and operations and maintenance. This is a notable reflection of the further enhancement of Jinmao Services' smart management level.



The focus of Jinmao Services' membership system has shifted from "building from scratch" to "deepening scenarios and creating value." The Company continued to enrich the ecosystem of the membership points system and improve customer experience. During this year, three new points application scenarios have been added: prepaid technology system operation and maintenance fees, marketing activities, and homeowner care. This achieves significant applications in scenario expansion, promoting payment collection and enhancing cash flow.

CORPORATE INFORMATION

Legal Name of the Company

Jinmao Property Services Co., Limited

Stock Code

00816

Date of Listing

10 March 2022

Principal Place of Business in the PRC

6F, YouAn International Tower
Unit 2, Xitieying Middle Ave
Fengtai
Beijing
the PRC

Registered Office

Rm 4702-03, 47/F
Office Tower, Convention Plaza
1 Harbour Road, Wanchai
Hong Kong

Executive Directors

Mr. Song Liuyi (*Chairman*)
Mr. Li Yulong (*Chief Executive Officer*)
Mr. Zhao Jinlong (*Chief Financial Officer*)

Non-executive Directors

Mr. Cui Yan
Ms. Qiao Xiaojie

Independent Non-executive Directors

Dr. Chen Jieping
Dr. Han Jian
Mr. Sincere Wong

Audit Committee

Dr. Chen Jieping (*Chairman*)
Mr. Sincere Wong
Ms. Qiao Xiaojie

Remuneration and Nomination Committee

Dr. Han Jian (*Chairman*)
Dr. Chen Jieping
Mr. Cui Yan

Strategy and ESG Committee

Mr. Song Liuyi (*Chairman*)
Mr. Li Yulong
Mr. Zhao Jinlong
Mr. Sincere Wong

Company Secretary

Ms. Ho Wing Tsz Wendy

Authorised Representatives

Mr. Zhao Jinlong
Ms. Ho Wing Tsz Wendy

Share Registrar and Transfer Office

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

Auditor

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

Legal Adviser

Tian Yuan Law Firm LLP
Suites 3304-3309, 33/F
Jardine House, One Connaught Place
Central, Hong Kong

Principal Banks

DBS Bank Ltd., Hong Kong Branch
Bank of China, Hong Kong Branch

Investor and Media Relations

Email: ir_jmservices@sinochem.com
Website: www.jinmaowy.com



FINANCIAL SUMMARY

Financial summary Consolidated results

	2025 RMB'000	2024 RMB'000 (Restated)	change
Revenue	3,667,833	3,094,483	18.5%
Gross profit	720,188	717,738	0.3%
Gross profit margin (%)	19.6%	23.2%	-3.6pts
Profit for the year	320,631	393,680	-18.6%
Net profit margin (%)	8.7%	12.7%	-4.0pts
Profit attributable to owners of the parent	310,389	382,088	-18.8%
Basic and diluted earnings per share (RMB)	0.34	0.42	-19.0%

Consolidated financial position

	2025 RMB'000	2024 RMB'000 (Restated)	change
Total assets	4,646,543	4,581,922	1.4%
Total equity	1,620,385	1,771,424	-8.5%
Equity attributable to owners of the parent	1,561,958	1,714,386	-8.9%
Cash resources ¹	1,642,112	1,403,692	17.0%
Gearing ratio ²	–	–	–
Current Ratio (times)	1.30	1.39	-0.09
Return on net assets (%)	18.9%	23.6%	-4.7pts

Notes:

- including restricted cash.
- interest-bearing borrowings (excluding lease liabilities) divided by total equity, multiplied by 100%.



CHAIRMAN'S STATEMENT



Chairman of the Board
and Executive Director

Song Liuyi

Dear Shareholders,

On behalf of the Board (the **"Board"**) of Directors (the **"Directors"**), I am pleased to present the annual business review and future outlook for Jinmao Property Services Co., Limited (**"Jinmao Services"**, the **"Company"** or **"our Company"**) and its subsidiaries (collectively, the **"Group"**, **"our Group"** or **"We"**) for the year 2025.

Review of 2025

In 2025, amid a complex landscape of rapid changes in the external environment and increasing domestic difficulties and challenges, the Chinese economy advanced under pressure, with continued momentum building-up in livelihood-related economic sectors. Our

strategic collaboration with Sinochem in three key areas—environment, materials and life sciences sectors—has significantly strengthened the Company's core competitive advantages in modern industrial logistics services.

Tapping into existing resources. In 2025, amid a macro-economic environment characterized by increasingly rational consumer spending and slower market growth, we focused on product optimization and precision marketing as our core drivers. We continuously increased the proportion of C-end business and improved customer experience, making the C-end business the primary engine of growth, while significantly enhancing customer loyalty and profit resilience. At the same time, the efficiency of collections from key account business steadily improved, providing crucial support for cash flow stability.



CHAIRMAN'S STATEMENT

Adhering to digital transformation. In 2025, we deepened the application of AI in core business processes, implemented intelligent strategic projects across areas such as business-finance integration, data governance, intelligent customer service and operational optimization. By introducing AI agents and big data models, we achieved automation of business processes and intelligent decision-making, significantly improving the speed and accuracy of customer service responses, and enhancing coordination in operational management as well as the depth of business expansion.

Organizational capability iteration. In 2025, Jinmao Services fully implemented the “six powers and three comparisons (六力三比)” themed annual special initiative, focusing on reshaping the institutional system and strengthening organizational and talent support. Through team integration and management efficiency improvements, the Company optimized its structure to enhance per capita productivity. Upholding talent development as the core, we drove the upgrade of team quality. Additionally, we constantly refined cost-side and operation-side control metrics, deepened lean management, and tapped into potential to ensure the achievement of performance targets. Throughout the year, we synergistically advanced the dual objectives of “streamlining and efficiency (精簡高效)” and “capability upgrade (能力升級),” laying a solid foundation for high-quality development.

Outlook

Facing fluctuations in economic growth and profound correction in the upstream real estate market, we will continue to implement the “1245” strategy, be resolute to take unconventional measures, always place

customers first, and draw upon the “six powers (六力)”, namely development power, operating power, service power, marketing power, organizational power and endeavor power, to enhance service quality and achieve performance targets. We will consolidate our industry leadership by delivering exceptional services, differentiated products, strengthening market expansion, efficient governance and innovative business layout.

We will adhere to customer-centricity, precise market expansion, digital intelligence empowerment, efficient governance, safe operation and long-termism. We will accelerate efforts in payment collection and cost reduction to the extreme, and strengthen the bottom line of risk control. At the same time, we will solidify service quality, promote “service product standardization (服務產品創標)”; deepen collaborative outbound expansion, leverage shareholder resources to expand the advantageous fields of IFM; optimize the structure of value-added business, enhance product and marketing capabilities; advance organizational improvement and talent development; invest in digital intelligence systems to build a solid foundation for precise operation, providing core support for high-quality development.

On behalf of the board of directors, I express sincere gratitude to our shareholders, customers, and all sectors of society for their unwavering trust and support.

Jinmao Property Services Co., Limited

Chairman of the Board and Executive Director

Song Liuyi



HONOURS AND AWARDS

120

In 2025, Jinmao Services won approximately 120 awards in total, covering the Company's headquarters and various city centers/projects. These awards were issued by multiple entities at provincial, municipal and institutional levels. The Company received industry and market recognition across multiple dimensions including overall enterprise strength, high-end service capabilities, brand influence, customer satisfaction, and ESG. Its non-residential specialized businesses also received numerous awards.

Jinmao Services Comprehensive Strength – Awards Illustration



Issued by China Index Academy
2025 Top100 Property Management Companies in China



Issued by CRIC Property Management and China Property Research Association
2025 Top 100 Property Service Companies in China,
2025 Top 20 Enterprises with High-end Property Management in China
2025 Top 100 State-owned Property Management Companies in China,
2025 Top 500 Property Management Companies in China



Issued by China Property Think Tank
Ranked 12th in the 2025 Top 100 Property Management Companies in China,
2025 Top 20 Listed Companies of China Property Management Service,
Ranked 3rd in the 2025 Top 100 State-owned Property Management Companies in China,
2025 Top 100 Brand Influential Property Management Companies in China

Issued by EH Consulting
Ranked 12th in the 2025 Property Management Companies in China

Jinmao Services High-quality Service Capability, Non-residential Specialized Properties – Awards Illustration



Issued by China Index Academy
2025 China Special Property Service Capability Exceptional Companies – Office Property,
2025 China Special Property Management Exceptional Companies - Commercial Property Management, 2025 China High-end Property Service Leading Company



HONOURS AND AWARDS



Issued by CRIC Property Management and China Property Research Association

2025 Leading Companies of China in High-End Property Service, 2025 Service Office Benchmark Project Shanghai Sandhill Central

Issued by China Property Think Tank

2025 Top 10 Companies in High-end Residential Property Service, 2025 Top 20 Companies in Industrial Park Property Service



Issued by EH Consulting

2025 Top 20 Property Service Companies in China, 2025 Pioneer Property Enterprise for Residential Asset Value Preservation in Beijing, 2025 Pioneer Property Enterprise for Residential Asset Value Preservation in Nanjing, 2025 Office Property Service Sample Benchmark Enterprises in Chinese Property Service

ESG Sustainability – Awards and Communication Illustration



Issued by CRIC Property Management and China Property Research Association

2025 Leading Companies of China in Low-Carbon Operation, 2025 China's Leading Property Enterprises in terms of ESG Sustainable Development

Issued by GoldenBee Think Tank

GoldenBee 2025 Outstanding Corporate Sustainability Reporting Award for Customer Responsibility Information Disclosure



The table below illustrates the geographic coverage of properties under management in terms of (i) GFA under management and (ii) the contracted GFA for the year ended 31 December 2025, and the cities in China where our contracted properties and properties under management are located:

GEOGRAPHIC COVERAGE



Eastern region

- Zhenjiang City
- Yancheng City
- Xuzhou City
- Wuxi City
- Wenzhou City
- Taizhou City
- Taizhou City
- Suzhou City
- Shaoxing City
- Shanghai City
- Ningbo City
- Nantong City
- Nanjing City
- Lianyungang City
- Jinhua City
- Jiaxing City
- Huzhou City
- Hefei City
- Hangzhou City
- Changzhou City

Northern region

- Zhengzhou City
- Zhangjiakou City
- Zaozhuang City
- Yantai City
- Weifang City
- Weihai City
- Tianjin City
- Taiyuan City
- Shijiazhuang City
- Shenyang City
- Qingdao City
- Linyi City
- Langfang City
- Jinan City
- Beijing City
- Baoding City

Southern region

- Zhuhai City
- Wanning City
- Shenzhen City
- Shantou City
- Xiamen City
- Sanya City
- Quanzhou City
- Nanning City
- Guangzhou City
- Fuzhou City
- Foshan City
- Dongguan City

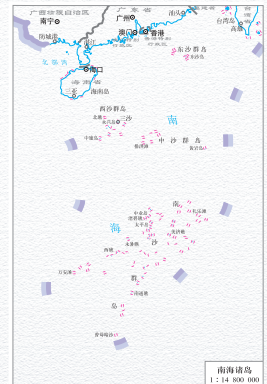
Central region

- Zhuzhou City
- Changsha City
- Yueyang City
- Wuhan City
- Nanchang City
- Jiujiang City
- Huaihua City
- Ganzhou City

Southwestern region

- Chongqing City
- Xianyang City
- Xi'an City
- Weinan City
- Qujing City
- Lijiang City
- Kunming City
- Guiyang City
- Chengdu City
- Lanzhou City

Map Review No.: GS(2023)2767
Prepared under the supervision of
Ministry of Natural Resources





MANAGEMENT DISCUSSION AND ANALYSIS

A discussion and analysis of the Group for the year ended 31 December 2025 is set out below:

Comparative amounts in the consolidated financial statements of the Group have been restated due to the application of merger accounting for the business combination under common control. The following figures of last year have been restated unless otherwise specified.

BUSINESS REVIEW

Business overview

We are engaged in three business lines, namely property management services, value-added services to non-property owners, and community value-added services. We also provide city operation services, the scope of which spans across our three business lines.

Property management services

We provide a range of property management services to property owners and residents, as well as property developers, including, among others, security, cleaning, greening, gardening, repair and maintenance services and energy operation and maintenance services for the operation of common area facilities.

Our property management portfolio covers residential properties, in particular, high-end ones, and a wide range of non-residential properties, including commercial properties, such as office buildings and shopping malls, and public and other properties, such as schools, government facilities and other public spaces.

For the year ended 31 December 2025, we charged property management fees for property management services substantially on a lump sum basis, with a small portion charged on a commission basis.

Value-added services to non-property owners

We provide value-added services to non-property owners, including sales assistance services to property developers to assist with their sales and marketing activities at property sales venues and display units, and consultancy and other value-added services mainly to property developers.



MANAGEMENT DISCUSSION AND ANALYSIS

Community value-added services

We mainly provide value-added services covering daily life for the owners and residents in the property communities we manage. These services specifically include community living services such as housekeeping, new retail and catering services, community space operation services such as elevator advertising and car park space management services, and real estate brokerage services and platform services for interior decoration.

Additionally, we provide city operation services in multiple forms to assist governments and enterprises in the optimisation, innovation and distribution of urban resources and the delivery of value-added public services to citizens. The service scope of our city operation services spans across our three business lines.

Property management services

We insist on steady development to achieve stable growth of GFA under management. As at 31 December 2025, our GFA under management was approximately 105.7 million sq.m., representing an increase of approximately 4.8%, as compared to 31 December 2024.

We focus on diversified business lines in first-tier, new first-tier and second-tier cities with prominent advantages of high-end commercial and office properties. Our diversified property management portfolio extends to an increasing variety of office buildings, shopping malls, industrial parks and public properties such as government facilities, international schools and other public spaces. Our all-inclusive property portfolio maximises synergies across different property types under our management, and enhances the vitality of our multi-dimensional service offerings. In particular, we have gained rich property management experience in the field of high-end commercial and office properties and major infrastructure, such as the service experience in benchmark projects including Shanghai Jinmao Tower, Changsha Jinmao Tower, Chemsunny World Trade Center (Beijing), Xicheng Jinmao Centre (Beijing), SMIC (Tianjin), Shanghai Zhangjiang Science Gate, Beijing headquarters of Glodon etc.

The table below sets forth the breakdown of our GFA under management by property type for the year ended 31 December 2025 and 2024:

	2025		2024	
	GFA under management '000 sq.m.	%	GFA under management '000 sq.m.	%
Residential properties	70,273	66.5	70,444	69.6
Non-residential properties	35,422	33.5	30,487	30.4
Total	105,695	100.0	100,931	100.0



MANAGEMENT DISCUSSION AND ANALYSIS

We explore new projects based on our existing projects, and continue to tap into the potential scale of independent markets. While receiving strong support from China Jinmao and Sinochem Holdings Corporation Ltd. (“**Sinochem Holdings**”) (the ultimate controlling shareholder of China Jinmao), we are also actively working towards the open market in diversified ways. We will take the projects that we have already obtained as the starting point and continue to penetrate into the local regions, so as to achieve the expansion of the scale of GFA under management and the density increase of projects in the local cities.

The table below sets forth the breakdown of our GFA under management by the source of the projects as of 31 December 2025 and 2024:

	2025		2024	
	GFA under management '000 sq.m.	%	GFA under management '000 sq.m.	%
Properties developed by Jinmao Group and Sinochem Holdings and their subsidiaries (and their respective joint ventures and associates)	49,798	47.1	47,181	46.7
Properties developed by independent third parties	55,897	52.9	53,750	53.3
Total	105,695	100.0	100,931	100.0

As a pioneer in the city operation service sector in China, we have rapidly scaled up and further diversified our city operation property portfolio and service offerings. Leveraging our outstanding property management and customer service capabilities, we step beyond traditional property management services to provide specialised, standardised and digital city operation solutions for customers from all walks of life. Our well-rounded capabilities and deep-rooted connection with Jinmao Group enable us to continuously capitalise on Jinmao Group’s strong project pipeline in the city operation sector. As of 31 December 2025, we have entered into preliminary property management contracts for 19 city operation projects of Jinmao Group, representing a diverse portfolio of office building complexes, new towns, cultural towns and smart cities in Shanghai, Nanjing, Changsha, Wuhan, Wenzhou, Suzhou, Qingdao, Tianjin, Sanya, Wuxi, etc., among which we have already provided services for 41 projects and project clusters.

City operation has high entry barriers in terms of technology and experience due to the scope and complexity of services involved. As the upscale property management arm of Jinmao Group, benefiting from our extensive experience in multi-format and premium-grade city operation services, we believe we are well positioned to capture future market opportunities from independent third parties in the city operation service sector by expanding our management scale and diversifying our city operation portfolio and service offerings. We typically seek to enter into strategic cooperation agreements with government authorities and state-owned enterprises to optimise the allocation of social resources and build a multi-dimensional management mechanism for city operation services.

MANAGEMENT DISCUSSION AND ANALYSIS

Our projects covered 66 cities across 25 provinces, municipalities and autonomous regions in China as at 31 December 2025, with a focus on high-end properties in core cities, and the proportion of GFA under management in the first-tier, new first-tier and second-tier cities reached 93.1%. We have significant advantages in Eastern region and Northern region and have established a nationwide business in China. GFA under management of Eastern region, Northern region, Southwestern region, Central region and Southern region accounted for 41.8%, 27.2%, 12.7%, 11.3% and 7.0% of our total GFA under management as at 31 December 2025.

The table below sets forth a breakdown of our GFA under management by geographic location as of 31 December 2025 and 2024:

	2025	2024
	GFA under management	GFA under management
	'000 sq.m.	'000 sq.m.
Eastern region ¹	44,219	42,960
Northern region ²	28,735	26,431
Southwestern region ³	13,377	13,242
Central region ⁴	11,981	11,181
Southern region ⁵	7,383	7,117
Total	105,695	100,931

Notes:

1. "Eastern region" refers to Shanghai, Zhejiang Province, Jiangsu Province and Anhui Province;
2. "Northern region" refers to Beijing, Tianjin, Shanxi Province, Shandong Province, Hebei Province, Henan Province and Liaoning Province;
3. "Southwestern region" refers to Chongqing, Sichuan Province, Shaanxi Province, Guizhou Province, Yunnan Province and Gansu Province;
4. "Central region" refers to Hubei Province, Hunan Province and Jiangxi Province;
5. "Southern region" refers to Fujian Province, Guangdong Province, Hainan Province and Guangxi Zhuang Autonomous Region.



MANAGEMENT DISCUSSION AND ANALYSIS

According to the city classification by China Business Network in 2024, the table below sets out the GFA under management in different city-tiers where our projects are mainly located as of 31 December 2025:

	GFA under management '000 sq.m.	%
First-tier cities ¹	15,902	15.0
New first-tier cities ²	53,154	50.3
Second-tier cities ³	29,337	27.8
Other cities ⁴	7,302	6.9
Total	105,695	100.0

Notes:

1. First-tier cities include Shanghai, Beijing, Guangzhou and Shenzhen.
2. New first-tier cities include Chengdu, Chongqing, Hangzhou, Wuhan, Suzhou, Xi'an, Nanjing, Changsha, Tianjin, Zhengzhou, Dongguan, Qingdao, Ningbo, Hefei and Wuxi.
3. Second-tier cities include Foshan, Shenyang, Kunming, Jinan, Xiamen, Fuzhou, Wenzhou, Changzhou, Dalian, Shijiazhuang, Nanning, Harbin, Jinhua, Nanchang, Changchun, Nantong, Quanzhou, Guiyang, Jiaying, Taiyuan, Huizhou, Xuzhou, Shaoxing, Zhongshan, Taizhou, Yantai, Zhuhai, Baoding, Weifang and Lanzhou.
4. Other cities: all prefecture-level cities other than the above.

We promote both quality and efficiency in pursuit of growth, and maintain high charging rates. While we are growing stably, we keep following the overall high-quality development standards by continuously optimizing our service projects under management. As of 31 December 2025, the average property management fees for residential projects under management were approximately RMB3.23/sq.m./month.

In the energy operation and maintenance field, we actively promote the application of new products and technologies, effectively improve energy efficiency and increase operating revenue through special measures such as air source transformation, and continuously advance energy conservation, consumption reduction and system optimization, providing customers with full-process and multi-dimensional energy management solutions.

The Group has focused on the high-quality services based on the needs of property owners, and continued to improve the loyalty and satisfaction rate of property owners. According to FG Consulting, an independent researcher focusing on real estate customer relationship, our overall residential business customer satisfaction rate was 89% and non-residential business (office buildings etc.) customer satisfaction rate was 100% in 2025, maintaining an industry-leading level. At the same time, the Group adhered to the management concept of price matching quality, and raised the prices for some projects during the year to improve the sustainable development capabilities of existing projects. In terms of third-party expansion, the Group has made active efforts to enter first-tier, new first-tier and second-tier key cities with bright development prospects to develop diverse projects.

MANAGEMENT DISCUSSION AND ANALYSIS

Value-added services to non-property owners

In 2025, Jinmao Services standardized its service model from the dimensions of organizational team, service process and product standards to continuously improve its service level. Our revenue from value-added services to non-property owners for the year ended 31 December 2025 was approximately RMB340.2 million, representing a year-on-year increase of approximately 4.8%, accounting for 9.3% of the Group's total revenue.

	2025		2024	
	RMB'000	%	RMB'000	%
Sales assistance services	187,801	55.2	184,775	56.9
Consultancy and other value-added services to non-property owners	152,432	44.8	139,895	43.1
Total	340,233	100.0	324,670	100.0

Sales assistance services mainly include the provision of sales assistance and construction management services for demonstration areas to non-property owners. The consultancy and other value-added services provided to non-property owners mainly include consultancy services such as pre-delivery, pre-handover, acceptance and inspection, repair and maintenance services during the warranty period, as well as maintenance and transformation of intelligent engineering. The increment and growth rate of these services are mainly affected by the schedule of property delivery by the real estate companies.

Community value-added services

In 2025, Jinmao Services continued to improve the community value-added service team, continuously optimized service products and established a standardized service system. Our revenue from community value-added services for the year ended 31 December 2025 was approximately RMB636.9 million, representing a year-on-year increase of 9.3%, accounting for 17.4% of the Group's total revenue.

	2025		2024	
	RMB'000	%	RMB'000	%
Community space operation services ¹	370,085	58.1	348,813	59.9
Platform services for interior decoration	119,540	18.8	48,308	8.2
Community living services	109,255	17.2	109,534	18.8
Real estate brokerage services	38,065	5.9	76,081	13.1
Total	636,945	100.0	582,736	100.0

In terms of community space operation services, revenue from temporary leasing of car parking spaces and car parking space management for owners continues to increase along with the rising GFA under management; in terms of platform services for interior decoration, newly-added prefabricated consultancy and design business drives a significant increase in revenue from such business; in terms of community living services, due to the constrained spending power of property owners resulting from economic cyclicity, coupled with fierce external competition in similar businesses, the relevant revenue remained largely flat with a slight decline; and in terms of real estate brokerage services which are also affected by industry market cyclicity, revenue from the agency sales of car parking spaces is materially impacted, with higher sales difficulty and slower turnover speed, leading to an overall decline in revenue from such business.

Note:

1. Includes gross rental income from investment properties operating leases.



MANAGEMENT DISCUSSION AND ANALYSIS

FUTURE OUTLOOK

Future Development Plans

Looking ahead to 2026, the macroeconomy is expected to move forward steadily, with policy support continuously strengthening. The upstream real estate industry is gradually stabilizing. The demand for high-quality and diversified property services in higher-tier cities will become more urgent. The process of transformation and upgrading of property service products is expected to accelerate further. Our Group will focus on higher-tier cities, and fully explore the potential in development power, operation power, service power, marketing power, organization power and endeavor power, and adhere to innovation, to promote the realization of the “six powers and three comparisons” benchmarks.

From 2026 to 2030, Jinmao Services will adhere to the “1245” strategy, with customer satisfaction and financial health as the core guiding principles. The Company is committed to strengthening the four benchmarks of “excellent quality, sustainable growth, lean efficiency, and market recognition”, and will focus on deepening the five core business lines of Jinmao Property Management, Jinmao Enterprise Services, Jinmao Green Energy, Jinmao Neighborhood Services, and Jinmao Urban Services. Through strategic focus and business synergy, Jinmao Services will drive a comprehensive transformation from “scale growth” to “quality growth”, continuously enhancing its comprehensive competitiveness, and striving to build a stable second growth curve for China Jinmao.

First of all, we will adhere to the principle of customer-centricity, continuously deepening our competitiveness in key areas such as demand insight, service systems, experience optimization, and product iteration. We will focus on promoting the innovative implementation of the “Jin Yu Man Tang” service product system in new delivery scenarios. At the same time, we will upgrade the full-cycle customer experience management and quality control system, driving the

continuous improvement of service quality through the coordinated operation of these two systems, and creating perceptible and sustainable high-value service experiences for customers.

Secondly, we will focus on the entire business value chain and center on the key work of the “six powers and three comparisons”, with customer satisfaction and financial health as the dual core drivers, continuously strengthening the competitiveness of core business lines. We will build a “six powers” capability model based on development power, operation power, service power, marketing power, organization power and endeavor power, and through benchmarking against our own past, internal best practices and industry benchmarks, set out improvement standards, formulate improvement plans and promote their implementation, systematically enhancing the operational efficiency of the entire chain. We will promote development by strengthening sustainable profitability and high-quality external expansion, consolidate operations by improving collection and operational efficiency, deepen services by refining customer satisfaction and service innovation, assist marketing by enhancing market expansion and community value-added services, refine organizational strength by forging organizational effectiveness and talent support, and gather the force of progress by focusing on reducing accounts receivable and asset disposal, comprehensively solidifying the foundation for development and ensuring the achievement of performance targets.

Thirdly, we will adhere to the management principle of “people-oriented”, systematically promoting the common growth of employees and the enterprise. On the one hand, we will focus on the iterative improvement of talent capabilities and the cultivation of young backbone staff. Through the “mentorship system”, practical training on rotation and a closed-loop training system, we will continuously optimize the team structure and release organizational vitality. On the other hand, we will strengthen employee care and internal communication, create a team atmosphere of respect and trust, and enhance a sense of belonging and cohesion. At the same time, we will build a diversified incentive system and career development platform, deeply binding personal growth with organizational goals, truly achieving a win-win situation of value for both employees and the enterprise.

MANAGEMENT DISCUSSION AND ANALYSIS

FINANCIAL REVIEW

Revenue

Our Group's revenue was generated from three business lines: (i) property management services; (ii) value-added services to non-property owners; and (iii) community value-added services.

The following table sets out the breakdown of our total revenue by business lines for the years ended 31 December 2025 and 2024 respectively:

	2025		2024		Changes
	RMB'000	%	RMB'000 (Restated)	%	%
Property management services	2,690,655	73.3	2,187,077	70.7	23.0
Value-added services to non-property owners	340,233	9.3	324,670	10.5	4.8
Community value-added services ¹	636,945	17.4	582,736	18.8	9.3
Total	3,667,833	100.0	3,094,483	100.0	18.5

Note:

1. Includes gross rental income from investment properties operating leases.

Revenue from property management services increased by approximately 23.0% to approximately RMB2,690.7 million in 2025 from approximately RMB2,187.1 million in 2024. This increase was mainly attributable to the new acquisition of energy operation and maintenance business and the increase in business scale.

Revenue from value-added services to non-property owners increased by approximately 4.8% to approximately RMB340.2 million in 2025 from approximately RMB324.7 million in 2024. The change was primarily attributable to the increase in the sales assistance and pre-delivery services from the newly launched projects, as well as the maintenance and renovation services from intelligent construction projects.

Revenue from community value-added services increased by approximately 9.3% to approximately RMB636.9 million in 2025 from approximately RMB582.7 million in 2024. The change was mainly due to the sustained increase in the revenue from community space operation services as a result of the increase in the GFA and households under management, as well as the significant increase in the revenue from interior decoration services as a result of the newly-added prefabricated consultancy and design business.



MANAGEMENT DISCUSSION AND ANALYSIS

Cost of sales

Cost of sales increased by approximately 24.0% to approximately RMB2,947.6 million for the year ended 31 December 2025 from approximately RMB2,376.7 million for the year ended 31 December 2024. The increase was basically in line with the revenue growth trend, while it was higher than the increase in revenue due to the increase in the proportion of property management services and the decrease in the proportion of high-margin businesses in community value-added services.

Gross profit and gross profit margin

Gross profit increased by approximately 0.3% to approximately RMB720.2 million for the year ended 31 December 2025 from approximately RMB717.7 million for the year ended 31 December 2024. Our overall gross profit margin decreased to approximately 19.6% for the year ended 31 December 2025 from approximately 23.2% for the year ended 31 December 2024, primarily due to the decrease in the proportion of high-margin businesses.

Gross profit and gross profit margin of the Group by business lines were as follows:

	2025		2024	
	Gross profit RMB'000	Gross profit margin %	Gross profit RMB'000 (Restated)	Gross profit margin %
Property management services	393,704	14.6	322,563	14.7
Value-added services to non-property owners	89,037	26.2	106,754	32.9
Community value-added services ¹	237,447	37.3	288,421	49.5
Total	720,188	19.6	717,738	23.2

Note:

1. Includes gross rental income from investment properties operating leases.

The gross profit margin of property management services for the year ended 31 December 2025 was approximately 14.6%, and remained generally stable but slightly decreased as compared to that of approximately 14.7% for the year ended 31 December 2024.

Gross profit margin from value-added services to non-property owners decreased to approximately 26.2% for the year ended 31 December 2025 from approximately 32.9% for the year ended 31 December 2024, primarily affected by the cyclicity of the real estate industry.

Gross profit margin for community value-added services decreased to approximately 37.3% for the year ended 31 December 2025 from approximately 49.5% for the year ended 31 December 2024, primarily due to the decrease in the proportion of revenue from the space resource services and the agency sales services of car parking spaces, which typically generated higher profit margins, and the significant increase in the proportion of revenue from the interior decoration services, the profit margin of which was lower than the average gross profit margins of the community value-added services.

MANAGEMENT DISCUSSION AND ANALYSIS

Other income and gains

Other income and gains include (i) bank interest income; (ii) government grants; (iii) others such as late fees charged from customers who failed to make timely payments. Our other income and gains decreased by approximately RMB48.3 million or 74.2% from approximately RMB65.1 million for the year ended 31 December 2024 to approximately RMB16.8 million for the year ended 31 December 2025. Such change was mainly due to the compensation income of RMB46.2 million in 2024.

Selling and distribution expenses

Selling and distribution expenses increased by approximately 31.8% to approximately RMB46.0 million for the year ended 31 December 2025 from approximately RMB34.9 million for the year ended 31 December 2024. The increase was mainly due to the additional marketing expenses related to the interior decoration services.

Administrative expenses

Administrative expenses decreased by approximately 0.1% to approximately RMB185.2 million for the year ended 31 December 2025 from approximately RMB185.4 million for the year ended 31 December 2024. The decrease was mainly due to the optimization of the organization and the improvement of personnel efficiency. Administrative expenses remained substantially unchanged despite the continuous increase in the scale of property management business.

Finance costs

Finance costs decreased by approximately 19.5% to approximately RMB9.1 million for the year ended 31 December 2025 from approximately RMB11.3 million for the year ended 31 December 2024. The decrease was mainly due to the early termination of some leases and the consequent decrease in the interest on lease liabilities.

Income tax expenses

Income tax expenses decreased by approximately 26.9% to approximately RMB80.9 million for the year ended 31 December 2025 from approximately RMB110.7 million for the year ended 31 December 2024. The decrease was mainly due to the decrease in profit before tax.

Profit for the year

As a result of the foregoing, our profit for the year decreased by approximately 18.6% to approximately RMB320.6 million for the year ended 31 December 2025 from approximately RMB393.7 million for the year ended 31 December 2024 and net profit margin decreased to approximately 8.7% for the year ended 31 December 2025 from approximately 12.7% for the year ended 31 December 2024.

Property, plant and equipment

Property, plant and equipment mainly consists of electronic equipment, leasehold improvements, motor vehicles, and furniture and office equipment. Property, plant and equipment decreased from approximately RMB95.1 million as of 31 December 2024 to approximately RMB79.8 million as of 31 December 2025, primarily due to the net effect of new acquisitions and disposals of assets during the year and the depreciation of assets during the year.

Investment properties

Our investment properties consist of car parking spaces, residential properties and commercial properties. Our investment properties decreased from approximately RMB205.0 million as of 31 December 2024 to approximately RMB182.8 million as of 31 December 2025, mainly due to (i) the increase in investment properties of approximately RMB1.9 million as a result of the renewal of leased properties for car parking spaces, and (ii) the decrease in net effect of fair value changes of the investment properties of approximately RMB24.1 million, including the decrease in fair value of the investment properties as the remaining terms of the lease agreements were shortened over a period of time.

Right-of-use assets

Leases are recognized as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by us. Assets arising from a lease are initially measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The right-of-use asset is depreciated over the shorter of the estimated asset's useful life and the lease term on a straight-line basis. Our right-of-use assets decreased from approximately RMB32.3 million as of 31 December 2024 to approximately RMB22.6 million as of 31 December 2025, mainly due to the net effect of new leases and lease modification, as well as the depreciation of the right-of-use assets.

Intangible assets

Our intangible assets mainly comprise the contractual right of the acquiree and the software, information technology infrastructure and other smart management systems used for property management. Our intangible assets increased from approximately RMB101.1 million as of 31 December 2024 to approximately RMB109.7 million as of 31 December 2025, mainly due to net effect of our new acquisition of software assets for the integration of business and finance and the impact of current depreciation.

Inventories

Our inventories mainly comprise consumables, spare parts and general merchandise. Our inventories amounted to approximately RMB3.9 million and RMB4.7 million as of 31 December 2025 and 31 December 2024, respectively, and the decrease was mainly due to the decrease of the consumables and spare parts.



MANAGEMENT DISCUSSION AND ANALYSIS

Trade receivables

Trade receivables comprise receivables from property management services, community space operation services and sales assistance services. We typically do not grant a credit term to individual customers for our property management services and customers for our community value-added services. We typically grant a credit term of 90 days to 180 days to property developers.

Our trade receivables from related parties are primarily related to value-added services to non-property owners and property management fees, the gross carrying amount of which increased from approximately RMB227.1 million as of 31 December 2024 to approximately RMB228.7 million as of 31 December 2025. Our trade receivables from third parties are primarily related to property management fees, the gross carrying amount of which increased from approximately RMB1,004.1 million as of 31 December 2024 to approximately RMB1,338.2 million as of 31 December 2025. This was mainly attributable to an increase in our property management revenue as we expanded our business through the acquisition of energy operation and maintenance business with an increase in our GFA under management during the year ended 31 December 2025.

The accumulated allowance for impairment of trade receivables was approximately RMB128.8 million as of 31 December 2025, representing an increase of approximately RMB62.7 million, compared with that of approximately RMB66.1 million as of 31 December 2024. Such increase in the allowance for impairment of trade receivables was mainly due to the rising gross carrying amount of amounts due from third parties.

Prepayments, other receivables and other assets

Prepayments, other receivables and other assets mainly include: (i) amounts due from related parties, (ii) prepayments primarily in relation to utility fees and supplier payments, (iii) other receivables, (iv) payments on behalf of residents and tenants, (v) prepaid taxes, deductible and provisional input taxes, and (vi) deposits and others.

Among them, other receivables mainly include reimbursable utility fees and other expenses paid on behalf of third parties.

Among them, as of 31 December 2025, the amounts due from related parties amounted to approximately RMB263.3 million, mainly including: (i) refundable payment of performance guarantees paid to related parties for the agency sales of car parking spaces in the amount of approximately RMB226.4 million, (ii) utility fees paid on behalf of the related parties and reimbursable by related parties in the amount of approximately RMB36.6 million, and (iii) other costs paid on behalf of the related parties and reimbursable by related parties in the amount of approximately RMB0.3 million.

We had prepayments, other receivables and other assets in current assets of approximately RMB1,057.7 million and approximately RMB612.6 million as of 31 December 2024 and 2025, respectively. Such decrease was primarily attributable to the gradual adjustment of the agency sales of car parking spaces towards a business model of no performance guarantees for car parking spaces and only commission withdrawals, leading to the gradual recovery of the performance guarantees for car parking spaces previously paid.

In addition, other assets under non-current assets amounted to approximately RMB6.6 million and approximately RMB4.3 million as of 31 December 2024 and 2025, respectively, mainly comprising long-term prepaid expenses such as engineering renovation.

Trade and bills payables

Trade and bills payables primarily represent our obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. The increase in trade and bills payables to third parties from approximately RMB799.1 million as of 31 December 2024 to approximately RMB873.5 million as of 31 December 2025 was primarily due to the expansion of our business, which resulted in the increase in our procurement of cleaning services, facilities and equipment maintenance services as well as labor outsourcing services. Trade and bills payables to related parties were in relation to procurement of information technology services, dining services and other goods and services from related parties.

Other payables and accruals

Other payables and accruals include (i) amounts due to related parties, (ii) receipts on behalf of residents and tenants, (iii) deposits and temporary receipts, (iv) payroll and welfare payables, (v) other tax payables, and (vi) other payables such as labor union fees payable. Our other payables and accruals amounted to approximately RMB915.5 million and approximately RMB935.9 million as of 31 December 2025 and 31 December 2024, respectively.

Contingent liabilities

As of 31 December 2025, we did not have any outstanding guarantees or other material contingent liabilities.

Pledge of assets

As of 31 December 2025, none of the assets of our Group was pledged.

MANAGEMENT DISCUSSION AND ANALYSIS

Foreign currency risk

The Group's principal activities are conducted in the PRC. Except for certain net proceeds raised from the listing in March 2022, which are denominated in Hong Kong dollars, the Group is not exposed to any significant risk directly related to foreign exchange fluctuations. Taking into account the potential RMB exchange rate fluctuations, we will continue to monitor our foreign exchange exposure and take prudent measures to reduce our foreign exchange risk. For the year ended 31 December 2025, the Group did not use any financial instruments for hedging purposes.

Capital commitment and capital expenditure

As of 31 December 2025, the Group did not have any material commitment.

The Group's capital expenditure for the year ended 31 December 2026 is expected to be funded mainly by working capital generated from the operating activities of the Group.

Liquidity and capital resources, current assets and current ratio

In order to manage the Group's cash, maintain strong and healthy liquidity and ensure that the Group is well positioned to take advantage of future growth opportunities, the Group has adopted comprehensive treasury policies and internal control measures to review and monitor its financial resources and has maintained stable financial condition and sufficient liquidity at all times. As at 31 December 2025, the Group did not have any outstanding borrowings (31 December 2024: Nil).

As at 31 December 2025, the Group's cash and cash equivalents amounted to approximately RMB1,628.9 million (31 December 2024: RMB1,399.5 million). The increase was mainly attributable to the net cash inflows from operating activities. The Group's net cash flows from operating activities increased to approximately RMB747.9 million for the year ended 31 December 2025 from approximately RMB533.0 million for the year ended 31 December 2024. The management believes that the Group has sufficient financial resources and future revenue to support the current working capital requirement and future dividend plan of the Group.

As at 31 December 2025, the Group's current assets amounted to approximately RMB3,717.3 million, representing an increase of approximately 2.1% as compared with approximately RMB3,640.2 million as at 31 December 2024. Current ratio as at 31 December 2025 was approximately 1.30 times, representing a decrease as compared with 1.39 times as at 31 December 2024. As of 31 December 2025, the Group's gearing ratio was 0% (as of 31 December 2024: 0%). The gearing ratio represents interest-bearing borrowings (excluding lease liabilities) divided by total equity, multiplied by 100%.

Employees and remuneration policies and employee diversity

As of 31 December 2025, the Group had 1,875 full-time employees (as of 31 December 2024: 2,670 full-time employees). We recognize the importance of gender diversity. In the recruitment process, we resolutely reject any prejudice based on social identities such as gender, sexual orientation and marital status, and ensure that the recruitment process is fair, objective and open. We are committed to continuing to take proactive measures to promote and strengthen gender diversity at all levels of the Company and create an inclusive and equal working environment for every employee. The following table sets forth the gender ratio of the Group's employees as at the date of this report:

	Female	Male
Manager	24.36% (67)	75.64% (208)
Workforce	37.87% (710)	62.13% (1,165)

During the reporting period, the Board was not aware of any mitigating factors or circumstances that made achieving gender diversity for all employees, including senior management, more challenging or less relevant. Further details on the gender ratio of the Group together with relevant data can be found in the Environmental, Social and Governance Report of the Company. The Company has put in place appropriate recruitment and selection measures as well as talent management and training programs to consider diverse candidates. The Board is of the view that the Company ensures gender diversity at the employee level by providing a fair environment, and the proportion of female employees has been maintained at a level consistent with the characteristics of the industry for a long time. The Company continues to improve the gender diversity system for all employees, including senior management.



MANAGEMENT DISCUSSION AND ANALYSIS

The total staff costs for the year ended 31 December 2025 were approximately RMB0.52 billion (2024: approximately RMB0.55 billion).

The Group attaches importance to the long-term development of its employees, and has established a remuneration and welfare system that is linked to its operating results, market standards and individual performance, and is regularly reviewed and dynamically optimized to ensure the competitiveness and fairness of the system. In order to continuously stimulate the vitality of the organization, we further promoted the innovation of human resources mechanism, and were committed to building a remuneration and incentive scheme that matches the market-oriented selection and employment mechanism, especially for the core talents and senior management team, so as to maximize the value of talents and drive the achievement of strategic goals.

In terms of remuneration and incentives, we adhered to the contribution orientation and implemented targeted and differentiated incentive measures to effectively stimulate the enthusiasm and creativity of employees at all levels. At the same time, the Group strictly fulfilled its responsibilities as an employer by making full payment of social insurance and housing provident fund for all employees in accordance with the law, so as to comprehensively protect their statutory welfare and rights.

The building of organizational capability is the cornerstone of the Group's development. We have always placed improving organizational effectiveness and building high-quality teams at a strategic level, committed to providing employees with a systematic training system and diversified career development channels, and supporting employees to grow together with the Company.

In order to support the implementation of our strategies, we continued to improve the management standards and optimization measures of human efficiency, and promoted the year-on-year improvement of core human efficiency indicators. In terms of employee empowerment, we continuously upgraded the training system covering the entire career cycle, provided targeted empowerment projects and resource support based on the differences in business segments, ranks, stages and post sequences, and encouraged employees to achieve capability advancement through diversified paths.

The Group attaches great importance to the systematic construction of its talent team, and guarantees the supply of talents for key positions through internal talent supply, opening up a rapid growth path for employees. This not only injects lasting momentum into the high-quality development of the Group, but also builds our core advantages in market competition and ensures the long-term sustainable development of the Company.



DIRECTORS AND SENIOR MANAGEMENT

Directors



Mr. Song Liuyi

Mr. Song Liuyi, born in November 1975, is an executive Director and the chairman of the Board. He was appointed as a non-executive Director and the chairman of the Board of the Company in April 2023, and redesignated from a non-executive Director to an executive Director in October 2023. He is mainly responsible for the daily operations, formulation of the overall strategy, business planning and operation decisions of our Group.

He joined China Jinmao as the assistant to the president in May 2011 and became the vice president of China Jinmao in January 2013. He served as the senior vice president of China Jinmao since March 2017, and as an executive director of China Jinmao from August 2017 to October 2023. Mr. Song joined Sinochem Group in 2001 and worked at the investment business department of Sinochem International Business Corporation, the investment department and general office of Sinochem Group. Mr. Song has over 20 years of experience in project investment, real estate development and corporate management.

Mr. Song obtained a bachelor's degree in high polymer materials and processing from the Beijing Institute of Technology (北京理工大學) in 1998 and a master's degree in materials from the Beijing Institute of Technology (北京理工大學) in 2001.

DIRECTORS AND SENIOR MANAGEMENT

**Mr. Li Yulong**

Mr. Li Yulong, born in September 1986, is an executive Director and the chief executive officer. He was appointed as an executive Director of the Company in April 2024.

Mr. Li Yulong served as the director of the cooperation and development department of Beijing Vanke Real Estate Service Co., Ltd. (北京萬科物業服務有限公司) from July 2009 to May 2016, where he was responsible for market expansion, investment mergers and acquisitions and equity cooperation. He joined the Group in May 2016, and has served as a deputy general manager of Sinochem Jinmao Property Management (Beijing) Co., Ltd. (“**Jinmao PM**”) ever since and served as a Director since October 2022. He has served as a vice president of the Company from August 2021 to March 2024, as the president of the Company since April 2024, as a director and the general manager of Beijing Capital Property since July 2022, as a director and the general manager of Beijing Shengrui Property Services Co., Ltd. (北京市聖瑞物業服務有限公司) (“**Beijing Shengrui**”) and the chairman of Beijing Huaruihe Hotel Management Co., Ltd. (北京華瑞和酒店管理有限公司) since January 2024, as the chairman and general manager of Jinmao PM, and as an executive director and manager of Runwu Jiaye since April 2024. He has served as a director and manager of Zhuozhou Shengrui Property Services Co., Ltd. (涿州聖瑞物業服務有限公司) since September 2024.

Mr. Li graduated with bachelor’s degrees in agriculture and forestry economic management and computer science and technology from Shanxi Agricultural University (山西農業大學) in Shanxi, the PRC in June 2009 and July 2009, respectively. He then obtained a post-graduate master’s degree of business administration from Peking University (北京大學) in Beijing, the PRC in July 2021. He obtained the qualification of senior economist in April 2025.

DIRECTORS AND SENIOR MANAGEMENT

**Mr. Zhao Jinlong**

Mr. Zhao Jinlong, born in May 1979, is an executive director and the Chief Financial Officer. He was appointed as an executive director of the Company in April 2024. He is mainly responsible for the overall financial management, capital market and investment expansion-related matters of the Group.

Mr. Zhao Jinlong joined Sinochem Frانشion Properties (Beijing) Co., Ltd. (中化方興置業(北京)有限公司) in March 2011 as deputy manager of the financial management department, after serving as the financial manager of Modern Green Development Co., Ltd. (當代節能置業股份有限公司). He worked in the financial management department of Beijing Fangxing Rongchuang Real Estate Development Co., Ltd. (北京方興融創房地產開發有限公司) as the department manager and deputy financial manager successively from January 2012 to August 2014. He served as the financial controller of Beijing Fangxing Gezhouba Real Estate Development Co., Ltd. (北京方興葛洲壩房地產開發有限公司) from August 2014 to September 2017 and the financial controller (north China region) of China Jinmao from September 2017 to April 2024. Since April 2024, he has been an executive director and the Chief Financial Officer of the Company. He also serves as a director of Jinmao PM and a director and manager of Jinmao Smart Life Service (Chongqing) Co., Ltd. (金茂智慧生活服務(重慶)有限公司), as well as a supervisor of Beijing Huaruihe Hotel Management Co., Ltd. (北京華瑞和酒店管理有限公司). He has served as a supervisor of Zhuozhou Shengrui Property Services Co., Ltd. (涿州聖瑞物業服務有限公司) since September 2024.

Mr. Zhao obtained a bachelor's degree in accounting from Renmin University of China in January 2005, and a master's degree in finance from the University of International Business and Economics in June 2008.

DIRECTORS AND SENIOR MANAGEMENT

**Mr. Cui Yan**

Mr. Cui Yan, born in January 1970, is a non-executive Director. He was appointed as a non-executive Director of the Company in December 2025. Mr. Cui has nearly 25 years of experience in large-scale enterprise management, human resources management, and corporate investment and financing. He is mainly responsible for the formulation of business strategies and providing guidance for the overall development of our Group.

Mr. Cui joined Sinochem Holdings in 2002 and worked in the industrial mechanical business department of Sinochem International Tendering Co., Ltd. Before that, Mr. Cui worked in China Industrial Machinery Import and Export Corporation. From May 2009 to May 2017, Mr. Cui served successively as the deputy general manager of Sinochem International Tendering Co., Ltd., the director of the human resources department of Sinochem Holdings and the executive vice dean of Sinochem Management Institute. From May 2017 to June 2025, Mr. Cui served as the vice president of the financial business division of Sinochem Holdings, and successively held multiple senior positions, including deputy general manager, general manager and chairman of the board, in several subsidiaries of Sinochem Holdings, including Sinochem Commerce Co., Ltd., Sinochem Capital Investment Management Co., Ltd and Sinochem Environment Holdings Co., Ltd. Mr. Cui is currently a full-time external director of subsidiary(ies) of Sinochem Holdings. He was appointed as a non-executive Director, a member of the Remuneration and Nomination Committee and a member of the Strategy and Investment Committee of China Jinmao in June 2025. He served as a non-executive Director and a member of the Remuneration and Nomination Committee of China Jinmao from June 2015 to August 2017.

Mr. Cui graduated from the Beijing Institute of Technology, majoring in mechanical design and manufacturing, and received his bachelor's degree and master's degree in 1991 and 1994, respectively. Mr. Cui obtained his doctorate degree in economics, majoring in labor economics from the Chinese Academy of Social Sciences in 2020.

DIRECTORS AND SENIOR MANAGEMENT



Ms. Qiao Xiaojie

Ms. Qiao Xiaojie (with the former Chinese name of 喬曉傑), born in October 1973, is a non-executive Director. She was appointed as a non-executive Director of the Company in August 2021. She is mainly responsible for the formulation of business strategies and providing guidance for the overall development of our Group.

Ms. Qiao joined China Jinmao in February 2008, where she served as the general manager of the financial management department until January 2013. She then joined Sinochem Group, where she successively served as the deputy general manager of the accounting management department, the deputy general manager and general manager of the analysis and valuation department and the deputy director of the strategy implementation department from January 2013 to September 2017. She rejoined China Jinmao in September 2017 as the deputy financial controller. She has concurrently served as the general manager of the financial capital center since May 2021, as the executive director and chief financial officer since April 2023, and concurrently as general counsel and chief compliance officer since May 2025. Prior to joining China Jinmao, Ms. Qiao successively worked in Beijing Three Gorges Economic Development Group (北京三峽經濟開發集團) and China Resources Land (Beijing) Company Ltd. (華潤置地(北京)股份有限公司) as the accounting head of the finance department and deputy general manager and held other managerial positions from July 1995 to February 2008. Ms. Qiao has over 26 years of experience in corporate financing and financial management. Ms. Qiao obtained a bachelor's degree in accounting from North China University of Technology (北方工業大學) in July 1995. She then obtained a master's degree in accounting from Central University of Finance and Economics (中央財經大學) in December 2006. Ms. Qiao obtained the senior accountant qualification, and has been a member of The Chinese Institute of Certified Public Accountants (中國註冊會計師協會). Ms. Qiao is also a certified management accountant of the Institute of Management Accountants of the United States of America.

DIRECTORS AND SENIOR MANAGEMENT

**Dr. Chen Jieping**

Dr. Chen Jieping, born in August 1953, is an independent non-executive Director and his appointment took effect from the Listing Date. He is mainly responsible for providing independent advice on the operation and management of our Group.

Dr. Chen Jieping obtained a bachelor's degree of science majoring in hotel and restaurant management and a master's degree of hospitality management from the University of Houston in Texas, the United States in August 1990. He then obtained a master's degree of business administration and a doctoral degree in business administration from the University of Houston in May 1992 and August 1995, respectively.

Dr. Chen Jieping has over 20 years of experience in accounting. From September 1995 to August 2008, he was a faculty member of the Department of Accountancy at the City University of Hong Kong, and from November 2005 to August 2008, he served as the Head of the department. He was a professor of accounting at China Europe International Business School from August 2008 to December 2018 and is currently an emeritus professor.

Dr. Chen Jieping served as an independent non-executive director in Saurer Intelligent Technology Co., Ltd. (a company listed on the Shanghai Stock Exchange with the stock code of 600545) from September 2017 to September 2024, and served as an independent non-executive director in Huafa Property Services Group Company Limited (a company listed on the Stock Exchange prior to its privatization in September 2024, with the stock code of 982 prior to its delisting) from September 2014 to November 2024. He also served as an independent director of Milkyway Chemical Supply Chain Service Co., Ltd. (密爾克衛化工供應鏈服務股份有限公司, a company listed on the Shanghai Stock Exchange with the stock code of 603713) from September 2021 to August 2023.

DIRECTORS AND SENIOR MANAGEMENT

**Dr. Han Jian**

Dr. Han Jian, born in September 1972, is an independent non-executive Director of the Company and her appointment took effect from the Listing Date. She is mainly responsible for providing independent advice on the operation and management of the Group.

Dr. Han Jian obtained a bachelor's degree in English language and literature from Renmin University of China in Beijing, the PRC in July 1995. She then obtained the degree of doctor of philosophy majoring in human resources management from the School of Industrial and Labor Relations of Cornell University in New York State, the United States in January 2005.

Dr. Han Jian has been a professor of management at China Europe International Business School since 2008. Dr. Han Jian served as an independent director of Midea Group Co., Ltd. (美的集團股份有限公司, a company listed on the Shenzhen Stock Exchange with the stock code of 000333) from September 2018 to July 2024. She has also served as an independent director of Changzhou Xingyu Automotive Lighting Systems Co., Ltd. (常州星宇車燈股份有限公司, a company listed on the Shanghai Stock Exchange with the stock code of 601799) since April 2022. She also served as an independent director of Dada Group Limited (a company listed on Nasdaq in the United States of America, stock code: DADA) from August 2022 to June 2025. She has also served as an independent director of Beijing Zhidamai Technology Co., Ltd. (北京值得買科技股份有限公司, a company listed on the Shenzhen Stock Exchange with the stock code of 300785) since May 2025. She has also served as an independent director of Infore Environment Technology Group Co., Ltd. (盈峰環境科技集團股份有限公司, a company listed on the Shenzhen Stock Exchange with the stock code of 000967) since January 2026.

DIRECTORS AND SENIOR MANAGEMENT



Mr. Sincere Wong

Mr. Sincere Wong, born in July 1964, is an independent non-executive Director and his appointment took effect from the Listing Date. He is mainly responsible for providing independent advice on the operation and management of the Group.

Mr. Sincere Wong received his bachelor's degree in social science from the Chinese University of Hong Kong in December 1986. He passed the Common Professional Examination at Wolverhampton Polytechnic (now known as University of Wolverhampton) in the United Kingdom in July 1990, and the Solicitors' Final Examination of the Law Society of England and Wales with first class honours in October 1991. He was then admitted as a solicitor of the High Court of Hong Kong in October 1993 and a solicitor of the Supreme Court of England & Wales in February 1994. Mr. Sincere Wong was qualified as a lawyer in the Guangdong-Hong Kong-Macao Greater Bay Area in September 2022.

From September 1996 to January 2005, Mr. Sincere Wong served as an in-house legal counsel of Hutchison Whampoa Group (和記黃埔集團), a multinational conglomerate mainly engaging in ports and related services, property and hotels, retail, infrastructure, energy and telecommunications, where he was involved in cross-border acquisitions and day-to-day commercial transactions of a container terminal operator. From February 2005 to November 2006, he served as an

in-house legal counsel of China Resources Enterprise, Limited (now known as China Resources Beer (Holdings) Company Limited, whose shares are listed on the Stock Exchange with the stock code of 291 and whose business focus is on the manufacturing, sales and distribution of beer products). From November 2006 to June 2010, he served as the chief legal officer of Shui On Construction and Materials Limited (now known as SOCAM Development Limited, whose shares are listed on the Stock Exchange with the stock code of 983 and whose business focus is on construction and property businesses in the PRC, Hong Kong and Macau). From July 2010 to May 2011, he served as the vice president of the legal department and company secretary of Sateri Holdings Limited (a global specialty cellulose producer, subsequently renamed as Bracell Limited, whose shares were listed on the Stock Exchange with the stock code of 1768 prior to its privatization and delisting in October 2016).

From August 2011 to April 2016, he worked at the Listing Department of Hong Kong Exchanges and Clearing Limited, and he served as a vice president at the time of his departure, primarily responsible for reviewing IPO applications and making recommendations to the Listing Committee. From May 2016 to November 2024, he became the founding partner of Wong Heung Sum & Lawyers (黃香沈律師事務所) (formerly known as Sincere Wong & Co. (黃誠思律師事務所)). Since December 2024, after Wong Heung Sum & Lawyers was renamed as HEUNG MASSIE & CLEMENT (香馬祁律師事務所), he has served as a consultant at the firm, and he has served as a partner at Charles Chu & Kenneth Sit (朱嘉楨薛海華律師行) since January 2026. Mr. Sincere Wong has served as an independent non-executive director of U Banquet Group Holding Limited (now known as Net-a-Go Technology Company Limited, a company listed on the Stock Exchange with the stock code of 1483), Fulu Holdings Limited (a company listed on the Stock Exchange with the stock code of 2101), Jinmao Property Services Co., Limited (a company listed on the Stock Exchange with the stock code of 816) and Qian Xun Technology Limited (a company listed on the Stock Exchange with the stock code of 1640) since September 2018, August 2020, March 2022 and September 2024, respectively. From August 2017 to October 2023, he also served as an independent non-executive director of Bank of Gansu Co., Ltd. (a company listed on the Stock Exchange with the stock code of 2139).

DIRECTORS AND SENIOR MANAGEMENT

Senior Management

Mr. Cai Yun, born in August 1978, has been a deputy general manager of Jinmao PM since January 2020 and a vice president of our Company since August 2021. He is primarily responsible for the operation of basic property management and HSE business of our Group, as well as the operation of the business in Eastern region and office building business.

Mr. Cai Yun graduated with a bachelor's degree in modern building electronics (現代建築電氣) from Shanghai University of Engineering Science (上海工程技術大學) in Shanghai, the PRC in July 2001. He then obtained a postgraduate master of business administration from Shanghai International Studies University (上海外國語大學) in Shanghai, the PRC in June 2017.

Prior to joining our Group, from August 2001 to April 2003, Mr. Cai Yun served as the deputy project manager of the project department of Cornell Properties Services (Shanghai) Co., Ltd. (港力物業管理(上海)有限公司), a property management company in the PRC, where he assisted the project manager in the operation and management of property management projects. From April 2003 to May 2004, he served as the deputy project manager of the project department of Shanghai Lianyang Gangli Property Management Co., Ltd. (上海聯洋港力物業管理有限公司), a property management company in the PRC, where he was responsible for the operation and management of property management projects. From May 2004 to May 2005, he served as the project officer of the engineering department of Hutchison Estate Service & Agency (Shanghai) Limited (和記物業服務(上海)有限公司) (now known as Cayley Property Management (Shanghai) Co., Ltd. (家利物業管理(上海)有限公司)), a property management company in the PRC, where he was responsible for the engineering management of properties. From May 2005 to May 2006, he served as the deputy project manager of the engineering department

of Shanghai Shimao Real Estate Co., Ltd. (上海世茂房地產有限公司), a real estate company in the PRC, where he was responsible for the management of the engineering business segment of the company. From May 2006 to November 2006, he worked in Savills Property Services (Shanghai) Company Limited (第一太平戴維斯物業顧問(上海)有限公司), an integrated property services provider in the PRC, as the engineering manager.

From November 2006 to June 2010, he worked in Shanghai China Merchants Property Management Co., Ltd. (上海招商局物業管理有限公司), a property management company in the PRC, as the engineering manager of the quality management department. From August 2010 to June 2013, he worked in Cheung Kong Holdings (Shanghai) Enterprises Management Company Limited (長江實業(上海)企業管理有限公司), a property management and consultancy company in the PRC, as the engineering manager of the property department. From June 2013 to December 2016, he served as the assistant general manager of Shanghai Vanke Real Estate Service Co., Ltd. (上海萬科物業服務有限公司), a property management company and property services provider in the PRC, as well as the general manager of the commercial and office management centre where he was responsible for the operation and management of the non-residential business.

Mr. Cai Yun joined our Group in December 2016, where he held various positions in Jinmao PM such as regional general manager being responsible for the overall operation and management of business in Shanghai region, and assistant to general manager and deputy general manager being responsible for the operation and management of business in Shanghai, Nanjing and Changsha regions, prior to his promotion to his current position. Since April 2021, he has also served as a director of Jinmao (Shanghai) Property Services Co., Ltd. (金茂(上海)物業服務有限公司), where he is responsible for its overall operation and management.



DIRECTORS AND SENIOR MANAGEMENT

Ms. Yu Shujuan, born in May 1980, has been serving as the vice president of Jinmao Services since June 2025, primarily responsible for the overall strategy, planning, and decision-making of the Company's Party-Masses Human Resources Department (Party Committee Organization Department) and audit and legal department (Disciplinary Inspection Office), as well as the operation of business in Qingdao region.

Ms. Yu Shujuan graduated from the University of Hong Kong in November 2016 with a master's degree in corporate coaching and leadership development. Prior to joining the Group, Ms. Yu Shujuan worked at Huawei Technologies Company Limited Beijing Research Institute (華為技術有限公司北京研究所) and Landgent Group Co., Ltd (樂成集團有限公司). Ms. Yu Shujuan joined China Jinmao in March 2011 and served in various roles, including deputy secretary of the Party Committee of China Jinmao's North China region and assistant general manager. Subsequently, she joined the Company in September 2024 as deputy secretary of the Party Committee.

Mr. Zheng Haihan, born in April 1975, is a senior engineer and has been the vice president of the Company since February 2026. He is primarily responsible for the Group's cost and contract management.

Mr. Zheng Haihan graduated from Suzhou Urban Construction and Environmental Protection Institute (蘇州城市建設環境保護學院) in July 1999, and obtained a bachelor's degree in construction engineering. Subsequently, he graduated from Liaoning University in June 2015 and obtain a master's degree of business administration. Prior to joining the Group, Mr. Zheng served as technical director and budget officer at Shenyang Shuangxing Construction Group Co., Ltd.(瀋陽雙興建設集團有限公司) from August 1999 to July 2002. From July 2002 to October 2011, he successively held positions as professional manager and department head of the cost management department at China Vanke Co., Ltd. Beijing Company, and department head of the cost management department at its Shenyang Company. From October 2011 to November 2021, he successively served as head of the cost & procurement department and operation and management department of Longfor Group Holdings Limited Shenyang Company, head of the cost & procurement department of its Zhejiang Company, general manager of the East China supply chain middle platform, general manager of the supply chain management department, deputy general manager of the investment development department, and general manager of the Yangzhou business unit. From June 2022 to October 2023, he served as head of the cost & contract department at Tianjin Teda Construction Group Co., Ltd. (天津泰達建設集團有限公司). From November 2023 to February 2026, he served as the general manager of the cost & contract department of China Jinmao.

DIRECTORS AND SENIOR MANAGEMENT

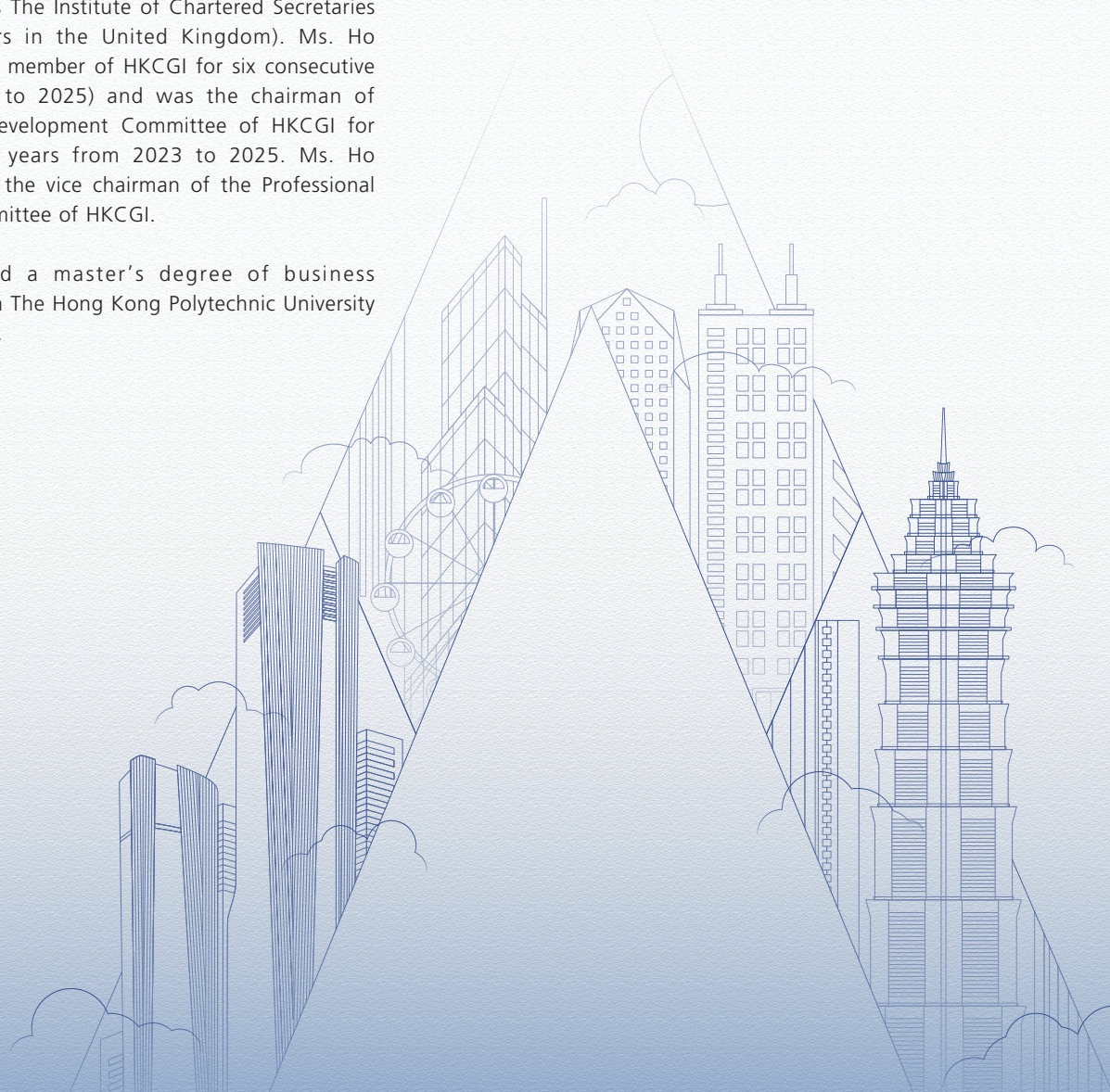
Company Secretary

Ms. Ho Wing Tsz Wendy is the company secretary of our Company and her appointment took effect from the Listing Date. She is also an executive director of the company secretarial services of Tricor Services Limited.

Ms. Ho Wing Tsz Wendy has over 27 years of experience in the corporate secretarial field and has been providing professional corporate services to Hong Kong listed companies as well as multinational, private and offshore companies.

Ms. Ho Wing Tsz Wendy is a Chartered Secretary, a Chartered Governance Professional and a fellow of both The Hong Kong Chartered Governance Institute (“**HKCGI**”) and The Chartered Governance Institute (formerly known as The Institute of Chartered Secretaries and Administrators in the United Kingdom). Ms. Ho served as a council member of HKCGI for six consecutive years (from 2020 to 2025) and was the chairman of the Professional Development Committee of HKCGI for three consecutive years from 2023 to 2025. Ms. Ho currently serves as the vice chairman of the Professional Development Committee of HKCGI.

She has obtained a master’s degree of business administration from The Hong Kong Polytechnic University in September 2019.





CORPORATE GOVERNANCE REPORT

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

CORPORATE GOVERNANCE PRACTICES Commitment to corporate governance

Since its establishment, the Company has been committed to enhancing the level of its corporate governance. The Company has adopted the principles and code provisions of the Corporate Governance Code (the “**Corporate Governance Code**”) as set out in Appendix C1 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Listing Rules**”) as its own code of corporate governance. The principles of the Company’s corporate governance are to promote effective internal control measures and to enhance the transparency and accountability of the Board to all the shareholders. The Company will continue to improve its corporate governance practices, focusing on maintenance and enhancement of the management quality of the Board, internal control and high transparency to shareholders, so as to increase the confidence of shareholders in the Company. The Company believes that good corporate governance is crucial to maintaining its long-term healthy and sustainable development and is vital for the interests of its shareholders.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Board has reviewed the Company’s corporate governance practices and is satisfied that the Company has adopted and complied with the principles and code provisions as set out in the Corporate Governance Code during the year ended 31 December 2025, except as follows:

Provision F.1.3 of the Corporate Governance Code requires that the chairman of the board shall attend annual general meeting. Mr. Song Liuyi, the chairman of the Board of the Company, was unable to attend the annual general meeting held on 20 June 2025 due to other business commitment, and Mr. Li Yulong, an executive Director, acted as the chairman of the meeting and presided over the meeting.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers as set out in Appendix C3 to the Listing Rules (the “**Model Code**”) as its own code of conduct regarding Directors’ dealings in the securities of the Company. The Company has made specific enquiries to all Directors and all Directors have confirmed that they have complied with the Model Code during the year ended 31 December 2025.

The Company has also established written guidelines for securities transactions by employees who are likely to be in possession of inside information of the Company on terms no less exacting than the Model Code. No incident of non-compliance with such guidelines by relevant employees has been noted by the Company during the year ended 31 December 2025.

THE BOARD

The Board is accountable to the shareholders and is responsible for the Group’s overall strategy, internal control and risk management system. In order to fulfil its responsibilities, the Board has established and adhered to explicit operating policies and procedures, reporting hierarchy and delegated authority. The management is authorised to handle the daily operations of the Group.

Responsibilities of the Board

The Board is responsible for managing the overall business of the Company and overseeing the functions performed by the subordinate special committees, which mainly include:

- management and monitoring of the Group’s assets, liabilities, revenues and expenditures as well as proposing changes in areas critical to the Group’s performance;
- financial and operational performance – through overall strategic planning, the implementation and maintenance of the effective financial management system and the improvement of the performance-driven operational monitoring system;
- management of relationship with stakeholders of the Company – through frequent communication with partners, governments, customers and other parties who have legal interests in the business of the Company;
- risk management – continuous risk management through review of the reports from the Risk Management and Audit Department to identify, evaluate and appropriately manage the risks faced by the Company; and

CORPORATE GOVERNANCE REPORT

- corporate governance – development and review of the Company’s corporate governance policies and practices; review and monitoring of the training and continuous professional development of Directors and senior management; review and monitoring of the Company’s policies and practices in relation to compliance with laws and regulatory requirements; formulation, review and monitoring of the code of conduct for employees and Directors; as well as review of the Company’s compliance with the Corporate Governance Code and disclosure in the Corporate Governance Report.

Board Diversity Policy

We have adopted the board diversity policy (the “**Board Diversity Policy**”) which sets out the objective and approach to achieve and maintain diversity on our Board in order to enhance the effectiveness of our Board. The Board Diversity Policy provides that our Company should endeavour to ensure that our Board members have the appropriate balance of skills, experience and diversity of perspectives that are required to support the execution of our business strategies. Pursuant to the Board Diversity Policy, we seek to achieve Board diversity through the consideration of a number of factors, including but not limited to talent, skills, gender, age, cultural and educational background, ethnicity, professional experience, independence, knowledge and length of service. Our Remuneration and Nomination Committee reviews the Board Diversity Policy and its implementation from time to time to ensure its continued effectiveness and we will disclose in our corporate governance report about the implementation of the Board Diversity Policy on an annual basis.

Our Board comprises eight members, including three executive Directors, two non-executive Directors and three independent non-executive Directors. Our Directors have a balanced mix of experiences, including overall management and strategic development, business and risk management, and finance and accounting experiences. Our Board has a wide range of age, ranging from 39 to 72 years old. Furthermore, we recognize the particular importance of gender diversity and have set a goal of gender diversity and also review the goal from time to time to ensure the appropriateness and to ascertain the progress made in achieving it. Out of our total eight Board members, two are female Directors and six are male Directors.

The Board aims to maintain at least the current proportion of female directors. In order to cultivate potential female directors, the Company will adopt the following measures:

- (i) ensure gender diversity in the recruitment of middle and senior talents;
- (ii) cultivate female employees with the aim of promoting them to senior management or the Board.

The Company believes that this strategy will provide an opportunity for the Board to identify qualified female candidates and ultimately achieve the long-term goal of gender diversity of the Board by nominating them to the Board.

We have reached our goal of gender diversity of the Board, and we will continue to take steps to promote and enhance gender diversity at all levels of our Company, including but without limitation at our Board and senior management levels. After due consideration, our Board believes that based on the meritocracy of our Directors, the composition of our Board satisfies the Board Diversity Policy.

At the date of this report, the composition of the Board is as follows:

Executive Directors:

Mr. Song Liuyi (*Chairman*)
 Mr. Li Yulong (*Chief Executive Officer*)
 Mr. Zhao Jinlong (*Chief Financial Officer*)

Non-executive Directors:

Mr. Cui Yan
 Ms. Qiao Xiaojie

Independent Non-executive Directors:

Dr. Chen Jieping
 Dr. Han Jian
 Mr. Sincere Wong

To the best knowledge of the Company, there is no relationship (including financial, business, family or other material/related relationship(s)) among the members of the Board.



CORPORATE GOVERNANCE REPORT

Changes in the members of the Board of the Company during the year ended 31 December 2025 and as of the date of this report are as follows:

On 15 December 2025, Mr. Gan Yong resigned as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company, and Mr. Cui Yan was appointed as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company.

Mr. Cui Yan obtained legal advice as required by Rule 3.09D of the Listing Rules on 11 December 2025 and confirmed that he understood his obligations as a director of the Company.

Nomination Policy and Procedures

The Company has put in place procedures for the election of Directors, which provide guidance to the Board on nomination and appointment of Directors of the Company. In assessing the suitability and the potential contribution to the Board of a proposed candidate, the Remuneration and Nomination Committee may make reference to certain selection criteria, such as reputation for integrity, professional qualifications and skills, accomplishment and experience in the industry, commitment and relevant contribution, with the Company's Board Diversity Policy in mind, and take into account the strategic and commercial challenges and opportunities faced by the Company and the skills and expertise needed by the Company in the future. The Remuneration and Nomination Committee will report its findings and make recommendations to the Board on the appointment of appropriate candidate for directorship for decision and succession planning. The ultimate responsibility for selection and appointment of Directors rests with the entire Board.

Supply of and Access to Information and Resource

The Board Independence Evaluation Mechanism sets out the principles and guidelines that the Company intends to ensure independent views and input are available to the Board. All Directors have timely access to all relevant information as well as the advice and services of the company secretary and senior management of the Company, with a view to ensuring that Board procedures and all applicable laws and regulations are followed.

Any Director may seek independent professional advice in appropriate circumstances at the Company's expenses, upon reasonable request made to the Board. The Company has arranged appropriate insurance to cover the liabilities of the Directors arising from corporate activities. The insurance coverage is reviewed on an annual basis. During the year ended 31 December 2025, the Board has reviewed the board independence mechanisms and considered that the implementation of the mechanisms was effective.

Continuing Development

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

Every newly appointed Director of the Company has received a comprehensive, formal and tailored induction prior to or on the first occasion of his/her appointment, and subsequently such briefing and professional development are also available as necessary, to ensure that he/she has a proper understanding of the operations and business of the Company and that he/she is fully aware of his/her responsibilities under statute and common law, the Listing Rules, applicable legal requirements and other regulatory requirements and the business and governance policies of the Company.

Pursuant to the applicable code provisions as set out in the Corporate Governance Code, all Directors should participate in continuous professional development to develop and refresh their knowledge and skills. This is to ensure that they are able to make informed and relevant contributions to the Board on an ongoing basis.

CORPORATE GOVERNANCE REPORT

According to information provided by the Directors, records of training received by each Director during the year ended 31 December 2025 are summarized below:

Directors	Types of Training
Mr. Song Liuyi	A C D
Mr. Li Yulong	A C D
Mr. Zhao Jinlong	A C D
Mr. Cui Yan	B C D
Ms. Qiao Xiaojie	B C D
Dr. Chen Jieping	A C D
Dr. Han Jian	A C D
Mr. Sincere Wong	B C D

Notes:

- A. attending seminars and/or conferences and/or forums related to the property industry
- B. attending seminars and/or conferences and/or forums related to the real estate industry
- C. reading professional journals and updates relating to the economy, property management or Director's duties and responsibilities, etc.
- D. participating in relevant trainings on Directors' duties and responsibilities, etc.

Board Meetings

The Company adopts the practice of holding Board meetings regularly, at least four times a year either in person or through electronic means of communication and at approximately quarterly intervals. Notices of not less than fourteen days are given for all regular Board meetings to provide all Directors with an opportunity to attend and include matters in the agenda for regular Board meetings.

For other Board meetings and Board committee meetings, reasonable notice is generally given. Minutes of meetings are kept by the Company with copies circulated to all Directors for information and records.

In 2025, the Board held a total of 4 Board meetings and 9 circulations of written resolutions. The matters considered and approved mainly included the 2024 annual report and the 2025 interim report of the Company, the 2024 ESG report of the Company, the Company's 2026 budget and business plans, appointing board members, appointing senior management members, submission of resolutions at the annual general meeting, entering into a series of connected transaction or continuing connected transaction agreements and improvement of corporate governance (including review/revision of the terms of reference of the committees).



CORPORATE GOVERNANCE REPORT

In addition, the Directors regularly review the relevant matters of corporate governance, including inquiring into the work reports and business plans of all departments of the Company's headquarters and member companies, review of the Company's compliance with the policies and practices on laws and regulatory requirements, training and continuous professional development of Directors and senior management, code of conduct for employees and Directors and the Company's compliance with the Corporate Governance Code. In 2025, meeting and resolution participation of each Director is set out below:

Position	Name	Attendance/ Number of meetings held	Meeting attendance rate	Total number of resolutions	Resolution participation rate
Executive Director	Song Liuyi	4/4	100%	13/13	100%
Executive Director	Li Yulong	4/4	100%	13/13	100%
Executive Director	Zhao Jinlong	4/4	100%	13/13	100%
Non-executive Director	Cui Yan ¹	1/1	100%	1/1	100%
Non-executive Director	Qiao Xiaojie	4/4	100%	12/12	100%
Independent non-executive Director	Chen Jieping	4/4	100%	13/13	100%
Independent non-executive Director	Han Jian	4/4	100%	13/13	100%
Independent non-executive Director	Sincere Wong	4/4	100%	13/13	100%
<i>Former Director</i>					
Non-executive Director	Gan Yong ²	3/3	100%	11/11	100%

Notes:

1. Mr. Cui Yan was appointed as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company on 15 December 2025.
2. Mr. Gan Yong resigned as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company on 15 December 2025.
3. In accordance with code provision C.2.7 of Corporate Governance Code, the Chairman of the Board held a meeting with the independent non-executive Directors in 2025 without the attendance of other Directors.

CORPORATE GOVERNANCE REPORT

The Directors are given sufficient information both at meetings and at regular intervals so that they can maintain effective control over strategic, financial, operational, compliance and corporate governance issues. They also have unrestricted access to independent professional advice and the advice and services from the company secretary to ensure compliance with all procedures of the Board. The Company keeps minutes of each meeting of the Board and the subordinate committees, which are available to all Directors for review at any time.

The Company continuously updates all Directors on the latest developments regarding the Listing Rules and other applicable regulatory requirements to ensure compliance with the requirements by the Directors, and to maintain good corporate governance practices.

Chairman and Chief Executive Officer

The Company fully supports the division of responsibility between the Chairman of the Board and the Chief Executive Officer to ensure a balance of power and authority. Their respective responsibilities are clearly defined. The Chairman provides leadership and is responsible for the effective functioning of the Board in accordance with good corporate governance practice. The Chief Executive Officer focuses on implementing objectives, policies and strategies approved and delegated by the Board. During the year ended 31 December 2025, the posts of Chairman and Chief Executive Officer of the Company were held by Mr. Song Liuyi and Mr. Li Yulong, respectively. There is a clear division of power and responsibility between the Chairman and Chief Executive Officer.

Independent Non-executive Directors

For the year ended 31 December 2025 and up to the date of this report, the Board met the requirements of Rules 3.10 and 3.10A of the Listing Rules relating to the appointment of at least three independent non-executive Directors representing no less than one-third of the Board with one of whom possessing appropriate professional qualifications or accounting or related financial management expertise.

The Company has received written confirmation from each of the independent non-executive Directors in respect of his/her independence in accordance with the independence guidelines set out in Rule 3.13 of the Listing Rules. The Company is of the view that all independent non-executive Directors are independent in accordance with the independence guidelines as set out in the Listing Rules.

Each independent non-executive Director has complied with the requirements of Rules 3.12A and 3.13A of the Listing Rules.

Appointment and Re-election

The Board may from time to time appoint any person to be a Director either to fill a casual vacancy or as an additional Director. Any Director so appointed shall hold office only until the first annual general meeting of the Company after his/her appointment and shall then be eligible for re-election.

According to the articles of association of the Company adopted on 18 February 2022, which has become effective on the Listing Date (the “**Articles of Association**”), at each annual general meeting one-third of the Directors for the time being, or, if their number is not a multiple of three, then the number nearest to but greater than one-third, shall retire from office by rotation and every Director (including those appointed for a specific term) shall be subject to retirement by rotation at least once every three years.

Each of the Directors (including the non-executive Directors) has entered into an appointment letter with the Company. The term of office of executive Directors and non-executive Directors shall be three years after the date of appointment by the Board, and the term of office of independent non-executive Directors shall be three years after the Listing Date. They are subject to retirement and re-election in accordance with the provisions of the Articles of Association as mentioned above.

BOARD COMMITTEES

The Board has established the Audit Committee, the Remuneration and Nomination Committee and the Strategy and ESG Committee to oversee key aspects of its affairs.

In order to discharge their dedicated functions, each of our Board committees may seek professional advice if necessary and will be provided with sufficient resources at our cost.

The following lists out the membership and responsibilities of the Audit Committee, the Remuneration and Nomination Committee and the Strategy and ESG Committee.



CORPORATE GOVERNANCE REPORT

Audit Committee

The Board has established the Audit Committee since the Listing Date.

Membership and Responsibilities

The Audit Committee currently consists of two independent non-executive Directors, Dr. Chen Jieping (chairman of the Audit Committee) and Mr. Sincere Wong, and one non-executive Director, Ms. Qiao Xiaojie. Dr. Chen Jieping possesses appropriate professional qualifications on accounting or related financial management expertise as required under Rules 3.10(2) and 3.21 of the Listing Rules. None of the Audit Committee members is a member of the previous or existing auditor of the Company.

The terms of reference of our Audit Committee set out its authority, responsibilities, membership and frequency of meetings, which are posted on the Company's website and the Stock Exchange's website and are in compliance with the Corporate Governance Code. The primary duties of the Audit Committee include, among others, (i) assisting the Board in ensuring that our Group has an effective financial reporting, risk management and internal control system in compliance with the Listing Rules; (ii) overseeing the integrity of the financial statements of our Group; (iii) selecting our Company's external auditor and assessing their independence and qualifications; (iv) ensuring effective communication between our Directors and the internal and external auditors of our Company; (v) providing comments and advice to our Board; and (vi) performing other duties and responsibilities as may be assigned by the Board.

In 2025, the financial reporting and control reviews undertaken by the Audit Committee included the following:

- reviewed the integrity and accuracy of the 2024 annual report, the 2025 interim report and formal announcements relating to the Group's financial performance;
- reviewed the 2025 work report and 2026 work plans for internal audit and risk management and internal control of the Company, confirmed the effectiveness of the internal audit function and risk management and internal control systems, and carried out profound communication and discussion on strengthening the capacity building of internal audit teams and enhancing the feedback skills of internal audit work and discussed and recommended the re-appointment of the external auditor; and
- reviewed the annual audit plan and other significant issues within the terms of reference of the Audit Committee for 2025.

CORPORATE GOVERNANCE REPORT

The Audit Committee held three meetings in 2025. Participation in decision-making by each member is set out below:

Position	Name	Attendance/ Number of meetings held	Meeting attendance rate	Number of decisions/Number of decisions to be made	Total decision-making participation rate
Independent non-executive Director (chairman of the Audit Committee)	Chen Jieping	3/3	100%	3/3	100%
Non-executive Director	Qiao Xiaojie	2/3	67%	3/3	100%
Independent non-executive Director	Sincere Wong	3/3	100%	3/3	100%

The meetings attended by the Chief Financial Officer, the qualified accountant and the auditor of the Company included the meetings concerning the review of the integrity and accuracy of the 2024 annual report and the 2025 interim report of the Company and the formal announcements relating to the Group's financial performance.

Remuneration and Nomination Committee

The Board has established the Remuneration and Nomination Committee since the Listing Date.

Membership and Responsibilities

The Remuneration and Nomination Committee currently consists of two independent non-executive Directors, Dr. Han Jian (chairman of the Remuneration and Nomination Committee) and Dr. Chen Jieping, and one non-executive Director, Mr. Cui Yan, which is in compliance with Rules 3.25 and 3.27A of the Listing Rules.

The terms of reference of the Remuneration and Nomination Committee set out its authority, responsibilities, membership and frequency of meetings, which are posted on the Company's website and the Stock Exchange's website and are in compliance with the Corporate Governance Code. The primary duties of the Remuneration and Nomination Committee include, among others, (i) establishing and reviewing our policy and structure concerning remuneration of our Directors and senior management, and reviewing the formal and transparent procedure established for developing policies concerning such remuneration, and making recommendations to our Board thereon; (ii) authorized by the Board to determine the terms of the specific remuneration package of each Director and senior management; (iii) reviewing and approving performance-based remuneration by reference to corporate goals and objectives resolved by our Directors from time to time; (iv) reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules; (v) reviewing the structure, size and composition of our Board on a regular basis and making recommendations to the Board regarding any proposed changes to the composition of our Board, and assisting the Board in maintaining a Board skills matrix; (vi) identifying or selecting the candidates nominated for directorship or making recommendations to our Board thereon, and ensuring the Board diversity; (vii) assessing the independence of our independent non-executive Directors; (viii) making recommendations to our Board on relevant matters relating to the appointment, re-appointment and removal of our Directors and succession planning for our Directors; and (ix) supporting issuer's regular evaluation of the Board's performance.



CORPORATE GOVERNANCE REPORT

In 2025, the work of the Remuneration and Nomination Committee included the following:

- to nominate Directors and senior management to the Board in accordance with the policies and procedures relating to the nomination of Directors and the Board Diversity Policy and with due regard to the selection and recommendation criteria such as gender, age, cultural and educational background, professional experience, skills and knowledge;
- to determine the remuneration packages for Directors and senior management based on the Company's performance and with reference to market levels, and to evaluate the performance of executive Directors and approve the terms of executive Directors' service contracts; and
- to consider human resources related systems and submit them to the Board for consideration.

The Remuneration and Nomination Committee entered into 4 written resolutions in 2025. Participation in decision-making by each member is set out below:

Position	Name	Total number of resolutions	Resolution participation rate
Independent non-executive Director (chairman of the Remuneration and Nomination Committee)	Han Jian	4/4	100%
Independent non-executive Director	Chen Jieping	4/4	100%
Non-executive Director	Cui Yan ¹	0/0	N/A
<i>Former Director</i>			
Non-executive Director	Gan Yong ²	4/4	100%

Notes:

1. Mr. Cui Yan was appointed as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company on 15 December 2025.
2. Mr. Gan Yong resigned as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company on 15 December 2025.

CORPORATE GOVERNANCE REPORT

The remuneration of the senior management (excluding executive Directors) during the year falls within the following bands:

Remuneration	Number of individuals
Below HK\$1 million	0
Above HK\$1 million	2

Please refer to the sections headed “Corporate Governance Report – Nomination Policy and Procedures”, “Directors’ Report – Remuneration of Directors and Senior Management” and “Management Discussion and Analysis – Employees and Remuneration Policies and Employee Diversity” respectively for details of the policies and procedures adopted for the nomination of Directors, the Directors’ remuneration policies implemented by the Remuneration and Nomination Committee and employee diversity during the year.

Strategy and ESG Committee

The Strategy and Investment Committee was changed to the Strategy and Environmental, Social and Governance Committee (the “**Strategy and ESG Committee**”) by a resolution of the Board on 2 June 2022.

Membership and Responsibilities

The Strategy and ESG Committee currently consists of three executive Directors, Mr. Song Liuyi (chairman of the Strategy and ESG Committee), Mr. Li Yulong and Mr. Zhao Jinlong, and one independent non-executive Director, Mr. Sincere Wong.

The primary duties of the Strategy and ESG Committee include: (i) formulating the Group’s development strategies, formulating and regularly reviewing the Company’s ESG vision, objectives, strategies and policies; (ii) considering investment projects involving the establishment, acquisition and disposal of property management companies and upstream and downstream sectors engaging in substantial business; (iii) considering asset-heavy investment projects of value-added business; (iv) considering the plan for determination and adjustment of the organizational structure of the Company’s headquarters and the plan for the establishment and adjustment of business units and subsidiaries; (v) considering the matters in relation to the capital expenditure on technology systems regarding intelligent management, and matters with a single expenditure amounting to or exceeding RMB10 million; (vi) studying major strategic cooperation projects; (vii) monitoring the Company’s ESG risk management, material issues, target progress, and communication with stakeholders; (viii) reviewing the Company’s annual ESG report for the Board’s consideration, approval and disclosure; and (ix) performing other duties and responsibilities as assigned by the Board.

In 2025, the work of the Strategy and ESG Committee includes the following:

- reviewing the Company’s 2024 ESG report; and
- reviewing investment projects, adjustment of organisational structure, establishment of subsidiaries and other matters that fall within the scope of responsibilities of the Strategy and ESG Committee.



CORPORATE GOVERNANCE REPORT

The Strategy and ESG Committee entered into 4 written resolutions in 2025. Participation in decision-making by each member is set out below:

Position	Name	Total number of resolutions	Resolution participation rate
Executive Director	Song Liuyi	4/4	100%
Executive Director	Li Yulong	4/4	100%
Executive Director	Zhao Jinlong	4/4	100%
Independent non-executive Director	Sincere Wong	4/4	100%

EXTERNAL AUDITOR AND AUDITOR'S REMUNERATION

Ernst & Young, Certified Public Accountants, Hong Kong, was engaged as the Company's external auditor for the year ended 31 December 2025. There had been no change in auditor of the Company in the past three years. External auditor may provide certain non-audit services to the Group as long as these services do not involve any management or decision making functions for and on behalf of the Group, or performing self-assessment or action as an advocacy role for the Group. Before any engagement with external auditor for non-audit services, external auditor must comply with the independence requirements under Code of Ethics for Professional Accountants issued by Hong Kong Institute of Certified Public Accountants. The statement of the independent auditor of the Company about its reporting responsibilities on the financial statements is set out in the Independent Auditor's Report of this report.

During the year ended 31 December 2025, the remunerations paid or payable to the accounting firm regarding the audit and non-audit services are set out as follows:

	RMB'000
Audit services	2,500
Non-audit services:	
Review and other services	800
Consulting services	591
Total	3,891

Anti-Money Laundering Policy

The anti-money laundering policy is in place to combat money laundering and terrorist financing activities, and the Company has formalized such procedures and systems. Compliance with the policy by internal control departments is monitored and administered by the Risk Management and Audit Department.

CORPORATE GOVERNANCE REPORT

INTERNAL CONTROL AND RISK MANAGEMENT

Risk Management and Internal Control

The Company is of the view that effective risk management and internal control systems are integral and indispensable to the Company's achievement of long-term business growth and sustainable development. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

In 2025, the Company continued to carry out efficient and independent internal control, optimize the governance environment, improve the control level, and promote the operation and management of the Company to meet the requirements of the Company's overall strategic objectives.

The Board has the overall responsibility for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Company's strategic objectives, and establishing and maintaining appropriate and effective risk management and internal control systems. The Board acknowledges its responsibility for risk management and internal control systems and is responsible for reviewing the effectiveness of the Group's risk management and internal control systems.

The Audit Committee assists the Board in leading the management and overseeing their design, implementation and monitoring of the risk management and internal control systems.

Risk Management Structure of the Company

The comprehensive risk management works are managed by the Company on a hierarchical basis and this framework includes the general manager of the Company, functional departments at the headquarters of the Company and its subordinate companies, and the audit and legal department (Disciplinary Inspection Office).

The general manager (the decision-making level) guides the Company's comprehensive risk management works and ensures that the Company establishes and maintains suitable and effective risk management and internal control systems. The general manager is held accountable for the effectiveness of the comprehensive risk management.

Functional departments at the headquarters of the Company and its subordinate companies (the implementation level) are responsible for the identification, evaluation, report analysis and handling work for comprehensive risk management, and are responsible for pushing forward and implementing specific risk management measures as well as monitoring various risks of the business.

The audit and legal department (Disciplinary Inspection Office) (the supervision level) is responsible for establishing a sound supervision and evaluation system of comprehensive risk management to facilitate supervision and evaluation.

The Company has in place comprehensive internal audit functions and, through its internal control department, conducts regular audits, including economic duty audit, compliant operation audit and special audit where the scope of audits covers all aspects including the implementation of the Group's internal regulations and procedures, finance, cost, tender and procurement, project quality, strategic operations and HSE management to prevent assets from inappropriate use. The Company also maintains proper accounts and ensures that relevant regulations are complied with. In 2025, the internal audit department of the Company carried out 3 economic duty audits, 1 special audit, 1 post-evaluation audit and 28 trainings.

Internal Control

The Company has formulated a complete internal control system, which is revised and updated by each sub-line of functional departments at the headquarters, including a total of 295 management systems in 14 categories on strategic operation, supply chain management, administration, brand management, discipline inspection, audit and legal affairs, digital and informatization, party and mass organizations, human resources management, financial management, cost management, HSE management, community value-added, resource expansion, basic property management.



CORPORATE GOVERNANCE REPORT

In 2025, the Company participated in the evaluation and review of 312 external expansion projects, providing professional legal opinions and risk prevention recommendations tailored to each project's specific circumstances to offer legal support for project decision-making. Concurrently, the Company participated in the evaluation and review of 207 operational management agenda items, providing professional guidance and assistance to business units regarding potential significant legal risks in operational management, to safeguard the compliance of related businesses, thereby safeguarding the Company's legitimate rights and interests.

In particular, the Strategy and ESG Committee under the Board assisted in and supervised the development of the Company and the implementation of ESG work, and determined the major ESG management issues such as ESG-related risks and opportunities of the Company that had been assessed and identified; monitored ESG management risks, progress of key issues and targets, and communication with stakeholders, etc.; and continuously controlled and managed risks to improve the efficiency and standards of the Company's risk management.

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

The Board conducts an annual review once a year, which covers risk management (including ESG risks) and internal control systems, financial reporting and internal audit functions as well as the qualifications, experience and relevant resources of employees. Supported by reports from the Audit Committee and management and internal audit findings, the Board has reviewed the risk management and internal control systems, including financial, operational and compliance controls, for the year ended 31 December 2025 and considers such systems to be effective and adequate, with no significant issues identified.

Inside Information

The Company has taken prudent measures in handling inside information, for which the Company has formulated effective confidentiality systems and measures, such as the formulation of the "Jinmao Services Inside Information Disclosure Management Standards" (金茂服務內幕消息披露管理標準), which provides that inside information shall be kept strictly confidential prior to public disclosure, among which the personnel who have access to inside information must ensure confidentiality of the information, and should not, in any manner, divulge the information of the Company to external parties without authorisation. Besides, consultants and intermediaries engaged by the Company shall enter into strict confidentiality agreements with the Company to ensure the inside information is properly handled. At the same time, any matters that constitute inside information must be reviewed and approved by the relevant Directors before the transactions can be effected and formally disclosed on the Stock Exchange.

Corporate Culture

The Company has established a corporate culture that is consistent with its long-term development objectives, values and strategies, including the corporate vision of realizing the dream of future human settlements and cities; the corporate mission of upholding long-termism and promoting long-term value growth; and the corporate core values of integrity and cooperation, customer orientation, entrepreneurship and innovation, and the pursuit of excellence. The Directors have always set an example with their own conduct and are committed to the promotion of corporate culture. During the reporting period, organizations at all levels of the Company launched a rich variety of corporate culture-themed activities with reference to operational practices, and created a cultural atmosphere of hard work, compliant operation and active contribution through various kinds of evaluation, sharing and knowledge quiz activities, effectively enhancing the cohesion and combat power of all employees of the Company. The Board's supervision on the above culture covers a range of measures and approaches, including:

CORPORATE GOVERNANCE REPORT

Proactive collaboration: The Group encourages collaboration among different business departments, teams and levels to better understand customer needs, promote collaboration and diversify thinking. This helps to stimulate innovation and creativity, and provides a good environment for employees to realize their full potential, thus contributing to the long-term performance and sustainable development of the Group.

Staff training: The Board oversees the establishment of a team with suitable talents and a culture related approach to share the Group's values and expectations with the staff. The Group is committed to providing employees with continuous training programs and career development opportunities, continuously strengthening employee empowerment, optimizing the multidimensional training system for employees in different business areas, different development stages and different job characteristics, and is committed to the construction of talent development echelon, so as to provide good support for the rapid growth of employees while ensuring the supply of talents.

Strict financial reporting: The Group implements a strict financial reporting system to provide stakeholders with accurate and transparent financial information. This commitment helps foster a culture of integrity, responsible and ethical behavior.

After considering various circumstances, the Board considers that the above culture is consistent with the Group's objectives, values and strategies.

DIVIDEND POLICY

The dividend policy incorporates the guidelines for the Board to determine whether to pay a dividend and the amount of such dividend to be paid. In general, it is the policy of the Company to allow its shareholders to participate in the Company's profits whilst retaining adequate reserves for future growth.

Normally, the Company pays a final dividend and/or an interim dividend each year. The Board may also declare special dividends in addition to such dividends as it considers appropriate. The policy also contains a number of factors for which the Board has to consider in determining the frequency, amount and form of any dividend in any financial year/period, including the actual and expected financial performance of the Group, the economic conditions and other internal or external factors, the Group's business strategies and operations, the current and future liquidity position and capital requirements, etc. The Board may also consider the issuance of bonus shares on a basis as permitted by the applicable laws and regulations. The recommendation of the payment of dividend is subject to the absolute discretion of the Board, and any declaration of final dividend for the year will be subject to the approval of the shareholders.

The Board will continue to review and amend the dividend policy as appropriate and from time to time.

The Company has announced its dividend distribution plan for the financial years from 2026 to 2027 on 23 March 2026. Subject to relevant regulations and the Company's dividend policy, and assuming no unforeseen circumstances arise, the Company intends to distribute, over the two financial years from 2026 to 2027, a dividend to the Company's shareholders in each period, with each dividend payment amounting to no less than 50% of the profit attributable to owners of the parent as recognized in the Group's consolidated statement of comprehensive income for that period. The Company will from time to time determine a more favourable dividend distribution plan based on its performance growth.

On 25 August 2025, the Board declared an interim dividend of HK\$0.087 per ordinary share of the Company for the six months ended 30 June 2025 and a special dividend of HK\$0.066 per share to celebrate the third anniversary of the Company's listing. On 23 March 2026, the Board proposed a final dividend for the year ended 31 December 2025. Details of the proposed final dividend for the year ended 31 December 2025 are disclosed in the section headed "Results and Dividends" in this annual report. There is no material change in the dividend rate as compared to the same period of last year.



CORPORATE GOVERNANCE REPORT

DIRECTORS' RESPONSIBILITY IN RESPECT OF THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements of the Company for the year ended 31 December 2025. The Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern.

The statement of the independent auditor of the Company about its reporting responsibilities on the financial statements is set out in the Independent Auditor's Report on pages 75 to 79.

COMPANY SECRETARY

Ms. Ho Wing Tsz Wendy has been appointed as the company secretary of our Company. Ms. Ho is an executive director of the company secretarial services of Tricor Services Limited.

All Directors have access to the advice and services of the company secretary on corporate governance and board practices and matters. Mr. Zhao Jinlong, an executive Director, has been designated as the primary contact person at the Company, and he works and communicates with Ms. Ho on the Company's corporate governance and secretarial and administrative matters. Mr. Zhao Jinlong and Ms. Ho Wing Tsz Wendy also serve as our Company's authorized representatives for the purpose of Rule 3.05 of the Listing Rules to serve as the Company's principal channel of communication with the Stock Exchange.

For the year ended 31 December 2025, Ms. Ho has undertaken not less than 15 hours of relevant professional training in compliance with Rule 3.29 of the Listing Rules.

COMMUNICATION WITH SHAREHOLDERS/ INVESTOR RELATIONS

The Company believes that an efficient and transparent information disclosure mechanism can facilitate investors to understand the Group's business, trends and strategies in a timely and accurate manner, so as to reasonably evaluate the Company's value and enhance investors' confidence. The Company has adopted a shareholders' communication policy to ensure that shareholders and the public investors have timely access to information

about the Company, including its financial performance, strategic objectives and schemes, significant developments and corporate governance, so as to enable shareholders to exercise their rights in an informed manner and to enhance communication among shareholders, the public investors and the Company.

To promote effective communication, the Company maintains the website www.jinmaowy.com and publishes up-to-date information on the Company's business operations and developments, financial information, corporate governance practices and other information on the website, available for public access. Latest information on the Group, including annual and interim reports, announcements and press releases, is updated on the Company's website in a timely fashion. The Company also makes timely disclosure of relevant information on the website of the Stock Exchange in accordance with the requirements of the Listing Rules. The Company will also hold annual general meeting and other shareholders' meetings. Meanwhile, in order to facilitate two-way communication between shareholders and potential investors and the Company, the Company has set up an investor relations email at ir_jmservices@sinochem.com to respond to enquiries from shareholders and the public.

In 2025, we actively communicated with analysts and investors through results presentations and roadshows, and our management also actively participated in the communication with all parties. The 2024 Annual Results Presentation and the 2025 Interim Results Presentation were broadcast live on the online platform, which were signed up and watched by many investors. Following the Presentations, the Company actively promoted its performance through organizing investor roadshows, participating in brokerage strategy meetings and other forms, which received good feedback.

The Board also endeavours to maintain an on-going dialogue with our shareholders, uses annual general meetings or other general meetings to communicate with our shareholders in particular and encourages them to participate in these meetings. All annual general meeting materials including but not limited to circular, notice and proxy form will be sent to shareholders in time which contain all adequate information according to the Listing Rules.

CORPORATE GOVERNANCE REPORT

The Company held an annual general meeting on 20 June 2025. At the annual general meeting, the Company considered and approved the audited financial statements, the report of the Directors and the auditor's report for the year ended 31 December 2024; declared the final dividend for the year ended 31 December 2024; re-elected Dr. Chen Jieping, Dr. Han Jian and Mr. Sincere Wong as Directors of the Company; authorised the Board of the Company to determine the respective Directors' remuneration; re-appointed Ernst & Young as the auditor of the Company and authorised the Board to determine its remuneration; and considered and approved the general mandate to issue shares and repurchase shares.

The Company held an extraordinary general meeting on 13 June 2025, at which the acquisition of the entire equity interest in Jinmao Lvjian Technology (Chongqing) Co., Ltd.* (金茂綠建科技(重慶)有限公司) by the Company was considered and approved.

The attendance of the Directors of the Company at general meetings for the year ended 31 December 2025 is set out below:

Position	Name	Attendance/ Number of meetings held
Executive Director	Song Liuyi	0/2
Executive Director	Li Yulong	1/2
Executive Director	Zhao Jinlong	2/2
Non-executive Director	Cui Yan ¹	0/0
Non-executive Director	Qiao Xiaojie	1/2
Independent non-executive Director	Chen Jieping	2/2
Independent non-executive Director	Han Jian	2/2
Independent non-executive Director	Sincere Wong	2/2
<i>Former Director</i>		
Non-executive Director	Gan Yong ²	1/2

Notes:

1. Mr. Cui Yan was appointed as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company on 15 December 2025.
2. Mr. Gan Yong resigned as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company on 15 December 2025.

We will continue to strengthen communications with investors, strive for wider coverage and more recommendations to enhance investors' recognition, confidence and loyalty in the Company and to safeguard the interests of our Shareholders.

The Company has reviewed its shareholders' communication policy during the year and is of the view that the Company has provided shareholders and investors with various channels for them to understand the Group's business and operations, as well as channels for them to express their views and comments. The Company has also actively responded to the feedback from shareholders and investors. On this basis, the Company considers that the shareholders' communication policy implemented during the year was adequate and effective.

SHAREHOLDERS' RIGHT

To safeguard shareholders' interests and rights, a separate resolution is proposed for a matter to be considered at general meetings, including the election of individual Directors. All resolutions put forward at general meetings will be voted on by poll pursuant to the Listing Rules and poll results will be posted on the websites of the Company and of the Stock Exchange after each general meeting.

Shareholders may refer to the Articles of Association for details of their rights.



CORPORATE GOVERNANCE REPORT

Procedures for shareholders to convene a general meeting

General meetings may be convened by the Board on requisition of shareholder(s) of the Company representing at least 5% of the total voting rights of all the shareholders having a right to vote at general meetings or by such shareholder(s) who made the requisition (as the case may be) pursuant to Sections 566 and 568 of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong) (the “**Companies Ordinance**”). Shareholders should follow the requirements and procedures as set out in the Companies Ordinance for convening a general meeting.

Procedures for putting forward proposals at general meetings

Pursuant to Sections 580 and 615 of the Companies Ordinance, shareholders representing at least 2.5% of the total voting rights of all shareholders, or at least 50 shareholders (as the case may be) who have a right to vote at the relevant general meeting, may put forward proposals for consideration at a general meeting by sending requests in writing to the Company. Shareholders should follow the requirements and procedures as set out in the Companies Ordinance for circulating a resolution for general meeting.

Shareholders’ enquiries

If a shareholder is in any doubt about his/her shareholding, the shareholder shall inquire the Company’s share registrar directly. Shareholders and the investment community may at any time make a request for the Company’s information to the extent that such information is publicly available. Shareholders may also make enquiries to the Board by writing to the Company at the Company’s registered office in Hong Kong at Room 4702-03, 47/F, Office Tower Convention Plaza, 1 Harbour Road, Wanchai, Hong Kong or at the Company’s principal place of business in the PRC at 6/F, YouAn International Tower, Unit 2, Xitheyong Middle Ave, Fengtai, Beijing, the PRC.

CONSTITUTIONAL DOCUMENTS

In preparation for the Listing, the Company has adopted the Articles of Association pursuant to a special resolution passed by the shareholders on 18 February 2022. Since then, the Company has not made any changes to its Articles of Association. An up-to-date version of the Company’s Articles of Association is also available on the Company’s website and the Stock Exchange’s website.

By order of the Board

SONG Liuyi

Chairman



DIRECTORS' REPORT

The Board hereby submits its report and the audited financial statements of the Group for the year ended 31 December 2025.

Principal Business

The principal activity of the Company is investment holding. The activities of its principal subsidiaries are the provision of property management services in the PRC, details of which are set out in note 1 to the consolidated financial statements. The Group is engaged in three business lines, namely (i) property management services, (ii) value-added services to non-property owners, and (iii) community value-added services.

Annual General Meeting

The forthcoming annual general meeting of the Company (the "2025 AGM") is expected to be held on Monday, 15 June 2026, and the notice of the 2025 AGM will be published and dispatched to the shareholders in the manner as required by the Listing Rules in due course.

The register of members of the Company will be closed from Wednesday, 10 June 2026 to Monday, 15 June 2026, both dates inclusive, during which period no transfer of shares will be registered. The record date will be Monday, 15 June 2026. To determine the persons eligible for attending and voting at the 2025 AGM, all transfer documents accompanied by the relevant share certificates must be lodged with the Company's share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong for registration not later than 4:30 p.m. on Tuesday, 9 June 2026.

Results and Dividends

The results of the Group for the year ended 31 December 2025 are set out in the consolidated statement of profit or loss of this report.

The state of affairs of the Group as at 31 December 2025 is set out in the consolidated statement of financial position of this report.

The Board recommended the payment of a final dividend of HK\$8.3 cents per ordinary share of the Company for the year ended 31 December 2025. The final dividend is subject to approval by the shareholders of the Company at the 2025 AGM, which is expected to be paid on or around Friday, 31 July 2026 to the shareholders whose names appeared on the register of members of the Company after the close of business on Thursday, 2 July 2026.

The register of members of the Company will be closed, for the purpose of determining shareholders' entitlement to the proposed final dividend, from Monday, 29 June 2026 to Thursday, 2 July 2026, both dates inclusive, during which period no transfer of shares will be registered. The record date will be Thursday, 2 July 2026. In order to qualify for the proposed final dividend, all share transfer documents accompanied by the relevant share certificates must be lodged with the Company's share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wan Chai, Hong Kong for registration not later than 4:30 p.m. on Friday, 26 June 2026.

As of the date of this report, there was no arrangement under which a shareholder had waived or agreed to waive any dividends.

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN THE SHARES, UNDERLYING SHARES OR DEBENTURES

Save as disclosed below, as of 31 December 2025, none of the Directors and chief executives of the Company had any interests and short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (the "SFO")) which were required to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO, or which were required, pursuant to section 352 of the SFO, to be recorded in the register required to be kept by the Company, or which were required, pursuant to the Model Code as set out in the Listing Rules, to be notified to the Company and the Stock Exchange.



DIRECTORS' REPORT

Interest in the shares or underlying shares of our Company Interests in our Company

Name of Director/chief executive of our Company	Capacity/Nature of interest	Number of shares held ⁽¹⁾	Approximate % shareholding interest in our Company ⁽²⁾
Song Liuyi	Beneficial owner	45,317(L)	0.005%

Interests in our associated corporations

Name of Director/chief executive of our Company	Name of associated corporation ⁽³⁾	Capacity/Nature of interest	Number of shares held in the associated corporation	Number of underlying shares held in the associated corporation ⁽¹⁾⁽⁴⁾	Approximate % shareholding interest in the associated corporation ⁽⁵⁾
Song Liuyi	China Jinmao	Beneficial owner	3,500,000	2,000,000(L)	0.041%
Qiao Xiaojie	China Jinmao	Beneficial owner	4,500,000	1,334,000(L)	0.043%
Li Yulong	China Jinmao	Beneficial owner	–	1,000,000(L)	0.007%
Zhao Jinlong	China Jinmao	Beneficial owner	–	1,000,000(L)	0.007%
Gan Yong ⁽⁶⁾	China Jinmao	Beneficial owner	–	500,000(L)	0.004%

Notes:

- (1) The letter "L" denotes Director/chief executive's long position in the shares.
- (2) The calculation is based on the total number of issued shares of the Company as at 31 December 2025 (i.e. 904,189,000 shares).
- (3) As at 31 December 2025, China Jinmao held approximately 67.28% of the total number of issued shares of the Company. As such, China Jinmao is an associated corporation of the Company within the meaning of Part XV of the SFO.
- (4) This refers to underlying shares covered by share options granted pursuant to the share option scheme of China Jinmao, such options being unlisted physically settled equity derivatives.
- (5) This represents the percentage of the aggregate long positions in the shares and underlying shares to the total number of issued shares of China Jinmao as at 31 December 2025 (i.e. 13,512,466,348 shares).
- (6) Mr. Gan Yong resigned as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company on 15 December 2025.

Save as disclosed above, as at 31 December 2025, 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 any of its associated corporations as recorded in the register which were required to be kept by the Company under section 352 of the SFO or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

Save as disclosed above, none of the Directors or their spouses or children under the age of 18 had been granted any right to subscribe for the equity or debt securities of the Company or any of its associated corporations, or had exercised any such right for the year ended 31 December 2025.

DIRECTORS' REPORT

Deed of Non-Competition with China Jinmao and Directors' Interest in Competing Business

To protect our Group from potential competition in the future with respect to our provision of property management business, China Jinmao has entered into a deed of non-competition in favour of our Company (for itself and as trustee for each of the members of our Group) on 21 February 2022 (the "**Deed of Non-Competition**"). For details, please refer to the section headed "Relationship with China Jinmao – Deed of Non-Competition" in the Prospectus.

In compliance with the Deed of Non-Competition, China Jinmao has made an annual declaration on its compliance with the Deed of Non-Competition. In addition, our independent non-executive Directors have conducted an annual review of the implementation of the Deed of Non-Competition and confirmed that no non-compliance by China Jinmao with the undertakings in the Deed of Non-Competition has been identified. As of 31 December 2025, the Company is not aware of any other matters regarding the compliance with the undertakings in the Deed of Non-Competition that are required to be brought to the attention of the shareholders of the Company.

During the year, none of the Directors or their respective close associates (as defined in the Listing Rules) had any interest in a business that competed or was likely to compete, either directly or indirectly, with the business of the Group, other than holding overlapping position(s) in China Jinmao (in particular, Ms. Qiao Xiaojie being the executive director and the chief financial officer of China Jinmao; Mr. Gan Yong (a former Director of our Company) being the general manager of the human resources department (Party Committee Organization Department) of China Jinmao) and holding overlapping position(s) in Sinochem Holdings (in particular, Mr. Cui Yan being a full-time external director of subsidiary(ies) of Sinochem Holdings).

Substantial Shareholders' Interests and Short Positions in Shares and Underlying Shares

As at 31 December 2025, so far as is known to the Directors, the following persons, not being a Director or chief executive of the Company, had interests or short positions in the shares or underlying shares 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:

Name of Shareholder	Capacity	Number of shares ⁽¹⁾	Approximately percentage of issued shares ⁽³⁾
China Jinmao	Beneficial owner	608,319,969(L)	67.28%
Sinochem Hong Kong (Group) Company Limited (" Sinochem Hong Kong ")	Interest in controlled corporation ⁽²⁾ Beneficial owner	608,319,969(L) 67,616,133(L)	67.28% 7.48%
Sinochem Corporation (" Sinochem Corporation ")	Interest in controlled corporation ⁽²⁾	675,936,102(L)	74.76%
Sinochem Group	Interest in controlled corporation ⁽²⁾	675,936,102(L)	74.76%
Sinochem Holdings	Interest in controlled corporation ⁽²⁾	675,936,102(L)	74.76%



DIRECTORS' REPORT

Notes:

- (1) The letter "L" denotes the entity's long position in the shares.
- (2) Sinochem Holdings holds the entire equity interests in Sinochem Group, which in turn holds the entire equity interests in Sinochem Corporation. Sinochem Corporation holds the entire equity interests in Sinochem Hong Kong. For the purpose of the SFO, Sinochem Holdings, Sinochem Group and Sinochem Corporation are all deemed to be interested in all the above shares beneficially owned by Sinochem Hong Kong.
- (3) The calculation is based on the total number of issued shares of the Company as at 31 December 2025 (i.e. 904,189,000 shares).

Save as disclosed above, as at 31 December 2025, according to the register of interests required to be kept by the Company under Section 336 of the SFO, there was no person (not being a Director or chief executive of the Company) who had any interest or short position in the shares or underlying shares 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.

Share Option Scheme and Share Award Scheme

As at the date of this report, the Company has not adopted any share option scheme and share award scheme.

Equity-linked Agreement

No equity-linked agreements that will or may result in the Company issuing shares or that require the Company to enter into any agreements that will or may result in the Company issuing shares were entered into by the Company during the year ended 31 December 2025 or subsisted as at 31 December 2025.

Reserves and Distributable Reserves

Details of movements in the reserves of the Company for the year ended 31 December 2025 are set out in note 35 to the consolidated financial statements of this report. As at 31 December 2025, the reserves of the Company available for distribution, calculated in accordance with the provisions of Sections 291, 297 and 299 of the Companies Ordinance (Chapter 622 of the Laws of Hong Kong), amounted to RMB115.4 million.

Donations

For the year ended 31 December 2025, the Group made charitable donations and other donations totaling RMB4,000 (2024: RMB2,000).

Audit Committee

The Audit Committee of the Company, comprising Dr. Chen Jieping as chairman and Mr. Sincere Wong and Ms. Qiao Xiaojie as members, has reviewed, together with the participation of the management, the accounting principles and practices adopted by the Group and discussed auditing and financial reporting matters including the review of the annual results and audited financial statements of the Group for the year ended 31 December 2025.

DIRECTORS' REPORT

Employees and Remuneration Policies

Please refer to the section headed "Management Discussion and Analysis – Employees and Remuneration Policies and Employee Diversity".

Pension Plan

Full-time employees of the Company are covered by various government-sponsored pension plans, under which the employees are entitled to a monthly pension based on certain formula. These government agencies are responsible for the pension liability to these employees upon retirement. The Company contributes on a monthly basis to these pension plans for full-time employees. All contributions made under the government-sponsored pension plans described above are fully attributable to employees at the time of the payment and the Company is unable to forfeit any amounts contributed by it to such plans.

Subsidiaries

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

Significant Investments, Acquisitions and Disposals of Subsidiaries, Associates and Joint Ventures

Acquisition of Jinmao Lvjian Technology (Chongqing) Co., Ltd.* (金茂綠建科技(重慶)有限公司)

On 30 April 2025, Sinochem Jinmao Property Management (Beijing) Co., Ltd. (中化金茂物業管理(北京)有限公司) (the "**Purchaser**"), a wholly-owned subsidiary of the Company, Shanghai Jinmao Investment Management Group Co., Ltd.* (上海金茂投資管理集團有限公司) (the "**Vendor**") and Jinmao Lvjian Technology (Chongqing) Co., Ltd.* (金茂綠建科技(重慶)有限公司) (the "**Target Company**") entered into an equity transfer agreement, pursuant to which the Purchaser conditionally agreed to acquire and the Vendor conditionally agreed to sell the entire equity interests in the Target Company for a total cash consideration of RMB258 million (tax inclusive) (the "**Acquisition**"). The consideration for the Acquisition was funded by internal resources of the Group. The Acquisition was completed on 26 June 2025.

Upon completion of the Acquisition, the Target Company has become an indirect wholly-owned subsidiary of the Company, and the financial results of the Target Company have been consolidated into the financial statements of the Group.

The Target Company is principally engaged in the energy operation and maintenance business, which includes providing the equipment operation and maintenance services for technological systems such as ground source heat pumps, fresh air units and plate heat exchangers. The energy operation and maintenance business is an important part of the full-cycle management of technology-enabled residences, which plays a key role in ensuring a positive user experience for property owners, extending the lifespan of buildings, equipment and facilities, and contributing to the preservation and appreciation of property values. Against the backdrop of the "carbon peaking and carbon neutrality" goals, the Ministry of Housing and Urban-Rural Development has specified the criteria for a "good house" as being "green and low-carbon, intelligent and secure" in the current year. The Company foresees that with the escalating competition in the property industry for project expansion, technology-enabled residential energy operation and maintenance services, featuring market-driven pricing standards and promising business growth potential, will emerge as a vital strategic focus for property management enterprises seeking to cultivate distinctive competitive advantages, sustain business growth, and uphold ESG development principles. After the Acquisition, the Group will achieve integrated operation of property services and energy operation and maintenance on property owners' side, further enhancing operational efficiency, improving customer experience, and solidifying project stability. Meanwhile, the energy operation and maintenance business, positioned as the "green" label of the Group, will further boost the full-chain competitive edges of the Group, establish benchmark service projects for the Group in the field of technology-enabled residences, and accelerate market expansion of the Group in technology enabled residences, non-residential business portfolio, and energy management services, thereby cultivating differentiated competitive capabilities and providing support for performance growth to help the Group achieve its medium and long-term strategic objectives.



DIRECTORS' REPORT

As at the date of the Acquisition, the Vendor is a wholly-owned subsidiary of China Jinmao, being the controlling shareholder of the Company. Accordingly, the Vendor is an associate of China Jinmao and a connected person of the Company.

For details of the Acquisition, please refer to the announcement of the Company dated 30 April 2025 and the circular dated 29 May 2025.

Save as disclosed in this report, there were no other significant investments held, material acquisitions or disposals of associates and joint ventures by the Company during the year ended 31 December 2025 and up to the date of this report.

Future Plans for Material Investments or Capital Assets Acquisitions

Save as disclosed herein, the Company did not have other plans for material investments or capital assets acquisitions as at the date of this report.

Contracts between the Company and its Controlling Shareholders

China Jinmao is the controlling shareholder of the Company and Sinochem Holdings is the ultimate controlling shareholder of China Jinmao. Details of the significant contracts entered into between Sinochem Holdings or its subsidiaries and the Company or its subsidiaries, which are mainly connected transactions, continuing connected transactions between them, are set out in the sections headed "Connected Transactions" and "Continuing Connected Transactions" below. Save as disclosed in this report, no contract of significance, whether for provision of service or otherwise, has been entered into between the Company or any of its subsidiaries and the controlling shareholders or any of the controlling shareholders' subsidiaries or subsisted at any time during the year ended 31 December 2025.

Indebtedness

As at 31 December 2025, we had no outstanding borrowings. We had lease liabilities of approximately RMB227.0 million as at 31 December 2025.

Property, Plant and Equipment

Details of the movements in the property, plant and equipment of the Group for the year ended 31 December 2025 are set out in note 13 to the financial statements. No assets of the Group were charged during the year ended 31 December 2025.

Principal Properties

For the year ended 31 December 2025, the Group does not hold any properties for development and/or sale or for investment purposes of which the percentage ratios exceed 5%.

Management Contract

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

Key Relationships with Employees, Customers and Suppliers

Details of the key relationships between the Company and its employees, customers and suppliers are set out in the paragraphs headed "Management Discussion and Analysis – Employees and Remuneration Policies and Employee Diversity" and "Directors' Report – Major Customers and Suppliers" in this report.

Share Capital

Details of the movements in share capital of the Company for the year ended 31 December 2025 are set out in note 25 to the financial statements.

DIRECTORS' REPORT

Directors

For the year ended 31 December 2025 and as at the date of this report, the Directors of the Company are:

APPOINTMENT/RESIGNATION DATE

Executive Directors

Mr. Song Liuyi (Chairman)	Appointed on 28 April 2023
Mr. Li Yulong (Chief Executive Officer)	Appointed on 1 April 2024
Mr. Zhao Jinlong (Chief Financial Officer)	Appointed on 22 April 2024

Non-executive Directors

Mr. Cui Yan	Appointed on 15 December 2025
Ms. Qiao Xiaojie	Appointed on 26 August 2021
Mr. Gan Yong	Resigned on 15 December 2025

Independent non-executive Directors

Dr. Chen Jieping	Appointed on 10 March 2022
Dr. Han Jian	Appointed on 10 March 2022
Mr. Sincere Wong	Appointed on 10 March 2022

The list of Directors (by category) is also disclosed in all corporate communications issued by the Company pursuant to the Listing Rules from time to time.

To the best knowledge of the Company, there is no relationship (including financial, business, family or other material/relevant relationship(s)) among the members of the Board.

In accordance with the Articles of Association of the Company, Mr. Cui Yan, Mr. Song Liuyi, Mr. Li Yulong and Mr. Zhao Jinlong will retire at the forthcoming annual general meeting of the Company and, being eligible, will offer themselves for re-election.

None of the Directors who are proposed for re-election at the forthcoming annual general meeting has a service contract with the Company or any of its subsidiaries which is not determinable within one year without payment of compensation, other than statutory compensation.



DIRECTORS' REPORT

During the year ended 31 December 2025 and up to the date of this report, the list of Directors of the Company's subsidiaries is set out below:

Li Yulong	Man Yunjia
Yu Shujuan	Long Haibo
Zhao Jinlong	Huang Ranran
Cai Yun	Liu Xiaomei
Yang Rongxu	Xie Jian
Zhan Yu	Lin Yang
Zhou Ning	Li Yu
Tang Hao	Zhu Han
Li Ming (李明)	Lv Xuanhui
Cao Peng	Yuan Jing
Chang Ying	Gong Wenchao
Dou Huihui	Yan Aiting
Li Shengwen	Wu Qiaohua
Fan Qiubo	Li Ming (李銘)
Zheng Wenming	Zhang Yu
Lin Jingbo	Zhang Xudong
Xin Peiyang	Yu Hao
Li Bo	Zhu Zhenyu
Zhou Chun	Li Yong
Lai Zhiyu	Nie Songjiang
Qiao Ming	Wu Fengrong
	Zhou Tao

Directors' and Senior Management's Biographies

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

Remuneration of Directors and Senior Management

The remuneration of the Directors and senior management of the Company is determined by the Remuneration and Nomination Committee by reference to the Company's operating results, market rate and individual performance. In particular, the Remuneration and Nomination Committee will consider factors such as (i) salaries paid by comparable companies, time commitment and responsibilities and employment conditions of the Group; (ii) appointment and termination terms for Directors and senior management to ensure they are fair; (iii) compensation arrangements relating to dismissal or removal of Directors for misconduct to ensure they are reasonable and appropriate; (iv) company culture and other non-financial key performance indicators; and (v) whether the remuneration package for an independent non-executive Director may affect his/her objectivity and independence. No Director is allowed to take part in deciding his/her own remuneration.

For the year ended 31 December 2025, details of the remuneration of the Directors and senior management of the Company are set out in notes 8, 9 and 31 to the financial statements. There was no arrangement under which a Director waived or agreed to waive any remuneration during the year ended 31 December 2025.

Interests of the Directors in Contracts

Save as disclosed in this report, no Directors (or their connected entities) had any direct or indirect material interests in any transactions, arrangements or contracts of significance to the business of the Group to which the Company or any of its subsidiaries was a party as at 31 December 2025 or at any time during the year ended 31 December 2025.

DIRECTORS' REPORT

Changes in Directors' Information

The changes in the Directors' information as required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules from the publication of the Company's latest interim report to the date of this report are set out below:

- Mr. Gan Yong resigned as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company due to his other business commitments which required more of his dedication. Mr. Cui Yan was appointed as a non-executive Director and a member of the Remuneration and Nomination Committee of the Company, both with effect from 15 December 2025.
- Since 27 January 2026, Dr. Han Jian has been appointed as an independent director of Infore Environment Technology Group Co., Ltd. (盈峰環境科技集團股份有限公司) (a company listed on the Shenzhen Stock Exchange with the stock code of 000967).

Save as disclosed above, there is no other information required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

Sufficiency of Public Float

Based on the information that is publicly available to the Company and to the knowledge of the Board, the Board confirms that the Company has maintained the public float as required by the Listing Rules as at the date of this report.

Directors' Rights to Subscribe Share

Save as disclosed in this report, no arrangements to which the Company or its controlling shareholder or any of their respective subsidiaries is a party, whose purposes are, or one of whose purposes is, to enable any Director to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate, subsisted as at 31 December 2025 or at any time during the year ended 31 December 2025.

Purchase, Sale or Redemption of the Company's Listed Securities

Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares (as defined under the Listing Rules)) during the year ended 31 December 2025. As of 31 December 2025, the Company did not hold any treasury shares.





DIRECTORS' REPORT

Major Customers and Suppliers

We have a large, growing and loyal customer base, primarily consisting of (i) property owners and residents using our property management and community value-added services, (ii) property developers using our value-added services to non-property owners and property management services, and (iii) other customers such as advertising companies using our community value-added services.

For the year ended 31 December 2025, the five largest customers of the Group accounted for approximately 21.2% of the total revenue, while the largest customer accounted for approximately 18.7% of the total revenue.

China Jinmao is the controlling shareholder of our Company for the purpose of the Listing Rules. Sinochem Holdings is an indirect controlling shareholder of China Jinmao and consolidates the accounts of China Jinmao and its subsidiaries into its financial statements. When calculating our five largest customers for the year ended 31 December 2025, we aggregated revenue contribution from customers under common control and their subsidiaries, joint ventures and associates.

As a result, our single largest customer for the year ended 31 December 2025 was Sinochem Holdings and its subsidiaries, joint ventures and associates, which include China Jinmao and its subsidiaries (excluding our Group), joint ventures and associates. For further details, please refer to note 31 to the financial statements in this report.

Save as disclosed above, none of the Directors of the Company or any of their close associates or any shareholders (which, to the best knowledge of the Directors, owns more than 5% of the number of issued shares of the Company) had any beneficial interest in the Group's five largest customers.

For the year ended 31 December 2025, most of our five largest suppliers were sub-contractors providing labor services as well as power suppliers.

For the year ended 31 December 2025, the five largest suppliers of the Group accounted for approximately 22.4% of the total purchases, while the largest supplier accounted for approximately 11.8% of the total purchases.

None of the Directors of the Company or any of their close associates or any shareholders (which, to the best knowledge of the Directors, owns more than 5% of the number of issued shares of the Company) had any beneficial interest in the Group's five largest suppliers.

Business Review

A review of the business of the Group during the year ended 31 December 2025, a description of the principal risks and uncertainties that the Group may be facing, a discussion on the Group's future business development and an analysis of the Group's performance during the year ended 31 December 2025 using key financial performance indicators are contained in the sections headed "Management Discussion and Analysis" and "Directors' Report – Principal Risks and Uncertainties" of this report.

Environmental Policies and Performance

The Group has always practiced the philosophy of green and low-carbon sustainable development by fully implementing ecological and environmental protection. To minimize the impact of the operations of the Group on the environment and natural resources, the Group has formulated relevant documents such as the "Operation Guide for Energy Conservation and Emission Reduction", "Operation Guide for Waste Management", "Environmental Protection Management Measures", "Chemical Safety Management Standard", "Solid Waste Management" in a bid to continue to improve the environmental management system. We provided maintenance to the green plants in industrial parks based on the features of different regions and seasons, cleaned the roads and eliminated the "four pests", namely mosquitoes, flies, cockroaches and mice. The Group had in place extensive resource recovery and energy saving initiatives in its offices and branch premises (including their offices). The Group also took the initiatives to promote the concept and behavior of low-carbon life, organized various types of environmental protection public welfare activities and published relevant festival articles, posters and videos utilizing social media platforms such as the Company's official website and official WeChat account to convey low-carbon knowledge and promote the concept of energy conservation.

DIRECTORS' REPORT

To establish an efficient, coordinated and comprehensive climate change management system and effectively address the challenges and potential opportunities arising from climate change, the Group has formulated the Jinmao Services Climate and Environmental Protection Policy and established a Climate Change Management Committee (also serving as the Strategy and ESG Committee). The Group has integrated climate change response strategies into its overall corporate strategy and operations. By optimising energy management, enhancing resource recycling, promoting low-carbon lifestyles, reducing carbon emissions, and strengthening community climate resilience, the Group strives to advance sustainable development. Climate-related factors have been incorporated into the Group's comprehensive risk management system. Through a review of its diverse property portfolio, including analysis of geographical locations, service scales and energy consumption patterns, the Group accurately assesses climate risks and formulates corresponding mitigation measures.

A separate Environmental, Social and Governance Report for the year ended 31 December 2025 has been published on the websites of the Company and the Stock Exchange in compliance with ESG Reporting Guide as set out in Appendix C2 to the Listing Rules.

Compliance with Relevant Laws and Regulations

The Group has complied with the requirements under the Companies Ordinance, the Listing Rules, and the SFO for, among other things, the disclosure of information and corporate governance. The Group has also complied with other relevant laws and regulations that have a significant impact on the Group's operations.

The Company has formulated the comprehensive administration standards and approval procedures for legal affairs and continued to revise them for improvement. In addition, the Company organised legal publicity trainings for employees, which introduced the major risks that the Company should focus on in every aspect and put forward legal risk prevention and control suggestions, so as to ensure continuously effective operation of the legal risk prevention and control system of the Company by making

sure that the employees of the Company are aware of and in compliance with the relevant laws and regulations, and acknowledge related major risks and solutions when discharging their duties. During the year ended 31 December 2025, as far as the Company is aware, there was no material breach of or non-compliance with applicable laws and regulations by our Group that has a significant impact on the business and operations of the Group.

Permitted Indemnity Provision

Pursuant to the Articles of Association of the Company, every Director, company secretary or other officer of the Company shall be entitled to be indemnified by the Company against all costs, charges, losses, expenses and liabilities (to the fullest extent permitted by the Companies Ordinance) which he may incur in the execution and discharge of his duties or in relation thereto. The Company has taken out insurance against all loss and liabilities associated with defending any proceedings which may be brought against Directors and other officers of the Company. As at the date of this report and during the year ended 31 December 2025, the permitted indemnity provision for the benefit of the Directors remained in force.

Related Party Transactions

Details of the related party transactions undertaken in the normal course of business are provided under note 31 to the consolidated financial statements of this report.

Save as disclosed below, during the reporting period, none of the related party transactions constituted a connected transaction or continuing connected transaction that is subject to independent shareholders' approval, annual review and all disclosure requirements under Chapter 14A of the Listing Rules.

CONNECTED TRANSACTIONS

Transactions between members of the Group and the Company's connected persons have become connected transactions or continuing connected transactions of the Company under Chapter 14A of the Listing Rules. Details of the non-exempt continuing connected transactions and connected transactions are set out below:



DIRECTORS' REPORT

CONTINUING CONNECTED TRANSACTIONS

In the year 2025, the Company's continuing connected transactions include:

Property Management Services Framework Agreement

On 26 October 2023, the Company entered into a property management services framework agreement with China Jinmao (the "**Property Management Services Framework Agreement**"), pursuant to which the Company (for itself and on behalf of the Group) agreed to provide property management services to China Jinmao and its associates (excluding the Group) (the "**Jinmao Connected Persons**"), including (i) property management services to the Jinmao Connected Persons in respect of property units developed by the Jinmao Connected Persons which have been sold but not yet been delivered to the buyers, and properties owned, used or operated by the Jinmao Connected Persons, and (ii) those services provided to property owners and residents who have paid their property management fees to the Group by redeeming the reward points they earned through the reward program implemented by China Jinmao. The fees charged by the Group to the Jinmao Connected Persons shall not be higher than the standard fees designated by the relevant regulatory authorities (if applicable), and the terms offered by the Group to the Jinmao Connected Persons shall not be less favorable for the Group than the terms offered by the Group to its independent customers for the same or similar type and scope of property management services. For the services provided to property owners and residents who have paid their property management fees to the Group by redeeming the reward points, China Jinmao will reimburse the equivalent amount of such property management fees to the Group in cash on a dollar-to-dollar basis.

The continuing connected transactions under the Property Management Services Framework Agreement were approved by the independent shareholders of the Company at the extraordinary general meeting held on 22 December 2023.

The Property Management Services Framework Agreement commenced on 1 January 2024 and will expire on 31 December 2026. The annual caps of fees chargeable by the Group in relation to the property management services are RMB280 million, RMB320 million and RMB350 million for the years ending 31 December 2024, 2025 and 2026, respectively. The actual transaction amount under the Property Management Services Framework Agreement for the year ended 31 December 2025 was approximately RMB188 million.

Sales Assistance Services Framework Agreement

On 26 October 2023, the Company entered into a sales assistance services framework agreement (the "**Sales Assistance Services Framework Agreement**") with China Jinmao, pursuant to which the Company (for itself and on behalf of the Group) agreed to provide sales assistance service to the Jinmao Connected Persons with respect to properties developed by them, to assist with their sales and marketing activities at property sales venues and display units. The terms offered by the Group to the Jinmao Connected Persons shall not be less favorable for the Group than the terms offered by the Group to its independent customers for the same or similar type and scope of sales assistance services.

The continuing connected transactions under the Sales Assistance Services Framework Agreement were approved by the independent shareholders of the Company at the extraordinary general meeting held on 22 December 2023.

The Sales Assistance Services Framework Agreement commenced on 1 January 2024 and will expire on 31 December 2026. The annual caps of the fees chargeable by the Group in relation to the sales assistance services are RMB200 million, RMB240 million and RMB270 million for the years ending 31 December 2024, 2025 and 2026, respectively. The actual transaction amount under the Sales Assistance Services Framework Agreement for the year ended 31 December 2025 was approximately RMB147 million.

DIRECTORS' REPORT

Property Agency Services Framework Agreement

On 26 October 2023, the Company entered into a property agency services framework agreement (the **"Property Agency Services Framework Agreement"**) with China Jinmao, pursuant to which the Company (for itself and on behalf of the Group) agreed to provide property agency services to the Jinmao Connected Persons, by sourcing potential purchasers and providing assistance in entering into sales contracts with buyers, with respect to (i) newly developed properties by the Jinmao Connected Persons and (ii) unsold car park spaces and/or other assets developed by the Jinmao Connected Persons.

With respect to newly developed properties, the Group will charge a commission calculated at a fixed percentage of the sales price of the relevant properties. With respect to car park spaces, the Group will charge either (a) a commission calculated at a fixed percentage of the sales price of the relevant car park spaces or a fixed amount on top of the sales price of the relevant car park spaces, or (b) the difference between the actual sales price paid by the purchaser and the pre-determined minimum sales price. If the fees are calculated based on the difference between the actual sales price paid by the purchaser and the pre-determined minimum sales price, the Group may be required to pay to the Jinmao Connected Persons a refundable deposit up to the total minimum sales price of the car park spaces to be sold under the project, in order to become the exclusive provider of property agency services with respect to such car park spaces. Upon the consummation of a sale transaction, the Group will receive the actual sales price of the car park space from the purchaser which will cover the related deposit in respect of such car park space whereas the remainder thereof will be recognized as the commission from such property agency services.

The continuing connected transactions under the Property Agency Services Framework Agreement were approved by the independent shareholders of the Company at the extraordinary general meeting held on 22 December 2023.

The Property Agency Services Framework Agreement commenced on 1 January 2024 and will expire on 31 December 2026. For the years ending 31 December 2024, 2025 and 2026, the annual caps of fees chargeable by the Group in relation to the property agency services for newly developed properties are RMB50 million, RMB60 million and RMB70 million, respectively; the annual caps of fees chargeable by the Group in relation to the property agency services for car park spaces are RMB200 million, RMB220 million and RMB220 million, respectively; the maximum daily deposit balance to be paid to Jinmao Connected Persons are RMB600 million, RMB600 million and RMB600 million, respectively. For the actual transaction amount under the Property Agency Services Framework Agreement for the year ended 31 December 2025: (i) fees charged for property agency services of newly developed properties amounting to nil; (ii) fees charged for property agency services for car park spaces amounting to approximately RMB6 million; and (iii) the maximum daily deposit balance paid to Jinmao Connected Persons amounting to RMB523 million.

Consultancy and Other Value-added Services Framework Agreement

On 26 October 2023, the Company entered into a consultancy and other value-added services framework agreement (the **"Consultancy and Other Value-added Services Framework Agreement"**) with China Jinmao, pursuant to which the Company (for itself and on behalf of the Group) agreed to provide certain consultancy and other value-added service to the Jinmao Connected Persons, including but not limited to (i) consultancy services from the perspective of property management with respect to site selection, positioning, preliminary planning and design, engineering and construction of property development projects, (ii) pre-delivery and post-delivery services, such as site clearing, assistance with preparatory work and maintenance of order, and pre-delivery inspection and assessment, and repair and maintenance services during the post-delivery warranty periods, (iii) engineering services for the upgrade of smart management hardware, and (iv) value-added services as may be required by the Jinmao Connected Persons from



DIRECTORS' REPORT

time to time, such as management and operation services in respect of car park spaces owned by the Jinmao Connected Persons. The terms offered by the Group to the Jinmao Connected Persons shall not be less favorable for the Group than the terms offered by the Group to its independent customers for the same or similar type and scope of value-added services.

The continuing connected transactions under the Consultancy and Other Value-added Services Framework Agreement were approved by the independent shareholders of the Company at the extraordinary general meeting held on 22 December 2023.

The Consultancy and Other Value-added Services Framework Agreement commenced on 1 January 2024 and will expire on 31 December 2026. For the years ending 31 December 2024, 2025 and 2026, the annual caps of fees chargeable by the Group in relation to the consultancy and value-added services are RMB730 million, RMB790 million and RMB860 million, respectively. The actual transaction amount under the Consultancy and Other Value-added Services Framework Agreement for the year ended 31 December 2025 amounted to approximately RMB255 million.

Sinochem Framework Agreement

On 9 November 2023, the Company entered into a framework agreement with Sinochem Holdings (the "**Sinochem Framework Agreement**"), pursuant to which the Company (for itself and on behalf of the Group) agreed to provide certain services to Sinochem Holdings and its associates (the "**Sinochem Connected Persons**"), including (i) property management services in respect of the industrial parks, research institutes and office buildings held by the Sinochem Connected Persons, as well as office spaces used by the Sinochem Connected Persons, and (ii) value-added services as may be required by the Sinochem Connected Persons from time to time, such as management services in respect of car park spaces used by the Sinochem Connected Persons.

The fees charged by the Group to the Sinochem Connected Persons shall not be higher than the standard fees designated by the relevant regulatory authorities (if applicable), and the terms offered by the Group to the Sinochem Connected Persons shall not be less favorable for the Group than the terms offered by the Group to its independent customers for the same or similar type and scope of services.

The continuing connected transactions under the Sinochem Framework Agreement were approved by the independent shareholders of the Company at the extraordinary general meeting held on 22 December 2023.

The Sinochem Framework Agreement commenced on 1 January 2024 and will expire on 31 December 2026. For the years ending 31 December 2024, 2025 and 2026, (i) the annual caps of the fees chargeable by the Group in relation to the property management services are RMB100 million, RMB160 million and RMB190 million, respectively; and (ii) the annual caps of fees chargeable by the Group in relation to value-added services are RMB21 million, RMB41 million and RMB80 million, respectively. For the actual transaction amount under the Sinochem Framework Agreement for the year ended 31 December 2024: (i) fee charged for property management services amounting to approximately RMB69 million; (ii) fees charged for value-added services amounting to approximately RMB20 million.

Financial Service Framework Agreement with Sinochem Finance

On 16 November 2022, the Company entered into a financial service framework agreement with Sinochem Finance (the "**Financial Service Framework Agreement**"), pursuant to which the Group will utilise the financial services provided by Sinochem Finance on a non-exclusive basis from time to time as it considers necessary, which included deposit and loan services, entrusted loans, settlement services, provision of guarantees, non-financing factoring services, online

DIRECTORS' REPORT

banking services and any other financial services as approved by the National Financial Regulatory Administration (formerly known as China Banking and Insurance Regulatory Commission). The relevant fees and loan interest shall be determined at a rate no higher than the standards as set by the PBOC from time to time or the market price, and the deposit interest shall be determined at a rate no lower than the benchmark interest rate as announced by the PBOC from time to time or the market price. The settlement services are provided free of charge.

On 8 August 2024, the Company entered into a supplemental agreement with Sinochem Finance (the **"Supplemental Agreement"**) to amend certain terms of the Financial Service Framework Agreement with Sinochem Finance, which include, among others, (i) an update to the scope of other financial services to be provided by Sinochem Finance based on the recent regulatory update, and (ii) the extension of the term of the Financial Service Framework Agreement with Sinochem Finance to 31 December 2026. At the same time, the Company proposed to amend the maximum daily deposit balance for each of the three years ending 31 December 2026 to cater for the potential growth of the Group's business and to meet the Group's demand for deposit services. The Supplemental Agreement and the revised maximum daily deposit balance were approved by the independent shareholders of the Company at the extraordinary general meeting held on 30 September 2024.

The Financial Service Framework Agreement (as amended by the Supplemental Agreement) became effective on the date of signing and will expire on 31 December 2026. For the years ending 31 December 2024, 2025 and 2026, the maximum daily balance of the deposits (including the accrued interest thereon) placed by the Group with Sinochem Finance, calculated as at the close of business, are RMB600 million, RMB1,000 million and RMB1,000 million, respectively. The actual maximum balance of deposits (including the accrued interest thereon) under the Financial Service Framework Agreement (as amended by the Supplemental Agreement) for the year ended 31 December 2025 amounted to approximately RMB990 million.

Human Resource Service Framework Agreement with Sinochem Fangsheng

On 22 December 2025, the Company entered into a human resource service framework agreement (the **"Human Resource Service Framework Agreement"**) with Sinochem Fangsheng Energy Management Service Co., Ltd. (中化方勝能源管理服務有限公司) (**"Sinochem Fangsheng"**). The Group will utilize human resource services provided by Sinochem Fangsheng and its associates (the **"Sinochem Fangsheng Connected Persons"**) when it deems necessary, including: (i) provision of outsourced personnel for enterprises in positions such as sales, customer service, security, cleaning, driving and maintenance; (ii) payment of social security and housing provident fund contributions, account management, related administrative and other personnel agency services on behalf of an enterprise's formal employees; (iii) provision of labour dispatch services nationwide; and (iv) other human resources related services approved by the competent authorities.

The conditions and terms provided by the Sinochem Fangsheng Connected Persons to the Group under the Human Resource Service Framework Agreement are no less favourable to the Group than comparable transactions with independent third parties.

The Human Resource Service Framework Agreement takes effect from 22 December 2025 and expires on 31 December 2027. For the period from 22 December 2025 to 31 December 2025 and for the years ending 31 December, 2026 and 2027, the annual caps of the human resource service fees payable by the Group to the Sinochem Fangsheng Connected Persons in respect of the human resource services under the Human Resource Service Framework Agreement are RMB23.6 million, RMB35.5 million, and RMB35.8 million, respectively. The actual transaction amount under the Human Resource Service Framework Agreement for the year ended 31 December 2025 amounted to RMB18 million.

The entering into of the Human Resource Service Framework Agreement between the Company and Sinochem Fangsheng is conducive to the efficient management of the Group's personnel, improving the overall efficiency of its labor outsourcing management practice, optimizing the allocation of resources and



DIRECTORS' REPORT

thus enhancing the overall strategic development of its business. Sinochem Fangsheng has extensive experience in labor outsourcing services and is equipped with relevant professional capabilities to provide the required services for the Group. In addition, as the holding company of Sinochem Holdings, the controlling shareholder of the Company, Sinochem Fangsheng is able to understand the operational needs of the Group, maintain effective communication with the Group and provide more suitable services for the Group.

As China Jinmao is the controlling shareholder of the Company while Sinochem Holdings is the ultimate holding company of China Jinmao, each of China Jinmao and Sinochem Holdings is a connected person of the Company under Chapter 14A of the Listing Rules. As Sinochem Finance is a subsidiary of Sinochem Holdings, Sinochem Fangsheng is a 30%-controlled company (as defined in the Listing Rules) of an indirect subsidiary of Sinochem Holdings, they are also connected persons of the Company.

The continuing connected transactions of the Company conducted for the year ended 31 December 2025 complied with the requirements under Chapter 14A of the Listing Rules. During the year, when conducting these continuing connected transactions, the Company complied with the pricing policies and guidelines formulated when such transactions were entered into.

ONE-OFF CONNECTED TRANSACTION Acquisition of Jinmao Lvjian Technology (Chongqing) Co., Ltd.* (金茂綠建科技(重慶)有限公司)

For details, please refer to the section headed "Significant Investments, Acquisitions and Disposals of Subsidiaries, Associates and Joint Ventures" above.

CONFIRMATION OF INDEPENDENT NON-EXECUTIVE DIRECTORS AND AUDITORS

In the opinion of the independent non-executive Directors of the Company, the continuing connected transactions as of 31 December 2025 were entered into by the Group:

- in the ordinary and usual course of its business;

- on normal commercial terms; and
- in accordance with the relevant agreements governing such transactions on terms that are fair and reasonable and in the interests of the shareholders of the Company as a whole.

The auditor of the Company has been engaged to report on the continuing connected transactions of the Company as of 31 December 2025 in accordance with the Hong Kong Standard on Assurance Engagements 3000 "Assurance Engagements other than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules" issued by the Hong Kong Institute of Certified Public Accountants. The Board of Directors has received an unqualified letter from the auditor of the Company in accordance with Rule 14A.56 of the Listing Rules, stating that the auditor has not noticed that any of these continuing connected transactions:

- have not been approved by the Board of Directors of the Company;
- for the connected transactions involving the provision of goods or services by the Group, have not been entered into in accordance with the pricing policies of the Group in all material aspects;
- have not been entered into in accordance with the terms of the relevant agreements governing such continuing connected transactions in all material aspects; and
- have exceeded the relevant caps for the year ended 31 December 2025.

Auditor

The consolidated financial statements of the Company for the year ended 31 December 2025 have been audited by Ernst & Young. The Board proposed to re-appoint Ernst & Young as the Company's auditor for the year 2026 and a resolution for the re-appointment of Ernst & Young as the auditor of our Company will be proposed at the 2025 AGM.

DIRECTORS' REPORT

Principal Risks and Uncertainties

The Group's financial condition, results of operations, business and prospects may be affected by a number of risks and uncertainties. The key risks and uncertainties identified by the Group are set out as follows:

1. A substantial portion of the properties under our management during the year ended 31 December 2025 were developed by Jinmao Group

As we do not have control over the management strategy of Jinmao Group, any measures that the PRC government may adopt to further regulate the real estate market, or the macro-economic or other factors that may affect the business operations and prospects of Jinmao Group, any adverse development in the operations of Jinmao Group or its ability to develop new properties may affect our ability to procure the relevant new service contracts for property management services, value-added services to non-property owners and community value-added services. We cannot assure you that Jinmao Group will continue to engage us to provide property management services, value-added services to non-property owners or community value-added services for any properties they develop, particularly because the appointment of property management companies for the preliminary property management service contracts of residential and non-residential properties in the same property management area is generally subject to a tender and bidding process under the Regulations on Property Management (2018 Revision) 《物業管理條例》(2018年修訂) and the Interim Measures for Bid-Inviting and Bidding Management of Preliminary Property Management 《前期物業管理招標投標管理暫行辦法》.

Going forward, we plan to (i) enter into more cooperation arrangements with regional governments to expand our management scale and diversify our city operation portfolio and service offerings, (ii) establish strategic alliance with other independent third-party developers to fully collaborate and utilize their resources in the field of property management and related services, (iii) leveraging our brand reputation and track record, continue to secure new contracts by participating in the tendering and bidding process and commercial negotiation, and (iv) make acquisition and investment in suitable property management companies. As a result, it is expected that we will continue to secure new contracts from independent third parties, and our GFA under management in respect of properties developed by independent third parties and revenue generated from services provided to independent third parties will continue to increase.

2. The growth of property management and commercial operation service markets depends on general economic and market conditions

Changes in the general economic and market conditions including changes in international, national, regional and local economic conditions, market volatility, declining demand for residential or commercial real estate, falling real estate values, disruption to the global capital or credit markets may also negatively affect the PRC property management and commercial operational service markets which could, in turn, have a material adverse effect on the PRC property management and commercial operational service markets, which could further have a material adverse effect on the Group.

Important Events after the Reporting Period

On 1 April 2026, the Company entered into a car park leasing framework agreement with China Jinmao (the "Car Park Leasing Framework Agreement"), pursuant to which the Group, as the lessee, will lease car parks owned by Jinmao Connected Persons, as the lessor, in accordance with the terms and conditions of the Car Park Leasing Framework Agreement. The Group will lease car parks for parking-related businesses, including but not limited to the subleasing of car parking spaces to external parties and the unified management of car parks.



DIRECTORS' REPORT

The terms and conditions provided by Jinmao Connected Persons to the Group under the Car Park Leasing Framework Agreement are no less favourable to the Group than comparable transactions with independent third parties.

The Car Park Leasing Framework Agreement came into effect on 1 April 2026 and will expire on 31 December 2028. For the period from 1 April 2026 to 31 December 2026 and for the years ending 31 December 2027 and 2028, the cap on the right-of-use assets to be paid by the Group to Jinmao Connected Persons under the Car Park Leasing Framework Agreement is RMB70 million, RMB70 million, and RMB70 million, respectively, and the cap on the rental expenses to be paid by the Group to Jinmao Connected Persons under the Car Park Leasing Framework Agreement is RMB15 million, RMB20 million, and RMB25 million, respectively.

The Company has entered into the Car Park Leasing Framework Agreement with China Jinmao, which is conducive to leveraging the Company's professional strengths in property management services, undertaking the operation functions of car parks, and enriching its service offerings and sources of revenue. As a property management service provider, the Company is deeply embedded at project sites, relies on its existing service teams to reduce the marginal cost of management, further optimize the division of responsibilities and rights with project parties, and enhance management efficiency and asset operation effectiveness.

For details regarding the Car Park Leasing Framework Agreement, please refer to the Company's announcement dated 1 April 2026.

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

By order of the Board

SONG Liuyi

Chairman



INDEPENDENT AUDITOR'S REPORT



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Independent auditor's report

To the members of Jinmao Property Services Co., Limited

(Incorporated in Hong Kong with limited liabilities)

Opinion

We have audited the consolidated financial statements of Jinmao Property Services Co., Limited (the "Company") and its subsidiaries (the "Group") set out on pages 80 to 155, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the Hong Kong Companies Ordinance.

Basis for opinion

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSA") as issued by the HKICPA. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report. We are independent of the Group in accordance with the HKICPA's *Code of Ethics for Professional Accountants* (the "Code"), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

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



INDEPENDENT AUDITOR'S REPORT

Key audit matters (Continued)

Key audit matter

How our audit addressed the key audit matter

Impairment testing of goodwill

As at 31 December 2025, the net carrying amount of goodwill arising from business combination amounted to approximately RMB479,874,000.

In accordance with Hong Kong Accounting Standard 36 *Impairment of Assets*, the Group performs impairment testing annually for the cash-generating unit (the "CGU") to which the goodwill was allocated. Management's assessment on the impairment was complex and involved significant management judgements and estimates to determine the CGU's recoverable amount, such as the forecasted cash flows, budgeted gross margin and discount rates, which are sensitive to expected future market conditions and the CGU's actual performance.

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

Our audit procedures included the evaluation of key assumptions including those related to the forecasted cash flows, budgeted gross margin and discount rates applied. We also took into account the key assumptions by benchmarking to the external industry information.

We involved our internal valuation specialists to assess the assumptions applied by benchmarking against independent data.

We considered the historical financial performance of the business units and compared with the original forecasts to evaluate management's budgeting process.

We also assessed the adequacy of the disclosures in relation to the Group's goodwill.

INDEPENDENT AUDITOR'S REPORT

Key audit matters (Continued)

Key audit matter

How our audit addressed the key audit matter

Impairment assessment of trade receivables

As at 31 December 2025, the carrying amount of trade receivables before provision for impairment was RMB1,566,904,000. The Group recognised an impairment provision based on the expected credit loss ("ECL") model under HKFRS 9 *Financial Instruments*. The measurement of ECLs requires the application of significant judgement and estimates, such as the risk of default, expected credit loss rates and forward-looking factors. As at 31 December 2025, the impairment provision recorded for trade receivables was RMB128,776,000.

Relevant disclosures are included in notes 2.4, 3 and 20 to the consolidated financial statements.

Our procedures in relation to management's impairment assessment on trade receivables included obtaining an understanding of the Group's assessment process on impairment provision for trade receivables, assessing the credit loss provisioning methodology and the estimated credit loss rates adopted by management by considering historical cash collection performance and movements of the ageing of trade receivables and taking into account the existing market conditions.

We also tested, on a sampling basis, the ageing analysis of trade receivables prepared by management, recalculated the provision for loss allowance and assessed the adequacy of the Group's disclosures in the consolidated financial statements.

Other information included in the Annual Report

The directors of the Company are responsible for the other information. The other information comprises the information included in the Annual Report, other than the consolidated financial statements and our auditor's report thereon.

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

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed on the other information obtained prior to the date of the auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT

Responsibilities of the directors for the consolidated financial statements

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

In preparing the consolidated financial statements, the directors of the Company are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors of the Company either intend to liquidate the Group or to cease operations or have no realistic alternative but to do so.

The directors of the Company are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Our report is made solely to you, as a body, in accordance with section 405 of the Hong Kong Companies Ordinance, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with HKSA's will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with HKSA's, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

INDEPENDENT AUDITOR'S REPORT

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

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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

The engagement partner on the audit resulting in this independent auditor's report is Wong Man Kit (practising certificate number: P04453).

Ernst & Young
Certified Public Accountants
Hong Kong
23 March 2026

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

Year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000 (Restated)
REVENUE	5	3,667,833	3,094,483
Cost of sales		(2,947,645)	(2,376,745)
Gross profit		720,188	717,738
Other income and gains	5	16,786	65,078
Selling and distribution expenses		(45,986)	(34,854)
Administrative expenses		(185,245)	(185,443)
Impairment losses on financial assets, net	6	(67,178)	(37,448)
Other expenses		(27,934)	(9,446)
Finance costs	7	(9,105)	(11,293)
PROFIT BEFORE TAX	6	401,526	504,332
Income tax expense	10	(80,895)	(110,652)
PROFIT FOR THE YEAR		320,631	393,680
Attributable to:			
Owners of the parent		310,389	382,088
Non-controlling interests		10,242	11,592
		320,631	393,680
EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT			
Basic and diluted	12	RMB0.34	RMB0.42

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Year ended 31 December 2025

	2025 RMB'000	2024 RMB'000 (Restated)
PROFIT FOR THE YEAR	320,631	393,680
OTHER COMPREHENSIVE INCOME/(LOSS)		
Other comprehensive income/(loss) that will not be reclassified to profit or loss in subsequent periods:		
Exchange differences on translation of financial statements of the Company	664	(6,545)
OTHER COMPREHENSIVE INCOME/(LOSS) FOR THE YEAR, NET OF TAX	664	(6,545)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	321,295	387,135
Attributable to:		
Owners of the parent	311,053	375,543
Non-controlling interests	10,242	11,592
	321,295	387,135

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

31 December 2025

	Notes	2025 RMB'000	2024 RMB'000 (Restated)
NON-CURRENT ASSETS			
Property, plant and equipment	13	79,774	95,085
Investment properties	14	182,786	205,030
Right-of-use assets	15(a)	22,602	32,287
Goodwill	16	479,874	479,874
Intangible assets	17	109,700	101,124
Deferred tax assets	18	47,903	24,070
Other assets	21	6,584	4,272
Total non-current assets		929,223	941,742
CURRENT ASSETS			
Inventories	19	3,915	4,722
Trade receivables	20	1,438,128	1,165,109
Prepayments, other receivables and other assets	21	612,580	1,057,695
Prepaid tax		20,585	8,962
Restricted cash	22	13,204	4,239
Cash and cash equivalents	22	1,628,908	1,399,453
Total current assets		3,717,320	3,640,180
CURRENT LIABILITIES			
Trade and bills payables	23	896,840	832,747
Other payables and accruals	24	915,484	935,850
Contract liabilities	5	916,254	760,673
Lease liabilities	15(a)	79,863	46,067
Tax payable		53,050	37,415
Total current liabilities		2,861,491	2,612,752

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
31 December 2025

	Notes	2025 RMB'000	2024 RMB'000 (Restated)
NET CURRENT ASSETS		855,829	1,027,428
TOTAL ASSETS LESS CURRENT LIABILITIES		1,785,052	1,969,170
NON-CURRENT LIABILITIES			
Lease liabilities	15(a)	147,097	176,546
Deferred tax liabilities	18	17,570	21,200
Total non-current liabilities		164,667	197,746
Net assets		1,620,385	1,771,424
EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT			
Share capital	25	839,529	839,529
Reserves	26	722,429	874,857
		1,561,958	1,714,386
Non-controlling interests		58,427	57,038
Total equity		1,620,385	1,771,424

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Li Yulong
Director

.....
Zhao Jinlong
Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year ended 31 December 2025

	Attributable to owners of the parent								
	Share capital	Merger reserve*	Other reserve*	PRC statutory surplus reserve*	Exchange fluctuation reserve*	Retained profits*	Total	Non-controlling interests	Total equity
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
			Note 26(b)	Note 26(c)					
At 1 January 2025 as restated	839,529	(76,268)	19,763	105,961	31,211	794,190	1,714,386	57,038	1,771,424
Profit for the year	-	-	-	-	-	310,389	310,389	10,242	320,631
Other comprehensive loss for the year:	-	-	-	-	-	-	-	-	-
Exchange differences on translation of financial statements	-	-	-	-	664	-	664	-	664
Total comprehensive income for the year	-	-	-	-	664	310,389	311,053	10,242	321,295
Considerations for acquisition of subsidiaries under common control combination (note 28)	-	(258,000)	-	-	-	-	(258,000)	-	(258,000)
Final 2024 dividend declared	-	-	-	-	-	(79,196)	(79,196)	-	(79,196)
Transfer to PRC statutory surplus reserve	-	-	-	14,426	-	(14,426)	-	-	-
Dividends to non-controlling shareholders	-	-	-	-	-	-	-	(8,853)	(8,853)
Interim 2025 dividend	-	-	-	-	-	(126,285)	(126,285)	-	(126,285)
At 31 December 2025	839,529	(334,268)	19,763	120,387	31,875	884,672	1,561,958	58,427	1,620,385

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
Year ended 31 December 2025

	Attributable to owners of the parent								Total equity RMB'000 (Restated)
	Share capital RMB'000 (Restated)	Merger reserve* RMB'000 (Restated)	Other reserve* RMB'000 (Restated)	PRC statutory surplus reserve* RMB'000 (Restated)	Exchange fluctuation reserve* RMB'000 (Restated)	Retained profits* RMB'000 (Restated)	Total RMB'000 (Restated)	Non-controlling interests RMB'000 (Restated)	
			<i>Note 26(b)</i>	<i>Note 26(c)</i>					
At 1 January 2024	839,529	(76,268)	19,763	76,500	37,756	644,514	1,541,794	26,223	1,568,017
Profit for the year	-	-	-	-	-	382,088	382,088	11,592	393,680
Exchange differences on translation of financial statements	-	-	-	-	(6,545)	-	(6,545)	-	(6,545)
Total comprehensive income for the year	-	-	-	-	(6,545)	382,088	375,543	11,592	387,135
Acquisition of subsidiaries (note 27)	-	-	-	-	-	-	-	22,802	22,802
Final 2023 dividend declared	-	-	-	-	-	(133,815)	(133,815)	-	(133,815)
Transfer to PRC statutory surplus reserve	-	-	-	29,461	-	(29,461)	-	-	-
Capital contribution from non-controlling shareholders	-	-	-	-	-	-	-	1,447	1,447
Dividends to non-controlling shareholders	-	-	-	-	-	-	-	(5,026)	(5,026)
Interim 2024 dividend	-	-	-	-	-	(69,136)	(69,136)	-	(69,136)
At 31 December 2024 as restated	839,529	(76,268)	19,763	105,961	31,211	794,190	1,714,386	57,038	1,771,424

* These reserve accounts comprised the consolidated reserves of RMB722,429,000 (2024 restated: RMB874,857,000) in the consolidated statement of financial position.

CONSOLIDATED STATEMENT OF CASH FLOWS

Year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000 (Restated)
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax		401,526	504,332
Adjustments for:			
Finance costs	7	9,105	11,293
Bank interest income	5	(12,343)	(10,433)
Compensation income	5	–	(46,156)
Net fair value loss on investment properties	6	24,112	5,456
Impairment of trade receivables	6	62,685	38,116
Impairment/(reversal of impairment) of other receivables	6	4,493	(668)
Other investment income from financial assets at fair value through profit or loss	5	–	(219)
Loss on disposal of items of property, plant and equipment, net	6	30	760
Loss/(gain) on revision of a lease term arising from a change in the non-cancellable period of a lease	5,6	7	(3,555)
Depreciation of property, plant and equipment	6	34,741	30,730
Depreciation of right-of-use assets	6	10,576	12,399
Amortisation of intangible assets	6	15,293	14,003
		550,225	556,058
Decrease/(increase) in inventories		807	(467)
Increase in trade receivables		(335,704)	(109,993)
Decrease/(increase) in prepayments, other receivables and other assets		440,622	(284,814)
Decrease/(increase) in other non-current assets		(2,312)	369
Increase in restricted cash		(8,965)	(2,222)
Increase in trade and bills payables		64,093	217,968
Increase in contract liabilities		155,581	194,661
Increase/(decrease) in other payables and accruals		(25,156)	56,785
Effect of foreign exchange rate changes, net		666	(6,583)
Cash generated from operations		839,857	621,762
Interest received		12,343	10,433
Mainland China corporate income tax paid		(104,346)	(99,197)
Net cash flows from operating activities		747,854	532,998

CONSOLIDATED STATEMENT OF CASH FLOWS
Year ended 31 December 2025

	Notes	2025 RMB'000	2024 RMB'000 (Restated)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of items of property, plant and equipment		(22,867)	(21,963)
Purchase of items of intangible assets		(25,301)	(14,171)
Proceeds from disposal of items of property, plant and equipment		776	27,779
Proceeds from maturity of financial assets at fair value through profit or loss		–	106,988
Proceeds from disposal of investment properties		–	15,407
Acquisition of subsidiaries	27	–	(278,266)
Net cash flows used in investing activities		(47,392)	(164,226)
CASH FLOWS FROM FINANCING ACTIVITIES			
Principal portion of lease payments	29(b)	(2,679)	(11,817)
Interest paid	29(b)	(4,845)	(8,074)
Dividend paid		(205,481)	(208,781)
Capital contribution from non-controlling shareholders		–	1,447
Acquisition of subsidiary under common control		(258,000)	–
Effect of foreign exchange rate changes		–	5,830
Net cash flows used in financing activities		(471,005)	(221,395)
NET INCREASE IN CASH AND CASH EQUIVALENTS			
Cash and cash equivalents at beginning of the year		1,399,453	1,252,038
Effect of foreign exchange rate changes, net		(2)	38
CASH AND CASH EQUIVALENTS AT END OF YEAR			
		1,628,908	1,399,453
ANALYSIS OF CASH AND CASH EQUIVALENTS			
Cash and bank balances as stated in the consolidated statements of financial position and statement of cash flows	22	1,628,908	1,399,453

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

1. CORPORATE AND GROUP INFORMATION

General information

Jinmao Property Services Co., Limited (the “Company”, formerly known as Hanmao Limited and Jinmao Property Development Co., Limited) is a limited liability company incorporated in Hong Kong on 14 September 2020. The registered office of the Company is located at Rooms 4702-03, 47/F, Office Tower, Convention Plaza, 1 Harbour Road, Wanchai, Hong Kong.

The Company is an investment holding company. During the year, the Company and its subsidiaries (collectively the “Group”) were involved in the provision of property management services, value-added services to non-property owners and community value-added services in the People’s Republic of China (the “PRC”).

The Company’s shares became listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) on 10 March 2022.

In the opinion of the Company’s directors, the immediate holding company of the Company is China Jinmao Holdings Group Limited (“China Jinmao”), a company incorporated in Hong Kong and its shares are listed on the Stock Exchange. The ultimate holding company of the Company is Sinochem Holdings Corporation Ltd. (“Sinochem Holdings”), a company established in the PRC and a state-owned enterprise under the supervision of the State-owned Assets Supervision and Administration Commission in the PRC.

Information about subsidiaries

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

Name	Place of incorporation/ registration and business	Registered share capital	Percentage of equity attributable to the Company		Principal activities
			Direct	Indirect	
Sinochem Jinmao Property Management (Beijing) Co., Ltd. (“Jinmao PM”) **	PRC/Chinese mainland	RMB100,000,000	100	–	Property management
Jinmao (Shanghai) Property Management Co., Ltd.***	PRC/Chinese mainland	RMB6,630,000	–	100	Property management
Nanjing Ninggao International Property Consultancy Co., Ltd.***	PRC/Chinese mainland	RMB5,000,000	–	100	Property management
Chuangmao Technology (Beijing) Co., Ltd.***	PRC/Chinese mainland	RMB10,000,000	–	100	Technology development and services
Jiashan Jiamao City Public Resources Management Co., Ltd.***	PRC/Chinese mainland	RMB5,000,000	–	49 [^]	Property management and city operation services
Huimao Building Technology (Beijing) Co., Ltd.***	PRC/Chinese mainland	RMB20,000,000	–	100	Smart community management

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

1. CORPORATE AND GROUP INFORMATION (Continued)
Information about subsidiaries (Continued)

Name	Place of incorporation/ registration and business	Registered share capital	Percentage of equity attributable to the Company		Principal activities
			Direct	Indirect	
Maotong Property Management (Shanghai) Co., Ltd. # **	PRC/Chinese mainland	RMB2,000,000	–	100	Property management
Beijing Zijin Xinmao Property Services Co., Ltd. # **	PRC/Chinese mainland	RMB1,000,000	–	51	Property management
Nanjing Xinmao Asset Management Co., Ltd. # **	PRC/Chinese mainland	RMB5,000,000	–	90	Property management and city operation services
Jinmao Smart Life Service (Chongqing) Co., Ltd. # **	PRC/Chinese mainland	RMB50,000,000	–	100	Property management
Beijing Capital Property Services Limited # **	PRC/Chinese mainland	RMB100,000,000	–	100	Property management
Jinhua Dongmao City Operation Management Co., Ltd. # **	PRC/Chinese mainland	RMB5,000,000	–	51	Property management and city operation services
Chengdu Wuhou Chengmao Property Service Co., Ltd. # **	PRC/Chinese mainland	RMB50,000,000	–	100	Property management
Beijing Shengrui Property Services Co., Ltd. # **	PRC/Chinese mainland	RMB5,000,000	–	80	Property management
Jinmao Lvjian Technology (Chongqing) Co., Ltd. # **	PRC/Chinese mainland	RMB10,000,000	–	100	Energy operation and maintenance

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

* This entity is registered as a wholly-foreign-owned enterprise under the PRC law.

** These entities are registered as limited liability companies under the PRC law.

^ The Group controls the boards of directors of these entities by virtue of its power to cast the majority of votes at the meetings of the respective boards. The rights of shareholders' meetings are all delegated to the meetings of the board except for certain protective rights, and therefore the Group has the power to exercise control over the entities' operating and financing activities.

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

NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION

These financial statements have been prepared in accordance with HKFRS Accounting Standards (which include all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards (“HKASs”) and Interpretations) as issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) and the Hong Kong Companies Ordinance. They have been prepared under the historical cost convention, except for investment properties which have been measured at fair value. These financial statements are presented in Renminbi (“RMB”) and all values are rounded to the nearest thousand except when otherwise indicated.

Basis of consolidation

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

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.1 BASIS OF PREPARATION (Continued)

Adoption of merger accounting and restatement

As disclosed in note 28 to the consolidated financial statements, a business combination under common control was effected during the year end 31 December 2025, where the business acquired in the business combination and the Company are both controlled by China Jinmao. The Group has applied merger accounting to account for the business combination under common control.

Under merger accounting, the consolidated financial statements incorporates the financial statement items of the combining entities or businesses in which the common control combination occurs as if they had been combined from the earliest date presented or since the date when the combining entities or businesses first came under the control of the controlling party, where this is a shorter period, regardless of the date of the business combination under common control.

The net assets of the combining entities are consolidated using the existing book values from the controlling party's perspective. No adjustments are made to reflect fair values or recognise any new assets or liabilities as a result of the business combination under common control and no amount is recognised in respect of goodwill.

The comparative amounts in the consolidated financial statements are restated as if the combining entities or businesses had been combined at the beginning of the previous reporting period or when they first came under common control, whichever is later. The impact on the Group arising from the common control combination is disclosed in note 28 to the consolidated financial statements.

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

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

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

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.3 ISSUED BUT NOT YET EFFECTIVE HKFRS ACCOUNTING STANDARDS

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

HKFRS 18	<i>Presentation and Disclosure in Financial Statements</i> ²
HKFRS 19 and its amendments	<i>Subsidiaries without Public Accountability: Disclosures</i> ²
Amendments to HKFRS 9 and HKFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments</i> ¹
Amendments to HKFRS 9 and HKFRS 7	<i>Contracts Referencing Nature-dependent Electricity</i> ¹
Amendments to HKFRS 10 and HKAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i> ³
Amendments to HKAS 21	<i>Translation to a Hyperinflationary Presentation Currency</i> ²
<i>Annual Improvements to HKFRS Accounting Standards – Volume 11</i>	Amendments to HKFRS 1, HKFRS 7, HKFRS 9, HKFRS 10 and HKAS 7 ¹

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

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

³ No mandatory effective date yet determined but available for adoption

Further information about those HKFRS Accounting Standards that are expected to be applicable to the Group is described below.

HKFRS 18 replaces HKAS 1 *Presentation of Financial Statements*. While a number of sections have been brought forward from HKAS 1 with limited changes, HKFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Entities are required to classify all income and expenses within the statement of profit or loss into one of the five categories: operating, investing, financing, income taxes and discontinued operations and to present two new defined subtotals. It also requires disclosures about management-defined performance measures in a single note and introduces enhanced requirements on the grouping (aggregation and disaggregation) and the location of information in both the primary financial statements and the notes. Some requirements previously included in HKAS 1 are moved to HKAS 8 *Accounting Policies, Changes in Accounting Estimates and Errors*, which is renamed as HKAS 8 *Basis of Preparation of Financial Statements*. As a consequence of the issuance of HKFRS 18, limited, but widely applicable, amendments are made to HKAS 7 *Statement of Cash Flows*, HKAS 33 *Earnings per Share* and HKAS 34 *Interim Financial Reporting*. In addition, there are minor consequential amendments to other HKFRS Accounting Standards. HKFRS 18 and the consequential amendments to other HKFRS Accounting Standards are effective for annual periods beginning on or after 1 January 2027 with earlier application permitted. Retrospective application is required. The Group is currently analysing the new requirements and assessing the impact of HKFRS 18 on the presentation and disclosure of the Group's financial statements.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

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

HKFRS 19 allows eligible entities to elect to apply reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other HKFRS Accounting Standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in HKFRS 10 *Consolidated Financial Statements*, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements available for public use which comply with HKFRS Accounting Standards or IFRS Accounting Standards. HKFRS 19 was amended in April 2025 to include IFRS Accounting Standards in the eligibility criteria for applying the standard. The standard was further amended in October 2025 to (i) remove disclosure objectives from HKFRS 19; (ii) reduce the disclosure requirements relating to supplier finance arrangements and a specific class of financial liabilities; and (iii) replace disclosure requirements relating to management-defined performance measures with a cross-reference to HKFRS 18 for entities that use these measures. Earlier application is permitted. As the Company is a listed company, it is not eligible to elect to apply HKFRS 19 and its amendments. Some of the Company's subsidiaries are considering the application of HKFRS 19 and its amendments in their specified financial statements.

Amendments to HKFRS 9 and HKFRS 7 *Amendments to the Classification and Measurement of Financial Instruments* clarify the date on which a financial asset or financial liability is derecognised and introduce an accounting policy option to derecognise a financial liability that is settled through an electronic payment system before the settlement date if specified criteria are met. The amendments clarify how to assess the contractual cash flow characteristics of financial assets with environmental, social and governance and other similar contingent features. Moreover, the amendments clarify the requirements for classifying financial assets with non-recourse features and contractually linked instruments. The amendments also include additional disclosures for investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features. The amendments shall be applied retrospectively with an adjustment to opening retained profits (or other component of equity) at the initial application date. Prior periods are not required to be restated and can only be restated without the use of hindsight. Earlier application of either all the amendments at the same time or only the amendments related to the classification of financial assets is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Amendments to HKFRS 9 and HKFRS 7 *Contracts Referencing Nature-dependent Electricity* clarify the application of the "own-use" requirements for in-scope contracts and amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts. The amendments also include additional disclosures that enable users of financial statements to understand the effects these contracts have on an entity's financial performance and future cash flows. The amendments relating to the own-use exception shall be applied retrospectively. Prior periods are not required to be restated and can only be restated without the use of hindsight. The amendments relating to the hedge accounting shall be applied prospectively to new hedging relationships designated on or after the date of the initial application. Earlier application is permitted. The amendments to HKFRS 9 and HKFRS 7 shall be applied at the same time. The amendments are not expected to have any significant impact on the Group's financial statements.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

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

Amendments to HKFRS 10 and HKAS 28 address an inconsistency between the requirements in HKFRS 10 and in HKAS 28 in dealing with the sale or contribution of assets between an investor and its associate or joint venture. The amendments require a full recognition of a gain or loss resulting from a downstream transaction when the sale or contribution of assets constitutes a business. For a transaction involving assets that do not constitute a business, a gain or loss resulting from the transaction is recognised in the investor's profit or loss only to the extent of the unrelated investor's interest in that associate or joint venture. The amendments are to be applied prospectively. The previous mandatory effective date of amendments to HKFRS 10 and HKAS 28 was removed by the HKICPA. However, the amendments are available for adoption now.

Amendments to HKAS 21 *Translation to a Hyperinflationary Presentation Currency* require the translation from a non-hyperinflationary functional currency into a hyperinflationary presentation currency at the closing rate. The amendments also require an entity whose functional currency and presentation currency are the currency of a hyperinflationary economy to restate the comparative amounts of a foreign operation whose functional currency is that of a non-hyperinflationary economy, by applying the general price index, in accordance with paragraph 34 of HKAS 29 *Financial Reporting in Hyperinflationary Economies*, to the foreign operation's comparative figures. The amendments introduce certain additional disclosures. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

Annual Improvements to HKFRS Accounting Standards – Volume 11 set out amendments to HKFRS 1, HKFRS 7 (and the accompanying *Guidance on implementing HKFRS 7*), HKFRS 9, HKFRS 10 and HKAS 7. Details of the amendments that are expected to be applicable to the Group are as follows:

- **HKFRS 7 *Financial Instruments: Disclosures*:** The amendments have updated certain wording in paragraph B38 of HKFRS 7 and paragraphs IG1, IG14 and IG20B of the *Guidance on implementing HKFRS 7* for the purpose of simplification or achieving consistency with other paragraphs in the standard and/or with the concepts and terminology used in other standards. In addition, the amendments clarify that the *Guidance on implementing HKFRS 7* does not necessarily illustrate all the requirements in the referenced paragraphs of HKFRS 7 nor does it create additional requirements. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- **HKFRS 9 *Financial Instruments*:** The amendments clarify that when a lessee has determined that a lease liability has been extinguished in accordance with HKFRS 9, the lessee is required to apply paragraph 3.3.3 of HKFRS 9 and recognise any resulting gain or loss in profit or loss. However, the amendments do not address how a lessee distinguishes between a lease modification as defined in HKFRS 16 and an extinguishment of a lease liability in accordance with HKFRS 9. In addition, the amendments have updated certain wording in paragraph 5.1.3 of HKFRS 9 and Appendix A of HKFRS 9 to remove potential confusion. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

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

- HKFRS 10 *Consolidated Financial Statements*: The amendments clarify that the relationship described in paragraph B74 of HKFRS 10 is just one example of various relationships that might exist between the investor and other parties acting as de facto agents of the investor, which removes the inconsistency with the requirement in paragraph B73 of HKFRS 10. Earlier application is permitted. The amendments are not expected to have any significant impact on the Group's financial statements.
- HKAS 7 *Statement of Cash Flows*: The amendments replace the term "cost method" with "at cost" in paragraph 37 of HKAS 7 following the prior deletion of the definition of "cost method". Earlier application is permitted. The amendments are not expected to have any impact on the Group's financial statements.

2.4 MATERIAL ACCOUNTING POLICIES

Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The consideration transferred is measured at the acquisition date fair value which is the sum of the acquisition date fair values of assets transferred by the Group, liabilities assumed by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at fair value. Acquisition-related costs are expensed as incurred.

The Group determines that it has acquired a business when the acquired set of activities and assets includes an input and a substantive process that together significantly contribute to the ability to create outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts of the acquiree.

If the business combination is achieved in stages, the previously held equity interest is remeasured at its acquisition date fair value and any resulting gain or loss is recognised in profit or loss or other comprehensive income, as appropriate.

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability is measured at fair value with changes in fair value recognised in profit or loss. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Business combinations and goodwill (Continued)

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognised for non-controlling interests and any fair value of the Group's previously held equity interests in the acquiree over the identifiable assets acquired and liabilities assumed. If the sum of this consideration and other items is lower than the fair value of the net assets acquired, the difference is, after reassessment, recognised in profit or loss as a gain on bargain purchase.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs its annual impairment test of goodwill as at 31 December. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units, or groups of cash-generating units, that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Group are assigned to those units or groups of units.

Impairment is determined by assessing the recoverable amount of the cash-generating unit (group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit (group of cash-generating units) is less than the carrying amount, an impairment loss is recognised. An impairment loss recognised for goodwill is not reversed in a subsequent period.

Where goodwill has been allocated to a cash-generating unit (or group of cash-generating units) and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on the disposal. Goodwill disposed of in these circumstances is measured based on the relative value of the operation disposed of and the portion of the cash-generating unit retained.

Fair value measurement

The Group measures its investment properties and contingent consideration receivables 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.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Fair value measurement (Continued)

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

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

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

Impairment of non-financial assets

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

In testing a cash-generating unit for impairment, a portion of the carrying amount of a corporate asset (e.g., a headquarters building) is allocated to an individual cash-generating unit if it can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of cash-generating units.

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

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.



NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Related parties

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

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

or

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

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Property, plant and equipment and depreciation

Items of 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 the statement of 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 recognises such parts as individual assets with specific useful lives and depreciates them accordingly.

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

Plant and machinery	9% to 30%
Leasehold improvements	Over the shorter of the lease terms and 30%
Furniture, fixtures and office equipment	9% to 30%
Motor vehicles	18% to 23%

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 each financial year end.

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 year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Investment properties

Investment properties are interests in land and buildings (including right-of-use assets) held to earn rental income and/or for capital appreciation. 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 year in which they arise.

Any gains or losses on the retirement or disposal of an investment property are recognised in profit or loss in the year of the retirement or disposal.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Non-current assets held for sale

Non-current assets are classified as held for sale if their carrying amounts will be recovered principally through a sales transaction rather than through continuing use. For this to be the case, the asset must be available for immediate sale in its present condition subject only to terms that are usual and customary for the sale of such assets or disposal groups and its sale must be highly probable.

Non-current assets (other than investment properties and financial assets) classified as held for sale are measured at the lower of their carrying amounts and fair values less costs to sell. Property, plant and equipment and intangible assets classified as held for sale are not depreciated or amortised.

Intangible assets (other than goodwill)

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

Software is stated at cost less any impairment loss and is amortised on the straight-line basis over its estimated life of 1 to 10 years.

Contractual right is stated at cost less any impairment loss and is amortised on the straight-line basis over its estimated life of 12 years.

Leases

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

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets. At inception or on reassessment of a contract that contains a lease component and non-lease components, the Group adopts the practical expedient not to separate non-lease components and to account for the lease component and the associated non-lease components (e.g., property management services for leases of properties) as a single lease component.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Leases (Continued)

Group as a lessee (Continued)

(a) *Right-of-use assets*

Right-of-use assets are recognised at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets (related to the office properties and staff quarters) 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. Where applicable, the cost of a right-of-use asset also includes an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located. Right-of-use assets are depreciated and amortised on a straight-line basis over the shorter of the lease terms and the estimated useful lives of the assets as follows:

Office properties and staff quarters	2 to 6 years
Office equipment	2 to 5 years

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.

When a right-of-use asset meets the definition of investment property, it is included in investment properties. The corresponding right-of-use asset is initially measured at cost, and subsequently measured at fair value, in accordance with the Group's policy for "Investment properties".

(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 terminating a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Leases (Continued)

Group as a 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 future lease payments arising from a change in an index or rate, a change in the lease term, a change in the in-substance fixed lease payments or a change in assessment 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 buildings and equipment (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). When the Group enters into a lease in respect of a low-value asset, the Group decides whether to capitalise the lease on a lease-by-lease basis.

Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. When a contract contains lease and non-lease components, the Group allocates the consideration in the contract to each component on a relative stand-alone selling price basis. Rental income is accounted for on a straight-line basis over the lease term and is included in revenue in profit or loss 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.

When the Group is an intermediate lessor, a sublease is classified as a finance lease or operating lease with reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the Group applies the on-balance sheet recognition exemption, the Group classifies the sublease as an operating lease.

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (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 (“OCI”), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset’s contractual cash flow characteristics and the Group’s business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value, plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under HKFRS 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 fair value through OCI, it needs to give rise to cash flows that are solely payments of principal and interest (“SPPI”) on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group’s business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows, while financial assets classified and measured at fair value through other comprehensive income are held within a business model with the objective of both holding to collect contractual cash flows and selling. Financial assets which are not held within the aforementioned business models are classified and measured at fair value through profit or loss.

Purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace are recognised on the trade date, that is, the date that the Group commits to purchase or sell the asset.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Investments and other financial assets (Continued)

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost (debt instruments)

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss. This category includes contingent consideration receivables.

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.

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.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Impairment of financial assets

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

General approach

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

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

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may 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.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

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

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

Simplified approach

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

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as loans and borrowings or payables, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and bills payables, other payables and accruals, lease liabilities and interest-bearing borrowings.

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as follows:

Financial liabilities at amortised cost (trade and bills payables, other payables)

After initial recognition, trade and bills payables, other payables at amortised cost are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in 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.

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 statement of financial position 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.

Inventories

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

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Cash and cash equivalents

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

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

Provisions

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

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

Income tax

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

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

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

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

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



NOTES TO THE FINANCIAL STATEMENTS

31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Income tax (Continued)

Deferred tax assets are recognised for all deductible temporary differences, and the carryforward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carryforward of unused tax credits and unused tax losses can be utilised, except:

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

The carrying amount of deferred tax assets is reviewed at the end of reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of each of the reporting period.

Deferred tax assets and deferred tax liabilities are offset if and only if the Group has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Revenue recognition

Revenue from contracts with customers

The Group provides property management services, value-added services to non-property owners and community value-added services to property developers, property owners or tenants, property owners' associations or residents. 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 HKFRS 15.

- (i) Property management services mainly include security, cleaning, greening, energy operation and maintenance, repair and maintenance and file management services to owners or tenants of properties. For property management services, the Group bills a fixed amount for services provided on a monthly basis and recognises as revenue in the amount to which the Group has a right to invoice and that corresponds directly with the value of performance completed. The Group recognises the service fee received or receivable as its revenue over time in the period in which the customer simultaneously receives and consumes the benefits provided by the services performed by the Group.
- (ii) Value-added services to non-property owners mainly include (a) sales assistance services, mainly including pre-sale preparation, marketing, cleaning, security and maintenance services at property sales venues and display units, (b) consultancy services, including preliminary planning and design services, construction consultancy services, pre-delivery services prior to delivery of properties to end buyers (mainly clearing, cleaning, assistance at property delivery venues ("Start-up Services"), and property inspection services and the follow-up with rectification services ("Inspection and Follow-up Services")), post-delivery services (mainly repair and maintenance), and other consultancy services (mainly sales agency services with respect to newly developed properties and carpark spaces). The Group agrees the price for each service with customers upfront and issues monthly or quarterly bills to customers which vary based on the actual level of service completed. Revenue from sales assistance services, construction consultancy services, Start-up Services and post-delivery services is recognised over time, in the amount to which the Group has a right to invoice, because the customer simultaneously receives and consumes the benefits provided by the Group. Revenue from preliminary planning and design consultancy services, Inspection and Follow-up Services and sales agency services is recognised at the point in time when the services are rendered and accepted by the property developers.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Revenue recognition (Continued)

Revenue from contracts with customers (Continued)

- (iii) Community value-added services mainly include community space operation services, community living services (mainly housekeeping, cleaning, retail and catering services), real estate agency services with respect to secondary sale or rental transactions of properties, and platform services for interior decoration. Revenue from community space operation services and community living services is recognised when the related services are rendered. Revenue from catering services is recognised at the point in time when control of the food and beverages is transferred to the customers, generally on the acceptance of the food and beverages. Revenue from real estate agency services and platform services for interior decoration is recognised at the point in time when the services are rendered and accepted by the customers.

For property management service income from properties managed on a lump sum basis, where the Group acts as principal and is primarily responsible for providing the property management services to the property owners, the Group recognises the fee received or receivable from property owners as its revenue and all related property management costs as its cost of services. For property management service income from properties managed on a commission basis, the Group recognises the revenue, which is calculated by a certain percentage of the total property management fee received or receivable from the properties units on behalf of the property owners, for arranging and monitoring the services as provided by other suppliers to the property owners.

Revenue from other sources

Rental income is recognised on a time proportion basis over the lease terms. Variable lease payments that do not depend on an index or a rate are recognised as income in the accounting period in which they are incurred.

Other income

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts through the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

Employee benefits

Pension scheme

The employees of the Group's subsidiaries which operate in Chinese mainland are required to participate in a central pension scheme operated by the local municipal governments. These subsidiaries are required to contribute a certain portion of their payroll 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 at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises restructuring costs involving the payment of termination benefits.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Events after the reporting period

If the Group receives information after the reporting period, but prior to the date of authorisation for issue, about conditions that existed at the end of the reporting period, it will assess whether the information affects the amounts that it recognises in its financial statements. The Group will adjust the amounts recognised in its financial statements to reflect any adjusting events after the reporting period and update the disclosures that relate to those conditions in light of the new information. For non-adjusting events after the reporting period, the Group will not change the amounts recognised in its financial statements, but will disclose the nature of the non-adjusting events and an estimate of their financial effects, or a statement that such an estimate cannot be made, if applicable.

Dividends

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting. Proposed final dividends are disclosed in the notes to the financial statements. Interim dividends are simultaneously proposed and declared, because the Company's memorandum and articles of association grant the directors the authority to declare interim dividends. Consequently, interim dividends are recognised immediately as a liability when they are proposed and declared.

Foreign currencies

The financial statements are presented in RMB, while the Company's functional currency is Hong Kong dollar. Each entity in the Group determines its own functional currency and items included in the financial information of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was measured. The gain or loss arising on translation of a non-monetary item measured at fair value is treated in line with the recognition of the gain or loss on change in fair value of the item (i.e., translation difference on the item whose fair value gain or loss is recognised in other comprehensive income or profit or loss is also recognised in other comprehensive income or profit or loss, respectively).

In determining the exchange rate on initial recognition of the related asset, expense or income on the derecognition of a non-monetary asset or non-monetary liability relating to an advance consideration, the date of initial transaction is the date on which the Group initially recognises the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Group determines the transaction date for each payment or receipt of the advance consideration.

As at the end of the reporting period, the assets and liabilities of the Company and any foreign operations are translated into RMB at the exchange rates prevailing at the end of the reporting period and the profit or loss of the Company is translated into RMB at the exchange rates that approximate to those prevailing at the dates of the transactions.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

2. ACCOUNTING POLICIES (Continued)

2.4 MATERIAL ACCOUNTING POLICIES (Continued)

Foreign currencies (Continued)

The resulting exchange differences are recognised in other comprehensive income and accumulated in the exchange reserve. On disposal of a foreign operation, the component of other comprehensive income relating to that particular foreign operation is recognised in profit or loss.

For the purpose of the consolidated statement of cash flows, the cash flows of the Company and any foreign operations are translated into RMB at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of the Company which arise throughout the year are translated into RMB at the weighted average exchange rates for the year.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's financial information requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

Provision for expected credit losses ("ECLs") on trade receivables and other receivables

The Group uses a provision matrix to calculate ECLs for trade receivables and other receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns (i.e. by service type, customer type and rating).

The provision matrix is initially based on the Group's historical observed default rates. The Group calibrates the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the property development sector, the historical default rates are adjusted. At each reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation among historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and forecast economic conditions. The Group's historical credit loss experience and forecast of economic conditions may also not be representative of a customer's actual default in the future. The information about the ECLs on the Group's trade receivables and other receivables is disclosed in notes 20 and 21 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES (Continued)

Estimation uncertainty (Continued)

Estimation of fair value of investment properties

In the absence of current prices in an active market for similar leased properties, the Group considers information from discounted cash flow projections based on reliable estimates of future cash flows, supported by the terms of any existing lease and other contracts and (when possible) by external evidence such as current market rents for similar properties in the same location and condition, and using discount rates that reflect current market assessments of the uncertainty in the amount and timing of the cash flows.

The carrying amount of investment properties at 31 December 2025 was RMB182,786,000 (2024: RMB205,030,000). Further details, including the key assumptions used for the fair value measurement, are given in note 14 to the financial statements.

Recognition of deferred tax liabilities for withholding taxes

Deferred tax liabilities are recognised for withholding tax levied on dividends declared to foreign investors from the foreign investment enterprise established in Chinese mainland. Significant management judgement is required to determine the amount of deferred tax liabilities that can be recognised, based upon the likely dividends declared. Further details are contained in note 18 to the financial statements.

Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the value in use of the cash-generating units to which the goodwill is allocated. Estimating the value in use requires the Group to make an estimate of the expected future cash flows from the cash-generating units and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill at 31 December 2025 was RMB479,874,000 (2024: RMB479,874,000). Further details are given in note 16.

4. OPERATING SEGMENT INFORMATION

The Group is principally engaged in the provision of property management services, value-added services to non-property owners and community value-added services. Information reported to the Group's chief operating decision maker, for the purpose of resource allocation and performance assessment, focuses on the operating results of the Group as a whole as the Group's resources are integrated and no discrete operating segment information is available. Accordingly, no operating segment information is presented.

Geographical information

The Group's revenue from customers is derived solely from its operations and services rendered in Chinese mainland, and the non-current assets of the Group are located in Chinese mainland.

Information about major customers

For the year ended 31 December 2025, RMB552,112,000 (2024: RMB486,292,000) of revenue was derived from the ultimate holding company and its subsidiaries. Other than the revenue from the ultimate holding company and its subsidiaries, no revenue derived from sales to a single customer or a group of customers under common control amounted to 10% or more of the Group's revenue for the year ended 31 December 2025 (2024: Nil).

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

5. REVENUE, OTHER INCOME AND GAINS

An analysis of revenue is as follows:

	2025 RMB'000	2024 RMB'000 (Restated)
<i>Revenue from contracts with customers</i>	3,634,697	3,063,852
<i>Revenue from other sources</i>		
Gross rental income from investment properties operating leases:		
Fixed lease payments	33,136	30,631
Total revenue	3,667,833	3,094,483

Revenue from contracts with customers

(a) Disaggregated revenue information

	2025 RMB'000	2024 RMB'000 (Restated)
Types of services		
Property management services	2,690,655	2,187,077
Value-added services to non-property owners	340,233	324,670
Community value-added services	603,809	552,105
Total revenue from contracts with customers	3,634,697	3,063,852
Timing of revenue recognition		
Revenue from contracts with customers recognised over time	3,390,361	2,874,133
Revenue from contracts with customers recognised at a point in time	244,336	189,719
Total	3,634,697	3,063,852

Contract liabilities

The Group recognised the following revenue-related contract liabilities:

	31 December 2025 RMB'000	31 December 2024 RMB'000 (Restated)	1 January 2024 RMB'000
Third parties	872,951	735,579	451,277
Related parties (<i>note 31</i>)	43,303	25,094	35,562
Contract liabilities	916,254	760,673	486,839

Contract liabilities of the Group mainly arise from the advance payments received from customers for services yet to be provided. The increase in contract liabilities as at 31 December 2025 and 2024 was mainly due to the increase in short term advances received from customers in relation to the provision of property management services at the end of the year.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

5. REVENUE, OTHER INCOME AND GAINS (Continued)

Revenue from contracts with customers (Continued)

(a) Disaggregated revenue information (Continued)

Contract liabilities (Continued)

The following table shows the amounts of revenue recognised in the current reporting period that were included in the contract liabilities at the beginning of the reporting period:

	2025 RMB'000	2024 RMB'000
Revenue recognised that was included in the contract liability balance at the beginning of the reporting period:	758,314	476,498

(b) Performance obligations

Information about the Group's performance obligations is detailed in note 2.4 to the consolidated financial statements.

The Group has elected the practical expedient of not to disclose the remaining performance obligations for these types of contracts because the performance obligation is part of a contract that has an original expected duration of one year or less.

An analysis of other income and gains is as follows:

	2025 RMB'000	2024 RMB'000
Other income and gains		
Bank interest income	12,343	10,433
Compensation income	–	46,156
Gain on revision of a lease term arising from a change in the non-cancellable period of a lease	–	3,555
Government grants*	2,128	3,360
Other investment income from financial assets at fair value through profit or loss	–	219
Others	2,315	1,355
Total other income and gains	16,786	65,078

* Various government grants have been received from the relevant authorities for the Group's businesses conducted in certain cities in Chinese mainland. There are no unfulfilled conditions or contingencies relating to these grants.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

6. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging/(crediting):

	Notes	2025 RMB'000	2024 RMB'000 (Restated)
Cost of services provided		2,839,440	2,318,497
Cost of goods sold		108,205	58,248
Depreciation of property, plant and equipment	13	34,741	30,730
Depreciation of right-of-use assets	15(b)	10,576	12,399
Amortisation of intangible assets	17	15,293	14,003
Auditors' remuneration		3,300	3,200
Net fair value loss on investment properties*	14	24,112	5,456
Loss on disposal of items of property, plant and equipment, net*		30	760
Loss/(gain) on revision of a lease term arising from a change in the non-cancellable period of a lease		7	(3,555)
Employee benefit expense (excluding directors' and chief executive's remuneration (<i>note 8</i>)):			
Wages and salaries		474,708	501,910
Pension scheme contributions		47,953	51,425
Total		522,661	553,335
Foreign exchange loss*		2,457	833
Impairment losses/(write-back of impairment losses) of financial assets:			
– Trade receivables	20	62,685	38,116
– Other receivables	21	4,493	(668)
Total		67,178	37,448
Rental expense			
Short-term leases and low-value leases	15(b)	4,182	6,949

* These items are included in "Other expenses" in the consolidated statement of profit or loss.

7. FINANCE COSTS

An analysis of finance costs is as follows:

	2025 RMB'000	2024 RMB'000
Interest on lease liabilities (<i>note 15(b)</i>)	9,105	11,293

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION

Directors' and chief executive's remuneration for the year, disclosed pursuant to the Listing Rules, section 383(1) (a), (b), (c) and (f) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

	2025 RMB'000	2024 RMB'000
Fees	549	546
Other emoluments:		
Salaries, allowances and benefits in kind	2,530	2,911
Performance related bonuses [#]	2,824	1,141
Prior years service term incentives	484	–
Pension scheme contributions	668	768
Subtotal	6,506	4,820
Total fees and other emoluments	7,055	5,366

[#] Certain executive directors of the Company are entitled to bonus payments which are determined based on the Group's performance.

(a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follows:

	2025 RMB'000	2024 RMB'000
Dr. Chen Jieping	183	182
Dr. Han Jian	183	182
Mr. Sincere Wong	183	182
Total	549	546

There were no other emoluments payable to the independent non-executive directors during the year (2024: Nil).

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (Continued)

(b) Executive directors

	Salaries, allowances and benefits in kind RMB'000	Pension scheme contributions RMB'000	Prior years service term incentives RMB'000	Performance related bonuses RMB'000	Total remuneration RMB'000
2025					
Mr. Song Liuyi (<i>note (i)</i>)	1,063	266	256	1,391	2,976
Mr. Li Yulong (<i>note (ii)</i>)	820	165	142	845	1,972
Mr. Zhao Jinlong (<i>note (iii)</i>)	647	237	86	588	1,558
	2,530	668	484	2,824	6,506
2024					
Mr. Song Liuyi (<i>note (i)</i>)	1,107	335	–	365	1,807
Mr. Li Yulong (<i>note (ii)</i>)	624	121	–	–	745
Mr. Zhao Jinlong (<i>note (iii)</i>)	453	168	–	129	750
Mr. Xie Wei (<i>note (ii)</i>)	431	39	–	–	470
Ms. Zhou Liye (<i>note (iii)</i>)	296	105	–	647	1,048
	2,911	768	–	1,141	4,820

Notes:

- i. Mr. Song Liuyi was re-designated from a non-executive director to an executive director of the Company on 19 October 2023.
- ii. Mr. Xie Wei resigned as the Chief Executive Officer of the Company, Mr. Li Yulong was appointed as the Chief Executive Officer of the Company, both with effect from 1 April 2024.
- iii. Ms. Zhou Liye resigned as an executive director of the Company, Mr. Zhao Jinlong was appointed as an executive director of the Company with effect from 22 April 2024.

No fees were paid to executive directors during the years ended 31 December 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

8. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (Continued)

(c) Non-executive directors

Mr. Song Liuyi was appointed as a non-executive director of the Company on 28 April 2023 and re-designated from a non-executive director to an executive director on 19 October 2023. Mr. Gan Yong was appointed as a non-executive director of the Company on 9 June 2023 and resigned with effect from 15 December 2025. Ms. Qiao Xiaojie was appointed as a non-executive director of the Company on 26 August 2021. Mr. Cui Yan was appointed as a non-executive director of the Company on 15 December 2025.

There was no emolument paid or payable to the non-executive directors during the years ended 31 December 2025 and 2024.

No directors waived any emoluments during the years ended 31 December 2025 and 2024.

9. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees during the year included three directors (2024: two directors), details of whose remuneration are set out in note 8 above. Details of the remuneration for the year of the remaining two (2024: three) highest paid employees who are neither a director nor chief executive of the Company are as follows:

	2025	2024
	RMB'000	RMB'000
Salaries, allowances and benefits in kind	1,513	2,300
Performance related bonuses	1,129	1,996
Pension scheme contributions	330	466
Total	2,972	4,762

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following bands is as follows:

	Number of employees	
	2025	2024
HK\$1,000,001 to HK\$1,500,000	–	–
HK\$1,500,001 to HK\$2,000,000	2	3
Total	2	3

During the year ended 31 December 2025, no highest paid employees waived or agreed to waive any remuneration (2024: Nil).

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

9. FIVE HIGHEST PAID EMPLOYEES (Continued)

In prior years, share options were granted to certain non-director and non-chief executive highest paid employees in respect of their services to the Group, under the share option scheme of China Jinmao Group. The fair value of such options, which has been recognised in the statement of profit or loss over the vesting period, was determined as at the date of grant.

10. INCOME TAX

The Group is subject to income tax on an entity basis on profits arising in or derived from the tax jurisdictions in which members of the Group are domiciled and operate.

The Company is not liable for income tax as it did not generate any assessable profits arising in Hong Kong during the year.

Except for three (2024: three) PRC subsidiaries which operate in several western cities of Chinese mainland and are subject to a preferential income tax rate of 15%, and one (2024: one) PRC subsidiary which is entitled to a preferential tax rate of 15% because it is accredited as a High and New Technology Enterprise, the income tax provision of the Group in respect of its operations in Chinese mainland was calculated at the tax rate of 25% (2024: 25%) on the assessable profits for the reporting period, if applicable, based on the existing legislation, interpretations and practices in respect thereof.

	2025 RMB'000	2024 RMB'000 (Restated)
Current	108,358	122,132
Deferred (note 18)	(27,463)	(11,480)
Total tax charge for the year	80,895	110,652

A reconciliation of the tax expense applicable to profit before tax at the statutory rate for the jurisdictions in which the Company and its subsidiaries are domiciled and/or operate to the tax charge for the year is as follows:

	2025			2024		
	Hong Kong RMB'000	Chinese mainland RMB'000	Total RMB'000	Hong Kong RMB'000	Chinese mainland RMB'000 (Restated)	Total RMB'000 (Restated)
Profit/(loss) before tax	(11,745)	413,271	401,526	(8,030)	512,362	504,332
Tax at the statutory tax rate	(1,938)	103,318	101,380	(1,325)	128,091	126,766
Tax effect of preferential tax rates	–	(23,220)	(23,220)	–	(17,723)	(17,723)
Income not subject to tax	(3)	–	(3)	(3)	–	(3)
Expenses not deductible for tax	405	257	662	138	217	355
Tax losses utilised from previous periods	–	–	–	–	(128)	(128)
Tax losses not recognised	1,536	540	2,076	1,190	195	1,385
Tax charge for the year	–	80,895	80,895	–	110,652	110,652

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

11. DIVIDENDS

	2025	2024
	RMB'000	RMB'000
Interim – HK8.7 cents (2024: HK8.4 cents) per ordinary share	71,809	69,136
Interim – HK6.6 cents (2024: Nil) per special share	54,476	–
Proposed final – HK8.3 cents (2024: HK9.6 cents) per ordinary share	65,978	80,144

The proposed final dividend for the year is subject to the approval of the Company's shareholders at the forthcoming annual general meeting.

12. EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT

The calculation of the basic earnings per share amount is based on the profit for the year attributable to ordinary equity holders of the parent, and the weighted average number of ordinary shares of 904,189,000 (2024: 904,189,000) outstanding during the year.

	2025	2024
	RMB'000	RMB'000 (Restated)
Earnings		
Profit attributable to ordinary equity holders of the parent used in the basic earnings per share calculation	310,389	382,088

	Number of shares	
	2025	2024
Shares		
Weighted average number of ordinary shares outstanding during the year used in the basic earnings per share calculation	904,189,000	904,189,000

The Group had no potentially dilutive ordinary shares in issue during the years ended 31 December 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

13. PROPERTY, PLANT AND EQUIPMENT

	Plant and machinery RMB'000	Leasehold improvements RMB'000	Furniture, fixtures and office equipment RMB'000	Motor vehicles RMB'000	Total RMB'000
31 December 2025					
At 1 January 2025					
Cost	24,103	100,344	56,392	2,564	183,403
Accumulated depreciation	(10,486)	(41,567)	(34,605)	(1,660)	(88,318)
Net carrying amount	13,617	58,777	21,787	904	95,085
At 1 January 2025, net of accumulated depreciation	13,617	58,777	21,787	904	95,085
Additions	2,334	14,166	3,548	188	20,236
Disposals	(195)	–	(590)	(21)	(806)
Depreciation provided during the year	(1,935)	(25,286)	(7,249)	(271)	(34,741)
At 31 December 2025, net of accumulated depreciation	13,821	47,657	17,496	800	79,774
At 31 December 2025:					
Cost	25,778	114,510	56,634	2,699	199,621
Accumulated depreciation	(11,957)	(66,853)	(39,138)	(1,899)	(119,847)
Net carrying amount	13,821	47,657	17,496	800	79,774

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

13. PROPERTY, PLANT AND EQUIPMENT (Continued)

	Plant and machinery RMB'000	Leasehold improvements RMB'000	Furniture, fixtures and office equipment RMB'000	Motor vehicles RMB'000	Total RMB'000
31 December 2024					
At 1 January 2024					
Cost	24,341	80,857	51,554	2,100	158,852
Accumulated depreciation	(10,667)	(24,484)	(26,356)	(1,402)	(62,909)
Net carrying amount	13,674	56,373	25,198	698	95,943
At 1 January 2024, net of accumulated depreciation	13,674	56,373	25,198	698	95,943
Additions	1,769	10,461	6,776	430	19,436
Acquisition of subsidiaries (<i>note 27</i>)	604	33,523	1,726	971	36,824
Disposals	(130)	(23,956)	(1,406)	(896)	(26,388)
Depreciation provided during the year	(2,300)	(17,624)	(10,507)	(299)	(30,730)
At 31 December 2024, net of accumulated depreciation	13,617	58,777	21,787	904	95,085
At 31 December 2024:					
Cost	24,103	100,344	56,392	2,564	183,403
Accumulated depreciation	(10,486)	(41,567)	(34,605)	(1,660)	(88,318)
Net carrying amount	13,617	58,777	21,787	904	95,085

14. INVESTMENT PROPERTIES

	2025 RMB'000	2024 RMB'000
Carrying amount at 1 January	205,030	128,206
Additions	1,868	110,280
Acquisition of subsidiaries (<i>note 27</i>)	–	14,133
Disposals	–	(14,133)
Termination of leases	–	(28,000)
Net loss from fair value adjustments (<i>note 6</i>)	(24,112)	(5,456)
Carrying amount at 31 December	182,786	205,030

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

14. INVESTMENT PROPERTIES (Continued)

(a) Valuation processes of the Group

The Group's investment properties are carpark spaces, residential and commercial properties situated in Chinese mainland. The Group measures its investment properties at fair value. The Group's investment properties were revalued on 31 December 2025 based on valuations performed by Beijing K&Z Real Estate Consult Co., Ltd., independent and professionally qualified valuers.

The investment properties are leased to third parties under operating leases, further summary details of which are included in note 15 to the financial statements.

(b) Valuation techniques

The valuation methodology adopted in valuation is the discounted cash flow method.

This method involves the projection of a series of cash flows on a property interest. The duration of the cash flows and the specific timing of inflows and outflows are determined by events such as rent reviews, lease renewal and redevelopment, etc. The periodic cash flow is estimated as gross income less vacancy, maintenance costs and other operating expenses. The series of periodic net operating income, along with an estimate of the terminal value anticipated at the end of the projection period, is then discounted. A market-derived discount rate is applied to the projected cash flow in order to establish the present value of the income stream associated with the asset.

A significant increase (decrease) in the estimated rental value and the market rent growth rate per annum in isolation would result in a significant increase (decrease) in the fair value of the investment properties. A significant increase (decrease) in the discount rate in isolation would result in a significant decrease (increase) in the fair value of the investment properties. Generally, a change in the assumption made for the estimated rental value is accompanied by a directionally similar change in the rental growth per annum and the discount rate.

(c) Information about fair value measurements using significant unobservable inputs (Level 3)

		2025	2024
Property 1 Carpark spaces	Estimated rental value (RMB per square metre per annum)	192	420 – 482
	Rental growth per annum	0.0%	(13)% – 8%
	Discount rate	4.5%	6.2%
Property 2 Commercial properties	Estimated rental value (RMB per square metre per annum)	141-555	448 – 618
	Rental growth per annum	1%-25%	2% – 8%
	Discount rate	5.5%	7.0%
Property 3 Residential property	Estimated rental value (RMB per square metre per annum)	837	856
	Rental growth per annum	0.0%	0.0%
	Discount rate	5.0%	5.5%

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

14. INVESTMENT PROPERTIES (Continued)

(c) Information about fair value measurements using significant unobservable inputs (Level 3) (Continued)

Reconciliation of fair value measurements categorised within Level 3 of the fair value hierarchy:

	Residential property RMB'000	Carpark spaces RMB'000	Commercial properties RMB'000	Total RMB'000
Carrying amount at 1 January 2024	–	40,190	88,016	128,206
Additions	18,159	–	92,121	110,280
Acquisition of subsidiaries	3,286	–	10,847	14,133
Disposals	(3,286)	–	(10,847)	(14,133)
Termination of leases	–	(28,000)	–	(28,000)
Gain/(loss) from fair value adjustments recognised in profit or loss	7,878	(8,055)	(5,279)	(5,456)
Carrying amount at 31 December 2024 and 1 January 2025	26,037	4,135	174,858	205,030
Additions	–	1,868	–	1,868
Gain/(loss) from fair value adjustments recognised in profit or loss	(5,602)	1,518	(20,028)	(24,112)
Carrying amount at 31 December 2025	20,435	7,521	154,830	182,786

(d) Fair value hierarchy

The following table illustrates the fair value measurement hierarchy of the Group's investment properties:

	Fair value measurement using significant unobservable inputs (Level 3)	
	2025 RMB'000	2024 RMB'000
Recurring fair value measurement for:		
Carpark spaces	7,521	4,135
Commercial properties	154,830	174,858
Residential property	20,435	26,037

During the reporting period, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 (2024: Nil).

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15. LEASES

The Group as a lessee

The Group has lease contracts for various items of office properties and staff quarters, office equipment and other equipment used in its operations. Leases of office properties and staff quarters and office equipment generally have lease terms between 2 and 6 years. Other equipment generally has lease terms of 12 months or less and/or is individually of low value. Generally, the Group is restricted from assigning and subleasing the leased assets outside the Group.

(a) Right-of-use assets and lease liabilities

The carrying amounts of the Group's right-of-use assets and lease liabilities and the movements during the year are as follows:

	Right-of-use assets Office properties and staff quarters and office equipment RMB'000	Lease liabilities RMB'000
As at 1 January 2024	27,844	135,644
New leases	128	110,408
Acquisition of subsidiaries (<i>note 27</i>)	16,714	16,714
Depreciation charge (<i>note 6</i>)	(12,399)	–
Revision of a lease term arising from a change in the non-cancellable period of a lease	–	(31,555)
Accretion of interest recognised during the year	–	11,293
Payments	–	(19,891)
As at 31 December 2024 and 1 January 2025	32,287	222,613
New leases	3,426	5,294
Depreciation charge (<i>note 6</i>)	(10,576)	–
Revision of a lease term arising from a change in the non-cancellable period of a lease	(2,535)	(2,528)
Accretion of interest recognised during the year	–	9,105
Payments	–	(7,524)
As at 31 December 2025	22,602	226,960

NOTES TO THE FINANCIAL STATEMENTS
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15. LEASES (Continued)

The Group as a lessee (Continued)

(a) Right-of-use assets and lease liabilities (Continued)

	2025 RMB'000	2024 RMB'000
Lease liabilities analysed into:		
Current portion	79,863	46,067
Non-current portion	147,097	176,546
Total	226,960	222,613

(b) The amounts recognised in profit or loss in relation to leases are as follows:

	2025 RMB'000	2024 RMB'000
Interest on lease liabilities (<i>note 7</i>)	9,105	11,293
Depreciation charge of right-of-use assets (<i>note 6</i>)	10,576	12,399
Expense relating to short-term leases and leases of low-value assets (<i>note 6</i>)	4,182	6,949
Total amount recognised in profit or loss	23,863	30,641

(c) The total cash outflow for leases is disclosed in note 29(c) to the financial statements.

The Group as a lessor

The Group leases its investment properties (note 14) consisting of car park spaces, residential property and commercial properties in Chinese mainland under operating lease arrangements. The terms of the leases generally require the tenants to provide for periodic rent adjustments according to the then prevailing market conditions. Rental income recognised by the Group during the year was RMB33,136,000 (2024: RMB30,631,000), details of which are included in note 5 to the financial statements.

At 31 December 2025, the undiscounted lease payments receivable by the Group in future periods under operating leases with its tenants are as follows:

	2025 RMB'000	2024 RMB'000
Within one year	29,844	33,202
After one year but within two years	26,306	29,844
After two years but within three years	22,132	26,306
After three years but within four years	10,724	22,132
After four years but within five years	4,585	10,724
After five years	3,914	8,499
Total	97,505	130,707

NOTES TO THE FINANCIAL STATEMENTS
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16. GOODWILL

	RMB'000
Cost and net carrying amount at 1 January 2024	249,122
Acquisition of subsidiaries (<i>note 27</i>)	230,752
Cost and net carrying at 31 December 2024, 1 January 2025 and 31 December 2025	479,874

Impairment testing of goodwill

Goodwill acquired through business combinations is allocated to the following cash-generating units for impairment testing:

- Beijing Capital Property Services Limited cash-generating unit
- Beijing Shengrui Property Services Limited cash-generating unit

The carrying amount of goodwill allocated to the cash-generating unit is as follows:

	Beijing Capital Property Services Limited cash-generating unit		Beijing Shengrui Property Services Limited cash-generating unit		Total	
	2025 RMB'000	2024 RMB'000	2025 RMB'000	2024 RMB'000	2025 RMB'000	2024 RMB'000
Carrying amount of goodwill	249,122	249,122	230,752	230,752	479,874	479,874

Beijing Capital Property Services Limited cash-generating unit

The recoverable amount of this cash-generating unit has been determined based on a value in use calculation using cash flow projections based on financial budgets covering a five-year period approved by senior management. The discount rate applied to the cash flow projections is 10.50% (2024: 10.49%). The growth rate used to extrapolate the cash flows of the upscale residential and commercial projects cash-generating unit beyond the five-year period is 2% (2024: 2%), which was the same as the long term average growth rate of the property management industry.

Beijing Shengrui Property Services Limited cash-generating unit

The recoverable amount of this cash-generating unit has been determined based on a value in use calculation using cash flow projections based on financial budgets covering a five-year period approved by senior management. The discount rate applied to the cash flow projections is 10.50% (2024: 10.49%). The growth rate used to extrapolate the cash flows of the upscale residential and commercial projects cash-generating unit beyond the five-year period is 2% (2024: 2%), which was the same as the long term average growth rate of the property management industry.

Assumptions were used in the value in use calculation of this cash-generating unit for 31 December 2025 and 2024. The following describes each key assumption on which management has based its cash flow projections to undertake impairment testing of goodwill:

Budgeted gross margins – The basis used to determine the value assigned to the budgeted gross margins is the average gross margins achieved in the year immediately before the budget year, increased for expected efficiency improvements, and expected market development.

Discount rates – The discount rates used are after tax and reflect specific risks relating to the relevant unit.

The values assigned to the key assumptions and discount rates are consistent with external information sources.

NOTES TO THE FINANCIAL STATEMENTS
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17. INTANGIBLE ASSETS

	Contractual right RMB'000	Computer software RMB'000	Trademark RMB'000	Total RMB'000
31 December 2025				
Cost at 1 January 2025, net of accumulated amortisation	67,957	33,167	–	101,124
Additions	–	23,869	–	23,869
Amortisation provided during the year (note 6)	(7,183)	(8,110)	–	(15,293)
At 31 December 2025	60,774	48,926	–	109,700
At 31 December 2025				
Cost	86,200	81,645	–	167,845
Accumulated amortisation	(25,426)	(32,719)	–	(58,145)
Net carrying amount	60,774	48,926	–	109,700
31 December 2024				
At 1 January 2024:				
Cost	86,200	44,407	–	130,607
Accumulated amortisation	(11,060)	(17,801)	–	(28,861)
Net carrying amount	75,140	26,606	–	101,746
Cost at 1 January 2024, net of accumulated amortisation	75,140	26,606	–	101,746
Additions	–	13,369	–	13,369
Acquisition of subsidiaries (note 27)	–	–	12	12
Amortisation provided during the year (note 6)	(7,183)	(6,808)	(12)	(14,003)
At 31 December 2024	67,957	33,167	–	101,124
At 31 December 2024:				
Cost	86,200	57,776	12	143,988
Accumulated amortisation	(18,243)	(24,609)	(12)	(42,864)
Net carrying amount	67,957	33,167	–	101,124

NOTES TO THE FINANCIAL STATEMENTS
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18. DEFERRED TAX ASSETS AND LIABILITIES

The movements in deferred tax liabilities and assets are as follows:

Deferred tax liabilities

	Investment properties RMB'000	Right-of-use assets RMB'000	Fair value adjustment attributed to acquisition of subsidiaries RMB'000	Total RMB'000
At 1 January 2024	32,051	6,951	18,785	57,787
Acquisition of subsidiaries	186	4,178	528	4,892
Deferred tax charged/(credited) to profit or loss during the year	19,020	(3,058)	(2,066)	13,896
At 31 December 2024 and 1 January 2025	51,257	8,071	17,247	76,575
Deferred tax charged/(credited) to profit or loss during the year	(5,561)	(2,421)	(1,859)	(9,841)
At 31 December 2025	45,696	5,650	15,388	66,734

Deferred tax assets

	Allowance for impairment RMB'000	Unrealised profits from intra group transactions RMB'000	Lease liabilities RMB'000	Total RMB'000
At 1 January 2024	7,752	614	33,902	42,268
Acquisition of subsidiaries	7,623	–	4,178	11,801
Deferred tax credited/(charged) to profit or loss during the year	8,153	(348)	17,571	25,376
At 31 December 2024 and 1 January 2025	23,528	266	55,651	79,445
Deferred tax credited/(charged) to profit or loss during the year	16,801	(266)	1,087	17,622
At 31 December 2025	40,329	–	56,738	97,067

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18. DEFERRED TAX ASSETS AND LIABILITIES (Continued)

For presentation purposes, certain deferred tax assets and liabilities have been offset in the statements of financial position. The following is an analysis of the deferred tax balances of the Group for financial reporting purposes:

	2025 RMB'000	2024 RMB'000
Net deferred tax assets recognised in the consolidated statement of financial position	47,903	24,070
Net deferred tax liabilities recognised in the consolidated statements of financial position	(17,570)	(21,200)
Net deferred tax assets/(liabilities)	30,333	2,870

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 Chinese mainland. 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 Chinese mainland and the jurisdiction of the foreign investors. For the Group, the applicable rate is 5% (2024: 5%). The Group is therefore liable for withholding taxes on dividends distributed by those subsidiaries established in Chinese mainland in respect of earnings generated from 1 January 2008.

At 31 December 2025, no deferred tax has been recognised for withholding taxes that would be payable on the unremitted earnings that are subject to withholding taxes of the Group's subsidiaries established in Chinese mainland. In the opinion of the directors of the Company, the Group's fund will be retained in Chinese mainland for the expansion of the Group's operation, so it is not probable that these subsidiaries will distribute such earnings in the foreseeable future. The aggregate amounts of temporary differences associated with investments in subsidiaries in Chinese mainland for which deferred tax liabilities have not been recognised totalled approximately RMB1,650,416,000 as at 31 December 2025 (2024: RMB1,356,726,000).

The Group has not recognised deferred tax assets in respect of tax losses arising in Hong Kong of RMB9,308,000 (2024: RMB7,212,000), subject to agreement by the Hong Kong Inland Revenue Department, that are available indefinitely for offsetting against future taxable profits of the companies in which the losses arose. The Group also has not recognised deferred tax assets in respect of tax losses arising in Chinese mainland of RMB2,162,000 (2024: RMB779,000), that will expire in one to five years, 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.

19. INVENTORIES

	2025 RMB'000	2024 RMB'000
Consumables and spare parts	3,719	4,344
General merchandise	196	378
Total	3,915	4,722

NOTES TO THE FINANCIAL STATEMENTS
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20. TRADE RECEIVABLES

	2025 RMB'000	2024 RMB'000 (Restated)
Related parties (<i>note 31</i>)	228,722	227,055
Third parties	1,338,182	1,004,145
Trade receivables	1,566,904	1,231,200
Less: Allowance for impairment of trade receivables	(128,776)	(66,091)
Net carrying amount	1,438,128	1,165,109

Trade receivables mainly represent receivables from property management services and other related services to property developers. For trade receivables from property management services, the Group charges property management fees on a monthly or quarterly basis and the payment is generally due upon the issuance of demand notes. For trade receivables from other services to property developers, the Group's trading terms with its customers are mainly on credit and the credit period is generally 90 to 180 days. The Group seeks to maintain strict control over its outstanding receivables. Overdue balances are reviewed regularly by management. Other than trade balances due from Sinochem Holdings and its subsidiaries, the Group's trade receivables relate to a large number of diversified customers, there is no significant concentration of credit risk. The Group does not hold any collateral or other credit enhancements over its trade receivable balances. Trade receivables are non-interest-bearing.

The amounts due from the related parties are repayable on credit terms similar to those offered to other major customers of the Group.

An ageing analysis of the trade receivable as at the end of each of the reporting period, based on the invoice date and net of loss allowance, is as follows:

	2025 RMB'000	2024 RMB'000 (Restated)
Within 1 year	1,156,058	849,471
1 to 2 years	217,572	247,741
2 to 3 years	48,292	53,457
Over 3 years	16,206	14,440
Total	1,438,128	1,165,109

The movements in provision for impairment of trade receivables are as follows:

	2025 RMB'000	2024 RMB'000 (Restated)
At beginning of year	66,091	27,975
Impairment losses recognised (<i>note 6</i>)	62,685	38,116
At end of year	128,776	66,091

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

20. TRADE RECEIVABLES (Continued)

The increase in the loss allowance was due to the increase in the gross carrying amount due from third parties aged over one year. As at the end of the year, all trade receivables were denominated in RMB, and the fair values of trade receivables approximated to their carrying amounts.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on ageing for groupings of various customer segments with similar loss patterns (i.e., by customer type). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix:

At 31 December 2025

	Ageing					Related parties	Total
	Less than 1 year	1 to 2 years	2 to 3 years	Over 3 years			
Expected credit loss rate	3.76%	12.55%	46.51%	62.50%	2.98%	8.22%	
Gross carrying amount (RMB'000)	1,027,455	197,257	77,200	36,270	228,722	1,566,904	
Expected credit losses (RMB'000)	(38,636)	(24,752)	(35,909)	(22,668)	(6,811)	(128,776)	

At 31 December 2024

	Ageing					Related parties	Total
	Less than 1 year	1 to 2 years	2 to 3 years	Over 3 years			
	(Restated)	(Restated)	(Restated)	(Restated)	(Restated)	(Restated)	
Expected credit loss rate	2.01%	9.96%	22.89%	45.32%	2.55%	5.37%	
Gross carrying amount (RMB'000)	706,559	215,477	56,081	26,028	227,055	1,231,200	
Expected credit losses (RMB'000)	(14,213)	(21,451)	(12,837)	(11,797)	(5,793)	(66,091)	

The expected credit loss of trade receivables from related parties was immaterial considering there were no recent history of default and no significant credit risks of the related parties of the Group.

NOTES TO THE FINANCIAL STATEMENTS
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21. PREPAYMENTS, OTHER RECEIVABLES AND OTHER ASSETS

	2025 RMB'000	2024 RMB'000 (Restated)
<i>Current</i>		
Amounts due from related parties (<i>note 31</i>)	263,300	600,257
Prepayments	151,280	140,395
Compensation receivables	–	31,386
Other receivables	10,951	97,256
Payments on behalf of residents/tenants	86,433	67,619
Other tax recoverable	34,935	39,419
Deposits and others	72,001	83,190
	618,900	1,059,522
Impairment allowance	(6,320)	(1,827)
	612,580	1,057,695
<i>Non-current</i>		
Other assets	6,584	4,272

Payments on behalf of residents/tenants represent the current accounts with the residents/tenants of communities/properties managed by the Group. Amounts due from related parties mainly represent performance guarantees placed with related parties and receivables in relation to payments made on behalf of related parties. The Group has assessed that the credit risk of the financial assets included in the above balances has not increased significantly since initial recognition and measured the impairment based on 12-month expected credit losses. The Group considers the historical loss rate and adjusts for forward-looking macro-economic data in calculating the expected credit loss rate.

The movements in provision for impairment are as follows:

	2025 RMB'000	2024 RMB'000 (Restated)
At beginning of year	1,827	2,495
Impairment losses/(write-back of impairment losses) recognised in profit or loss (<i>note 6</i>)	4,493	(668)
At end of the year	6,320	1,827

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22. CASH AND CASH EQUIVALENTS AND RESTRICTED CASH

	2025 RMB'000	2024 RMB'000
Cash and bank balances	1,642,112	1,403,692
Less: Restricted cash	(13,204)	(4,239)
Cash and cash equivalents	1,628,908	1,399,453
Cash and bank balances denominated in RMB placed with banks in Mainland China	1,628,257	1,396,162

The RMB is not freely convertible into other currencies, however, under Chinese mainland's Foreign Exchange Control Regulations and Administration of Settlement, and Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

Cash at banks earns interest at floating rates based on daily bank deposit rates. The bank balances are deposited with creditworthy banks with no recent history of default.

Restricted cash represented cash at bank frozen for performance guarantee deposits and any pre-litigation preservation of property.

Included in the Group's cash and cash equivalents were bank balances of RMB989,566,000 as at 31 December 2025 (2024: RMB594,000,000) placed with Sinochem Group Finance Co., Ltd. ("Sinochem Finance"), which is a subsidiary of Sinochem Holdings and a financial institution approved by the People's Bank of China. The interest rates on these deposits ranged from 0.25% to 1.45% (2024: 0.55% to 1.35%) per annum. Further details of the interest income attributable to the deposits placed with Sinochem Finance are set out in note 31 to the financial statements.

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23. TRADE AND BILLS PAYABLES

	2025 RMB'000	2024 RMB'000 (Restated)
Trade and bills payables		
– Related parties (<i>note 31</i>)	23,315	33,649
– Third parties	873,525	799,098
Total	896,840	832,747

An ageing analysis of the Group's trade and bills payables at the end of reporting period, based on the invoice date, is as follows:

	2025 RMB'000	2024 RMB'000 (Restated)
Within 1 year	832,141	792,794
1 to 2 years	47,063	32,442
2 to 3 years	12,354	6,263
Over 3 years	5,282	1,248
Total	896,840	832,747

Trade and bills payables are unsecured, interest-free and normally settled within 90 days.

24. OTHER PAYABLES AND ACCRUALS

	Note	2025 RMB'000	2024 RMB'000 (Restated)
Amounts due to related parties (<i>note 31</i>)		125,084	186,148
Receipts on behalf of residents/tenants		512,309	407,625
Deposits and temporary receipts		121,475	119,591
Payroll and welfare payables		49,702	57,623
Other tax payables		47,775	88,604
Other payables	(i)	59,139	76,259
Total		915,484	935,850

Note:

(i) The other payables are unsecured, interest-free and have an average term of three months.

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25. SHARE CAPITAL

	2025 RMB'000	2024 RMB'000
Issued and fully paid: 904,189,000 (2024: 904,189,000) ordinary shares	839,529	839,529

A summary of movements in the Company's share capital is as follows:

	Number of shares in issue	Share capital RMB'000
At 31 December 2024, 1 January 2025 and 31 December 2025	904,189,000	839,529

26. RESERVES

The amounts of the Group's reserves and the movements therein for the current and prior years are presented in the consolidated statements of changes in equity.

(a) Merger reserve

The merger reserve of the Group represents the difference between the aggregate of the paid-up share capital of the subsidiaries now comprising the Group and the consideration paid by the Group for business combinations under common control.

(b) Other reserve

The other reserve of the Group represents the contributions from China Jinmao for previous equity-settled share option expenses related to the share options granted by China Jinmao to certain employees of the Group and of China Jinmao who worked for the Group and for remuneration of a former director of the Company settled by a subsidiary of China Jinmao for his service rendered to the Group.

(c) PRC statutory surplus reserve

In accordance with the PRC Company Law and the articles of association of the Company's subsidiaries established in the PRC, the Group is required to appropriate 10% of its net profit after tax, as determined under the Chinese Accounting Standards, to the statutory surplus funds until the reserve balance reaches 50% of its registered capital. Subject to certain restrictions set out in the relevant PRC regulations and in the articles of association of these subsidiaries, the statutory surplus funds may be used either to offset losses, or to be converted to increase the share capital of the subsidiaries provided that the balance after such conversion is not less than 25% of the registered capital of them. The reserve cannot be used for purposes other than those for which it is created and is not distributable as cash dividends.

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27. BUSINESS COMBINATION NOT UNDER COMMON CONTROL

On 18 January 2024, Jinmao PM and third parties entered into an equity transfer agreement, pursuant to which Jinmao PM agreed to purchase 100% equity interests in Beijing Runwu Jiaye Enterprise Management Co., Ltd. (北京市潤物嘉業企業管理有限公司) (“Runwu Jiaye”, together with its subsidiaries, “Runwu Jiaye Group”) for a cash consideration of RMB323,800,000, which has been fully paid during the year. The acquisition was made as part of the Group’s strategy to expand its residential related property management service. The transaction was completed on 2 February 2024. Runwu Jiaye carries out business principally through Beijing Shengrui Property Services Co., Ltd. (北京市聖瑞物業服務有限公司) (“Beijing Shengrui”, together with its subsidiaries, “Shengrui Group”), a non-wholly owned subsidiary of Runwu Jiaye.

The Group has elected to measure the non-controlling interest in Shengrui Group at the non-controlling interest’s proportionate share of Shengrui Group’s identifiable net assets.

The fair values of the identifiable assets and liabilities of Runwu Jiaye Group as at the date of acquisition were as follows:

	Notes	Fair value recognised on acquisition RMB’000
Property, plant and equipment	13	36,824
Other intangible assets	17	12
Investment properties	14	14,133
Right-of-use assets	15(a)	16,714
Financial assets at fair value through profit or loss		106,769
Cash and bank balances		45,534
Trade receivables		72,062
Prepayments, other receivables and other assets		19,184
Prepaid tax		3,004
Deferred tax assets		6,909
Lease liabilities	15(a)	(16,714)
Trade payables		(11,929)
Contract liabilities		(79,173)
Accruals and other payables		(97,479)
Total identifiable net assets at fair value		115,850
Non-controlling interests		(22,802)
Goodwill on acquisition	16	230,752
Satisfied by cash		323,800

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

27. BUSINESS COMBINATION NOT UNDER COMMON CONTROL (Continued)

The fair values of the trade receivables and other receivables as at the date of acquisition amounted to RMB72,062,000 and RMB9,128,000, respectively. The gross contractual amounts of trade receivables and other receivables were RMB88,768,000 and RMB10,412,000, respectively, of which trade receivables of RMB16,706,000 and other receivables of RMB1,284,000 are expected to be uncollectible.

Transaction costs incurred for this acquisition is not significant and have been expensed and are included in administrative expenses.

Included in the goodwill of RMB230,752,000 recognised above are assembled workforce and synergies between the acquirer and acquiree, which are not recognised separately as they do not meet the criteria for recognition as an intangible asset under HKAS 38 *Intangible Assets*. None of the goodwill recognised is expected to be deductible for income tax purposes.

An analysis of the cash flows in respect of the acquisition of a subsidiary is as follows:

	RMB'000
Cash consideration paid	(323,800)
Cash and bank balances acquired	45,534
Net outflow of cash and cash equivalents included in cash flows from investing activities	(278,266)
Transaction costs of the acquisition included in cash flows from operating activities	(226)
Total net cash outflow	(278,492)

Since the acquisition, Runwu Jiaye Group contributed RMB221,029,000 to the Group's revenue and RMB29,259,000 to the consolidated profit for the year ended 31 December 2024.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

28. BUSINESS COMBINATION UNDER COMMON CONTROL AND RESTATEMENTS

On 26 June 2025, Jinmao PM acquired 100% equity interest of Jinmao Lvjian Technology (Chongqing) Co., Ltd. (金茂綠建科技(重慶)有限公司) (“Jinmao Lvjian Chongqing”) from Shanghai Jinmao Investment Management Group Co., Ltd. (上海金茂投資管理集團有限公司), a company established in the PRC with limited liability and a wholly-owned subsidiary of China Jinmao, at a cash consideration of RMB258,000,000 (“the Acquisition”). Since the Group and the above acquired subsidiary are all under the common control of China Jinmao and that control is not transitory, the above acquisition was regarded as a business combination under common control and the Group adopted merger accounting in respect of the transaction.

The effects of the application of merger accounting for the business combination under common control occurred during the year ended 31 December 2025 on the Group’s consolidated financial position as at 31 December 2024 and the results for the year ended 31 December 2024 are summarised as follows:

For the year ended 31 December 2024

	As originally stated RMB'000	Acquired subsidiary under common control RMB'000	As restated RMB'000
Revenue	2,965,973	128,510	3,094,483
Profit before tax	493,001	11,331	504,332
Income tax expenses	(108,953)	(1,699)	(110,652)
PROFIT FOR THE YEAR	384,048	9,632	393,680
Attributable to:			
Owners of the parent	372,456	9,632	382,088
Non-controlling interests	11,592	–	11,592
PROFIT FOR THE YEAR	384,048	9,632	393,680
OTHER COMPREHENSIVE LOSS			
Other comprehensive loss that will not be reclassified to profit or loss in subsequent periods:			
Exchange differences on translation of financial statements of the Company	(6,545)	–	(6,545)
OTHER COMPREHENSIVE LOSS FOR THE YEAR, NET OF TAX	(6,545)	–	(6,545)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	377,503	9,632	387,135
Attributable to:			
Owners of the parent	365,911	9,632	375,543
Non-controlling interests	11,592	–	11,592
	377,503	9,632	387,135

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

28. BUSINESS COMBINATION UNDER COMMON CONTROL AND RESTATEMENTS (Continued)

The effects of application of merger accounting for the business combination under common control on the Group's basic and diluted earnings per share for the year ended 31 December 2024:

	As originally stated RMB'000	Adjustment arising on the business combination under common control RMB'000	As restated RMB'000
EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE PARENT			
Basic and diluted	RMB0.41	RMB0.01	RMB0.42

As at 31 December 2024

	As originally stated RMB'000	Acquired subsidiary under common control RMB'000	As restated RMB'000
Non-current assets	941,742	–	941,742
Current assets	3,388,718	251,462	3,640,180
Total assets	4,330,460	251,462	4,581,922
Non-current liabilities	197,746	–	197,746
Current liabilities	2,370,922	241,830	2,612,752
Total liabilities	2,568,668	241,830	2,810,498
Net assets	1,761,792	9,632	1,771,424
Share capital	839,529	–	839,529
Reserves	865,225	9,632	874,857
	1,704,754	9,632	1,714,386
Non-controlling interests	57,038	–	57,038
Total equity	1,761,792	9,632	1,771,424

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

29. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Major non-cash transactions

During the year, the Group had non-cash additions to right-of-use assets, investment properties and lease liabilities of approximately RMB3,426,000 (2024: RMB128,000), RMB1,868,000 (2024: RMB110,280,000) and RMB5,294,000 (2024: RMB110,408,000), respectively, in respect of lease arrangements for buildings.

(b) Changes in liabilities arising from financing activities

31 December 2025

	Lease liabilities RMB'000
At 1 January 2025	222,613
Changes from financing cash flows	(2,679)
New leases	5,294
Interest expense	9,105
Interest paid classified as financing cash flows	(4,845)
Revision of a lease term arising from a change in the non-cancellable period of a lease	(2,528)
At 31 December 2025	226,960

31 December 2024

	Lease liabilities RMB'000
At 1 January 2024	135,644
Changes from financing cash flows	(11,817)
New leases	110,408
Acquisition of subsidiaries (<i>note 27</i>)	16,714
Interest expense	11,293
Interest paid classified as financing cash flows	(8,074)
Revision of a lease term arising from a change in the non-cancellable period of a lease	(31,555)
At 31 December 2024	222,613

(c) Total cash outflow for leases

The total cash outflow for leases included in the statement of cash flows is as follows:

	2025 RMB'000	2024 RMB'000
Within operating activities	4,182	6,949
Within financing activities	7,524	19,891
Total	11,706	26,840

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

30. COMMITMENTS

The Group did not have any material capital commitment and the Group, as a lessee, had no lease contracts that have not yet commenced as at 31 December 2025.

31. RELATED PARTY TRANSACTIONS

(1) Transactions with related parties

In addition to the transactions detailed elsewhere in the financial statements, the Group entered into the following transactions with related parties during the year:

	2025 RMB'000	2024 RMB'000
(a) Property management service income:		
Other subsidiaries of China Jinmao*^	165,958	150,973
Joint ventures of China Jinmao^	14,802	21,532
Associates of China Jinmao^	7,453	7,494
Other subsidiaries of Sinochem Holdings**^	68,584	51,187
Other joint ventures of Sinochem Holdings#^	1,140	4,247
	257,937	235,433
(b) Value-added service income to non-property owners:		
Other subsidiaries of China Jinmao*^	198,141	161,044
Joint ventures of China Jinmao^	42,363	39,541
Associates of China Jinmao^	22,915	29,016
Other subsidiaries of Sinochem Holdings**^	6,476	4
Other joint ventures of Sinochem Holdings#^	5	22
	269,900	229,627

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

31. RELATED PARTY TRANSACTIONS (Continued)

(1) Transactions with related parties (Continued)

	Note	2025 RMB'000	2024 RMB'000
(c) Community value-added service income:			
Other subsidiaries of China Jinmao*^		99,449	108,520
Joint ventures of China Jinmao^		34,414	25,724
Associates of China Jinmao^		11,103	14,778
Other subsidiaries of Sinochem Holdings**^		13,504	14,564
Other joint ventures of Sinochem Holdings#^		64	71
		158,534	163,657
(d) Management and operation service expenses:			
China Jinmao		1,006	1,185
(e) Lease expenses:			
Other subsidiaries of China Jinmao*		8,581	25,610
Other subsidiaries of Sinochem Holdings**		4,046	4,046
		12,627	29,656
(f) Information technology expenses:			
Other subsidiaries of China Jinmao*		8,900	8,900
(g) Human resource service fees:			
Associates of Sinochem Holdings#		18,323	–
(h) Interest income:			
Sinochem Finance	(i)	11,348	2,691

- (i) During the years ended 31 December 2025 and 2024, the Group was entitled to use some trademarks of China Jinmao Group for free.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025**31. RELATED PARTY TRANSACTIONS (Continued)****(1) Transactions with related parties (Continued)**

Notes:

- * Other subsidiaries of China Jinmao are affiliated entities that are controlled by China Jinmao, other than the Group.
- ** Other subsidiaries of Sinochem Holdings are entities that are controlled by Sinochem Holdings, other than China Jinmao and its subsidiaries.
- # Other joint ventures and associates of Sinochem Holdings are joint ventures and associates of Sinochem Holdings, other than the joint ventures and associates of China Jinmao.
- ^ These related party transactions also constitute continuing connected transactions as defined in Chapter 14A of the Listing Rules.
- (i) Interest income from Sinochem Finance was at the rates of 0.25% to 1.45% (2024: 0.55% to 1.35%) per annum.
- (ii) The pricing for other transactions above were determined in accordance with the terms mutually agreed by the contracting parties.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

31. RELATED PARTY TRANSACTIONS (Continued)

(2) Outstanding balances with related parties

	2025 RMB'000	2024 RMB'000
Prepayments and receivables from related parties		
Trade receivables		
Other subsidiaries of Sinochem Holdings**	19,125	1,485
Joint ventures of Sinochem Holdings [#]	43	28
China Jinmao and its other subsidiaries*	106,846	104,673
Joint ventures of China Jinmao	62,692	79,558
Associates of China Jinmao	40,016	41,311
	228,722	227,055
Prepayments and other receivables (excluding deposits for the provision of property agency services)		
Other subsidiaries of Sinochem Holdings**	8,675	5,335
Joint ventures of Sinochem Holdings [#]	461	315
Other subsidiaries of China Jinmao*	106,848	50,965
Joint ventures of China Jinmao	327	258
Associates of China Jinmao	2,138	2,025
	118,449	58,898
Deposits for the provision of property agency services included in prepayments and other receivables		
Other subsidiaries of China Jinmao* [^]	75,344	428,673
Joint ventures of China Jinmao [^]	28,579	28,978
Associates of China Jinmao [^]	40,928	83,708
	144,851	541,359
Cash and cash equivalents		
Deposits placed with Sinochem Finance [^] (note 22)	989,566	594,000
Payables to related parties		
Trade and bills payables		
Other subsidiaries of Sinochem Holdings**	1,071	1,129
Other subsidiaries of China Jinmao*	18,951	32,504
Joint ventures of Sinochem Holdings	2,613	–
Joint ventures of China Jinmao	270	16
Associates of China Jinmao	410	–
	23,315	33,649

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

31. RELATED PARTY TRANSACTIONS (Continued)

(2) Outstanding balances with related parties (Continued)

	2025 RMB'000	2024 RMB'000
Payables to related parties (Continued)		
Other payables		
Other subsidiaries of Sinochem Holdings**	20,064	11,465
Joint ventures of Sinochem Holdings#	1,827	635
Associates of Sinochem Holdings#	136	120
China Jinmao and its other subsidiaries*	92,315	152,648
Joint ventures of China Jinmao	7,589	17,483
Associates of China Jinmao	3,153	3,797
	125,084	186,148
Lease liabilities		
Other subsidiaries of Sinochem Holdings**	12,738	14,712
Other subsidiaries of China Jinmao*	23,555	24,847
Contract liabilities		
Other subsidiaries of Sinochem Holdings**	2,360	2,082
Joint ventures of Sinochem Holdings#	32	63
Other subsidiaries of China Jinmao*	18,395	3,943
Joint ventures of China Jinmao	17,413	13,736
Associates of China Jinmao	5,103	5,270
	43,303	25,094

Notes:

- * Other subsidiaries of China Jinmao are affiliated entities that are controlled by China Jinmao, other than the Group.
- ** Other subsidiaries of Sinochem Holdings are entities that are controlled by Sinochem Holdings, other than China Jinmao and its subsidiaries.
- # Other joint ventures and associates of Sinochem Holdings are joint ventures and associates of Sinochem Holdings, other than the joint ventures and associates of China Jinmao.
- ^ These related party transactions also constitute continuing connected transactions as defined in Chapter 14A of the Listing Rules.

The Group's outstanding balances of trade receivables, trade and bills payables, prepayments, lease liabilities and contract liabilities with related parties and deposits placed with Sinochem Finance are trade in nature. The outstanding balances of other receivables and other payables with related parties are non-trade in nature, and these balances are unsecured, interest-free and has no fixed terms of repayment.



NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

31. RELATED PARTY TRANSACTIONS (Continued)

(3) Compensation of key management personnel of the Group:

	2025	2024
	RMB'000	RMB'000
Bonus, salaries, allowances and benefits in kind	9,943	6,124
Pension scheme contributions	1,475	1,171
Total compensation paid to key management personnel	11,418	7,295

Further details of directors' and the chief executive's emoluments are included in note 8 to the financial statements.

(4) Transactions and balances with other state-owned entities

The Group is indirectly controlled by the PRC government and operates in an economic environment predominated by entities directly or indirectly owned or controlled by the government through its agencies, affiliates or other organisations (collectively "State-owned Entities" ("SOEs")). During the reporting period, the Group had transactions with other SOEs to provide property management services and related value-added services. The directors of the Company consider that these transactions with other SOEs are activities conducted in the ordinary course of business and that the dealings of the Group have not been significantly or unduly affected by the fact that the Group and the other SOEs are ultimately controlled or owned by the PRC government. The Group has also established pricing policies for its products and services and such pricing policies do not depend on whether or not the customers are SOEs.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

32. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of reporting period are as follows:

	2025 RMB'000	2024 RMB'000 (restated)
Financial assets – Financial assets at amortised cost		
Trade receivables	1,438,128	1,165,109
Financial assets included in prepayments, other receivables and other assets	391,843	791,761
Restricted cash	13,204	4,239
Cash and cash equivalents	1,628,908	1,399,453
Total	3,472,083	3,360,562

	2025 RMB'000	2024 RMB'000 (restated)
Financial liabilities – Financial liabilities at amortised cost		
Trade and bills payables	896,840	832,747
Financial liabilities included in other payables and accruals	818,007	789,623
Lease liabilities	226,960	222,613
Total	1,941,807	1,844,983

33. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

Management has assessed that the fair values of cash and cash equivalents, restricted cash, trade receivables, financial assets included in current portion of prepayments, other receivables and other assets, trade and bills payables, lease liabilities and financial liabilities included in current portion of other payables and accrual, approximate to their carrying amounts largely due to the short term maturities of these instruments.

The fair values of the financial assets included in other receivables and other assets and financial liabilities included in other payables, have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. The resulting fair value amounts of these assets and liabilities are closed to their carrying amounts as at the end of the reporting period.

Fair value hierarchy

The Group did not hold any financial assets and liabilities measured at fair value as at 31 December 2025 and 2024.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise cash and cash equivalents, restricted cash, trade and other receivables, trade and other payables, which arise directly from its operations. The main purpose of these financial instruments is to raise finance for the Group's operations.

The main risks arising from the Group's financial instruments are credit risk, liquidity risk, interest rate risk and foreign currency risk. The Group's overall risk management programme focuses on minimising potential adverse effects of these risks, with a material impact, on the Group's financial performance. The board of directors of the Company reviews and agrees policies for managing each of these risks and they are summarised below.

(a) Credit risk

The Group is exposed to credit risk in relation to its trade receivables, other receivables, cash and cash equivalents and restricted cash.

The Group expects that there is no significant credit risk associated with cash and cash equivalents and restricted cash since they are substantially deposited at state-owned banks, other medium or large-sized listed banks and other financial institutions in Chinese mainland. Management does not expect that there will be any significant losses from non – performance by these banks.

The Group expects that the credit risk associated with trade receivables and other receivables due from related parties is low, since the related parties have strong capacity to meet contractual cash flow obligations in the near term. Thus, management does not expect that there will be any significant impairment for the trade receivables and other receivables due from related parties.

The Group trades only with recognised and creditworthy third parties. Concentrations of credit risk are managed by analysis by customer/counterparty. There are no significant concentrations of credit risk from third parties as the customer bases of the Group's trade receivables and other receivables are widely dispersed. In addition, receivable balances are monitored on an ongoing basis.

Maximum exposure and year-end staging

The tables below show the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 December. The amounts presented are gross carrying amounts for financial assets.

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

(a) Credit risk (Continued)

Maximum exposure and year-end staging (Continued)

As at 31 December 2025

	12-month ECLs		Lifetime ECLs		Simplified approach	Total
	Stage 1	Stage 2	Stage 3			
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Trade receivables*	–	–	–	1,566,904	–	1,566,904
Financial assets included in prepayments, other receivables and other assets						
– Normal**	398,163	–	–	–	–	398,163
Restricted cash						
– Not yet past due	13,204	–	–	–	–	13,204
Cash and cash equivalents						
– Not yet past due	1,628,908	–	–	–	–	1,628,908
Total	2,040,275	–	–	1,566,904	–	3,607,179

As at 31 December 2024

	12-month ECLs		Lifetime ECLs		Simplified approach	Total
	Stage 1	Stage 2	Stage 3			
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
	(Restated)	(Restated)	(Restated)	(Restated)	(Restated)	(Restated)
Trade receivables*	–	–	–	1,231,200	–	1,231,200
Financial assets included in prepayments, other receivables and other assets						
– Normal**	793,588	–	–	–	–	793,588
Restricted cash						
– Not yet past due	4,239	–	–	–	–	4,239
Cash and cash equivalents						
– Not yet past due	1,399,453	–	–	–	–	1,399,453
Total	2,197,280	–	–	1,231,200	–	3,428,480

* For trade receivables to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in note 20 to the financial statements.

** The credit quality of the financial assets included in prepayments, other receivables and other assets is considered to be "normal" when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, the credit quality of the financial assets is considered to be "doubtful".

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

(b) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group's objective is to maintain a balance between continuity of funding to finance its working capital needs as well as capital expenditure in respect of this management projects, and flexibility through the use of stand-by credit facilities.

The table below analyses the maturity profile of the Group's financial liabilities as at the end of reporting period, which is based on contractual undiscounted payments.

As at 31 December 2025

	Within 1 year or on demand RMB'000	1 to 5 years RMB'000	Over 5 years RMB'000	Total RMB'000
Trade and bills payables	896,840	–	–	896,840
Lease liabilities	54,319	165,341	35,219	254,879
Financial liabilities included in other payables and accruals	818,007	–	–	818,007
Total	1,769,166	165,341	35,219	1,969,726

As at 31 December 2024

	Within 1 year or on demand RMB'000 (Restated)	1 to 5 years RMB'000 (Restated)	Over 5 years RMB'000 (Restated)	Total RMB'000 (Restated)
Trade and bills payables	832,747	–	–	832,747
Lease liabilities	54,319	165,341	35,219	254,879
Financial liabilities included in other payables and accruals	789,623	–	–	789,623
Total	1,676,689	165,341	35,219	1,877,249

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

34. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (Continued)

(c) Interest rate risk and foreign currency risk

The Group is not exposed to material interest rate risk as the Group has no long term debt obligations with a floating interest rate.

The Group is not exposed to material foreign currency risk as its business is principally conducted in the Chinese mainland and almost all the transactions are denominated in RMB.

(d) Capital management

The Group's primary objectives for managing capital are to safeguard the Group's ability to continue as a going concern and to maintain 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 and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No change was made in the objectives, policies or processes for managing capital during the years ended 31 December 2025 and 2024.

The Group monitors capital using a current ratio, which is total current assets divided by total current liabilities, and a liabilities to assets ratio, which is total liabilities divided by total assets. The current ratios and liabilities to assets ratios as at the end of the reporting periods are as follows:

	2025 RMB'000	2024 RMB'000
Total current assets	3,717,320	3,640,180
Total current liabilities	2,861,491	2,612,752
Total assets	4,646,543	4,581,922
Total liabilities	3,026,158	2,810,498
Current ratio	1.30	1.39
Liabilities to assets ratio	0.65	0.61

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

	2025 RMB'000	2024 RMB'000
NON-CURRENT ASSETS		
Investment in subsidiaries	1,053,863	1,097,163
CURRENT ASSETS		
Cash and cash equivalents	1,583	7,530
CURRENT LIABILITIES		
Other payables and accruals	5,804	4,812
NET CURRENT (LIABILITIES)/ASSETS	(4,221)	2,718
Net assets	1,049,642	1,099,881
EQUITY		
Share capital	839,529	839,529
Reserves (<i>note</i>)	210,113	260,352
Total equity	1,049,642	1,099,881

.....
Li Yulong

Director

.....
Zhao Jinlong

Director

NOTES TO THE FINANCIAL STATEMENTS
31 December 2025

35. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (Continued)

Note:

A summary of the Company's reserves is as follows:

	Exchange fluctuation reserve RMB'000	Retained profits RMB'000	Total RMB'000
At 1 January 2024	104,779	142,906	247,685
Total comprehensive income for the year	17,162	198,456	215,618
Final 2023 dividend declared	–	(133,815)	(133,815)
Interim 2024 dividend	–	(69,136)	(69,136)
At 31 December 2024 and 1 January 2025	121,941	138,411	260,352
Total comprehensive income for the year	(27,241)	182,483	155,242
Final 2024 dividend declared	–	(79,196)	(79,196)
Interim 2025 dividend	–	(126,285)	(126,285)
At 31 December 2025	94,700	115,413	210,113

36. COMPARATIVE AMOUNTS

As further explained in Note 2 and Note 28 to the consolidated financial statements, due to the business combination under common control during the year, certain comparative amounts in the consolidated financial statements have been restated.

37. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 23 March 2026.

FIVE-YEAR FINANCIAL SUMMARY

	2025	2024	2023	2022	2021
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
		(Restated)			
Revenue	3,667,833	3,094,483	2,704,412	2,436,035	1,515,525
Gross profit	720,188	717,738	746,542	733,870	470,034
Profit attributable to owners of the parent	310,389	382,088	337,315	336,002	177,977
Total assets	4,646,543	4,581,922	3,613,790	3,003,528	1,359,052
Total liabilities	3,026,158	2,810,498	2,045,773	1,643,302	1,155,071
Equity attributable to owners of the parent	1,561,958	1,714,386	1,541,794	1,343,173	195,397
Total equity	1,620,385	1,771,424	1,568,017	1,360,226	203,981

金茂物業服務發展股份有限公司
Jinmao Property Services Co., Limited