



Colour Life Services Group Co., Limited

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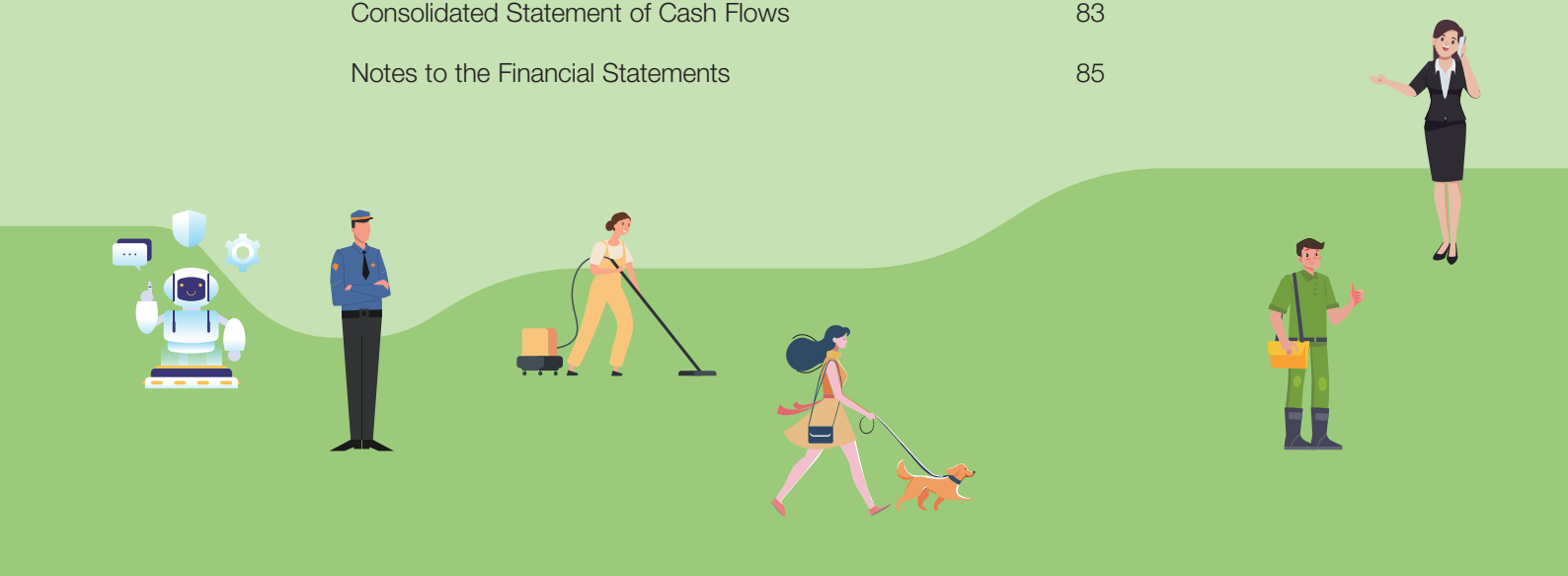


Healthy Steps into the Future
Annual Report 2025



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CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Mr. Liu Hongcai (*Executive President*)
Ms. Yang Lan (*Chief Financial Officer*)

Non-executive Directors

Mr. Zhu Jindong (*Chairman*)
Mr. Timothy David Gildner
Mr. Sha Feng
(*appointed on 17 April 2025*)
Mr. Chen Wenjian
(*resigned on 31 March 2025*)

Independent Non-executive Directors

Mr. Lee Yan Fai
Mr. Li Xinhua
(*appointed on 15 August 2025*)
Ms. Yu Shan
Mr. Zhang Raymond Yue
(*resigned on 4 June 2025*)

AUDIT COMMITTEE

Mr. Lee Yan Fai (*Chairman*)
Mr. Li Xinhua
(*appointed on 15 August 2025*)
Ms. Yu Shan
Mr. Zhang Raymond Yue
(*resigned on 4 June 2025*)

REMUNERATION COMMITTEE

Mr. Li Xinhua (*Chairman*)
(*appointed on 15 August 2025*)
Mr. Lee Yan Fai
Ms. Yu Shan
Mr. Zhang Raymond Yue
(*resigned on 4 June 2025*)

NOMINATION COMMITTEE

Mr. Zhu Jindong (*Chairman*)
Mr. Li Xinhua
(*appointed on 15 August 2025*)
Ms. Yu Shan
Mr. Zhang Raymond Yue
(*resigned on 4 June 2025*)

COMPANY SECRETARY

Ms. Luo Shuyu

AUTHORISED REPRESENTATIVES

Ms. Yang Lan
Ms. Luo Shuyu

REGISTERED OFFICE

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

PRINCIPAL PLACE OF BUSINESS AND ADDRESS OF HEADQUARTERS IN THE PRC

9/F, Tower, B
The Platinum Tower
No. 1 Tairan 7th Road
Futian District
Shenzhen, the PRC

PRINCIPAL PLACE OF BUSINESS IN HONG KONG

21/F., CMA Building
64 Connaught Road Central
Hong Kong

LISTING INFORMATION

Share Listing
The Stock Exchange of Hong Kong
Limited
Stock Code: 1778

COMPANY'S WEBSITE

www.colourlife.hk

AUDITOR

Prism Hong Kong Limited
*Registered Public Interest
Entity Auditors*

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

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

HONG KONG BRANCH SHARE REGISTRAR

Computershare Hong Kong Investor
Services Limited
17M Floor
Hopewell Centre
183 Queen's Road East
Wanchai
Hong Kong

PRINCIPAL BANKERS

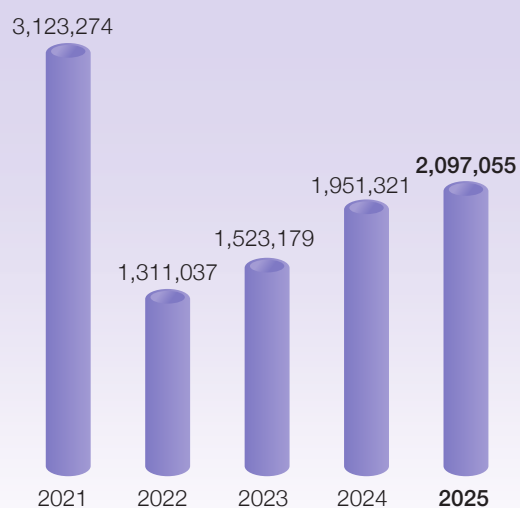
(*In alphabetical order*)
Bank of China Limited
Industrial and Commercial Bank
of China Limited



FINANCIAL HIGHLIGHTS

Revenue

(RMB' 000)



Profit attributable to owners of the Company

(RMB' 000)



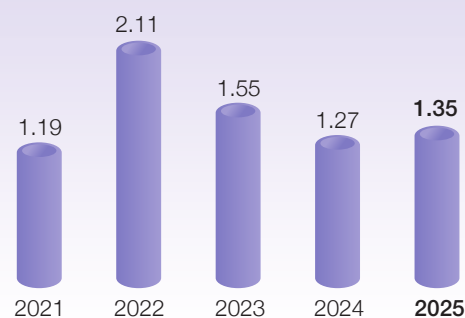
Gross profit

(RMB' 000)



Basic earnings per share

(RMB' cent)



	2021 (RMB'000)	2022 (RMB'000)	2023 (RMB'000)	2024 (RMB'000)	2025 (RMB'000)
Revenue	3,123,274	1,311,037	1,523,179	1,951,321	2,097,055
Gross profit	839,330	421,222	454,160	410,033	417,648
Profit attributable to owners of the Company	17,656	31,358	23,007	18,953	23,987
Basic earnings per share (RMB cents)	1.19	2.11	1.55	1.27	1.35
Total assets	5,744,889	5,825,269	5,849,370	5,916,794	6,006,945
Total liabilities	1,335,290	1,384,387	1,386,047	1,435,483	1,466,916
Bank balances and cash	600,079	757,116	947,904	994,119	1,124,875

HONORS AND AWARDS



10 April

1. "2025 Top 50 Property Service Enterprises with Outstanding Performance"



2. "2025 Top 10 Property Service Enterprises with Outstanding Digital Performance"



2025 物业服务企业卓越表现50
深圳市彩生活物业管理有限公司

3. "2025 Top 30 Property Management Enterprises with Outstanding Service Capability"



18 April

4. "2025 Top 100 Property Management Companies in China"



5. "2025 Leading Companies in China's Property Technology Empowerment"



HONORS AND AWARDS



- 6. "2025 Shenzhen Top 10 Outstanding Property Service Enterprises"
- 7. "2025 Chengdu Top 10 Outstanding Property Service Enterprises"



13 May

- 8. "2025 China Top 10 Listed Property Management Companies in terms of Growth Potential"



- 9. "2025 China Top 10 Listed Property Management Companies in terms of Community Value-added Service Capabilities"



15 August

- 10. 2025 Influential Property Service Brands



- 11. 2025 Influential Smart Operations Property Enterprises



HONORS AND AWARDS

8 September

12. 2025 Exemplary Enterprises for High-Quality Development in Property



11 September

13. 2025 China Property Service Enterprises with Market-Oriented Operations – Brand Valuation: RMB11.4 Billion



11 December

14. - 19.
- Beijing Darwin Leading Enterprise in Beijing's Property Service Market
 - Chengdu Heli Leading Enterprise in Chengdu's Property Service Market
 - Shanghai Tonglai 2025 Leading Enterprise in Eastern China Property Service Market
 - Yuehua Zhihe Leading Enterprise in 2025 Jiangsu's Property Service Market
 - Chengdu Hongpeng 2025 Leading Enterprise in Sichuan's Property Service Satisfaction
 - Guangxi Fulai 2025 Leading Enterprise in Western China Property Service Market



HONORS AND AWARDS

18 December

20. 2025 Guangdong-Hong Kong-Macao Greater Bay Area Top 100 Property Management Enterprises



21. 2025 Guangdong-Hong Kong-Macao Greater Bay Area Outstanding Property Management Managers



22. 2025 Benchmark Residential Project for Service Capability



30 December

23. 2025 Property Management CEO of the Year

HONORS AND AWARDS



24.-28. 2025 Property Management Manager of the Year



29. 2025 Property Hero



CHAIRMAN'S STATEMENT

Dear Shareholders,

In 2025, amidst sluggish economic recovery in global multipolar economies, increased external uncertainties, and domestic economic undergoing structural adjustment and shift in growth drivers, coupled with weak growth in residents' income, China's property management industry continued to experience profound adjustments and painful transformations. In face of multiple pressures such as rising costs, increased difficulty in fee collection, and constantly evolving homeowner demands, Colour Life remains committed to its philosophy of "Service to Your Family", seeking breakthroughs in adversity and forging ahead under pressure, so as to maintain the foundation of stable business operations.

Standing at the crucial juncture of concluding the 14th Five-Year Plan and initiating the 15th Five-Year Plan, we have a clearer understanding that the property management industry is rapidly shifting from traditional "management" to "service" centered on resident experience and community life. This change is not merely an adjustment of the name, but reflects a reshaping of the industry's value – property services not only bear the responsibility of ensuring community operation, but also play an increasingly important role in fundamental governance, public services, improving residents' quality of life, and building urban safety and resilience. Looking towards the 15th Five-Year Plan, with the continuous advancement of urban renewal, construction of complete communities and modernization of community governance, the property management industry will further emphasize its service attributes, professional capabilities and humanistic warmth, moving further from "managing space" to "serving people, serving life, and serving the community".

These macro-level directions, when applied to the community level, will ultimately be perceived by residents as more professional services, more transparent communication, more timely responses, more convenient life, and safer and more livable communities.

Amidst the tides of times, with its steady pace and innovative mindset, Colour Life continued to deepen its four core strategies: service quality improvement, new technologies application, green and low-carbon development and community service innovation. We deeply understand that only by solidifying our service foundation and keeping abreast of the times can we gain a competitive edge in the fierce market competition. In 2025, we took concrete measures to improve the tangible quality of life for our residents, laying a solid foundation for the enterprise's sustainable development.

As of 31 December 2025, the Group recorded a revenue of RMB2,097.1 million from its principal business, a net profit of approximately RMB41.2 million and a net profit attributable to controlling shareholders of RMB24.0 million. As of the end of 2025, the Group had a contracted management area of approximately 254.93 million sq.m. and served more than 1,500 communities with nearly one million users.

QUALITY-DRIVEN SERVICE UPGRADES AND TECHNOLOGY-EMPOWERED MANAGEMENT INNOVATION

Quality service has always been the foundation of Colour Life's development. With its outstanding service quality and continuous innovation, Colour Life Service Group has been awarded the title of "China Top 100 Property Service Enterprises" for 17 consecutive years. This honor is not only an affirmation of our past commitments but also an impetus for our future development. On the journey of high-quality development of property services in the new era, the pursuit of the ultimate in service quality will always be Colour Life's unwavering original aspiration and mission.





CHAIRMAN'S STATEMENT

The 15th Five-Year Plan emphasizes high-quality development as the main theme to improve total factor productivity, enhance residents' consumption rate, and strengthen economic and social resilience. For the property management industry, this means services cannot be merely “done”, but should be “done right, steadily, and visibly”. Management cannot rely merely on “people”, but should rely on “processes, standards, and digital tools”; and safety and resilience capabilities should be integrated into daily community life, bringing certainty to homeowners.

The property management industry is labor-intensive, with labor costs accounting for a significant portion of its total operating costs. Currently, the continuous rise in labor costs is a common challenge faced by all industries, with property management companies facing even greater pressure and bearing the historical responsibility of addressing employment. Given the difficulty in increasing management fees and surging labor costs, developing an efficient solution to improve customer satisfaction becomes fundamental to the survival of enterprises. Colour Life is committed to empowering its development through digitalization, technology and intelligence, transforming “reducing backhaul, improving responsiveness and enhancing transparency” into replicable operational capabilities through system integration and process restructuring.

In 2025, Colour Life continued to promote the large-scale application of AI in five high-frequency operational scenarios: quality, efficiency, billing, customer service and process. This drives the Company's operational model from “labor-intensive” to “human-machine collaboration”, continuously improving management efficiency and service capabilities through technological approaches.

In terms of quality management, the AI Remote Quality Inspection Platform 2.0 has been fully launched, realizing a new quality management model based on standards, AI recognition and automatic closed loop. The platform automatically analyzes key monitoring points through AI large models, enabling 7x24 uninterrupted random inspections, covering five major control points including community entrances and service centers, as well as five core scenarios. Upon identifying anomalies, it will automatically generate work orders for rectification. As of 31 December, the platform generated nearly 23,000 work orders, with a completion rate of 98.04%. Currently, the system has been deployed to 24 business units and 776 projects, with over 3,300 connected devices, signifying that this model has the capability for nationwide large-scale operation. AI inspection upgrades quality management from “human-to-human” to “system-to-standard”, providing strong support for stable quality under large-scale operations.

In terms of internal management, the Company has fully introduced AI capabilities into the “reading, judging, and approving” stages of the review process. By configuring intelligent summaries for 330 review templates, the Company has processed a total of over 460,000 documents, significantly improving review efficiency. AI-assisted suggestions have been implemented in 12 high-frequency processes, which are expected to provide professional references for over 370,000 processes annually. Meanwhile, the system has achieved automated document review for 45 processes, which is expected to process over 170,000 processes annually. In low-risk areas, the Company has achieved fully automated review across 7 categories and 12 nodes, which is expected to process over 50,000 processes annually, further improving organizational efficiency and compliance level.

In terms of fee management, the Company is exploring more efficient property service methods through AI-simulated outbound calls. Through three rounds of pilot verification, over 10,000 homeowners have been reached in 13 projects in Wuhan and Nanjing, demonstrating significant service effectiveness. AI outbound calls have improved reach efficiency and communication consistency, allowing frontline teams to focus more on long-term value tasks such as service explanation and problem-solving.



CHAIRMAN'S STATEMENT

In terms of customer service, the Company launched the “Colour Cloud Concierge” intelligent customer service system, building an online service entry point through AI-driven pre-reception and automated process triggering. In 2025, the system covered 798 projects, served over 33,000 users, handled a total of 85,000 inquiries, completed 1,590 online repair requests and complaints, and facilitated 3,580 online payments. The platform centralized high-frequency services such as payment, repair requests, progress tracking, e-invoices and visitor registration into a unified portal, effectively improving the service experience for homeowners.

Overall, the application of AI technology has not only improved operational efficiency, but also helped enterprises achieve standardized processes, solidified workflows and upgraded management. With the continuous integration of technology and business, Colour Life is gradually forming a new operating model characterized by data-driven and intelligent collaboration, laying the foundation for the Company's long-term stable development.

Colour Life Service Group regards customer satisfaction as the lifeline of its development. Since launching the “Daily 315” quality initiative in 2023, Colour Life upgraded the initiative in 2025, recruiting and training a group of excellent quality supervisors to co-govern and build the community and enjoy a better community life. This initiative deeply embodies the principle that “customer-centricity” is not merely a slogan but a service philosophy deeply ingrained in the Company's operational mechanism. We have established a more transparent system for responding to complaints and supervising quality based on the principles of “problems can be discovered, processes can be traced and results can be accepted”, ensuring that every piece of feedback from homeowners is received promptly, diligently pursued, and resolved in a closed loop.

A total of 208,000 homeowner complaints were handled throughout the year, and 2,455 homeowner commendations were received. Behind these data lies faster response, clearer processes, and more stable service execution, reflecting residents' genuine recognition of service improvements. Through the “Daily 315” quality supervision initiative, Colour Life has further strengthened the mechanism for resident participation and co-governance, promoting a positive cycle of communication and understanding between property management and residents, ensuring that “Service to Your Family” is truly felt in every service.

In terms of quality improvement, Colour Life adheres to the principle of “spending where it matters most and delivering tangible results on-site”. Throughout 2025, 201 quality improvement projects were implemented, covering 22 cities including Beijing, Shanghai, Shenzhen, Chengdu, Nanjing, Xi'an, Liuzhou, Xiangyang and Wuhan. These projects focused on high-frequency pain points and key touchpoints such as safety, environment, parking facilities and engineering. Meanwhile, a nationwide concentrated effort was organized to improve the quality of projects, with a total investment of over RMB40 million throughout the year. We continuously strengthen the “foundation” of community operations through more robust facility and equipment maintenance and functional repair, stricter safety hazard investigation and management, and more refined environmental quality improvement and order optimization, delivering certainty and tangible experience to homeowners.

Looking forward, Colour Life will continue to leverage the “Daily 315” quality initiative, refining the standard system, solidifying the supervision mechanism, and strengthening the rectification loop. This will transform quality improvement from a “stage-by-stage action” into a “daily capability”, continuously building homeowner trust and community warmth through daily service.



CHAIRMAN'S STATEMENT



PROMOTING DIVERSE ECOLOGICAL SYNERGY FOR COMMUNITY VITALITY

In face of the new stage of the 15th Five-Year Plan, China will place greater emphasis on high-quality development, promoting the expansion of domestic demand and the upgrading of service consumption, accelerating the development of the silver economy and the supply of public services, at the same time enhancing the efficiency and resilience of economic and social operations through digitalization and green, low-carbon transformation. Under this macro-direction, as the “last kilometer” of residents’ lives, communities are not only important venues for service consumption, but also crucial touchpoints for livelihood security and fundamental governance. The value of property management companies will no longer be limited to basic management but will lie in their ability to build a more convenient, safer, and warmer community life service system around the real needs of residents in terms of clothing, food, housing and transportation, creating a closed loop of “peace of mind in living” and “effortless and cost-effective living”.

Based on this, Colour Life will extend its strategic focus to community ecosystem construction: on one hand, leveraging the touchpoints and trust built by property management services, it will promote the efficient accessibility of life service resources within communities, releasing the potential of service consumption and stimulating community economic vitality; on the other hand, it will create a product and operation system that is “accessible in services, perceptible in experience, and sustainable in value”, focusing on high-frequency livelihood scenarios such as health and elderly care, home services, drinking water safety and family risk protection. We will continue to strengthen collaboration with high-quality partners, aggregating dispersed demands into scalable services through digital connectivity, standardized delivery and refined operations. This will transform one-off transactions into long-term relationships, upgrading communities from “living spaces” to “service platforms for quality living”, providing stronger support for the Company’s long-term growth and the industry’s high-quality development.

We will cultivate a community ecosystem with sustainable development potential by deeply integrating “insurance + services”. In 2025, as an important carrier of the Group’s “insurance + community” ecosystem strategy, Colour Life’s Fantasia Insurance platform will continue to promote product and service synergy around high-frequency risk scenarios in communities. By organically combining property service touchpoints, community operation capabilities and insurance protection mechanisms, we will drive the upgrade of insurance from single-product supply to scenario-based risk solutions.

Leveraging its improved community service chain and claims coordination capabilities, Fantasia Insurance has maintained steady growth in its operational performance while simultaneously building sustainable ecological value at the strategic level. On one hand, by embedding property management services capabilities into the insurance system, it enhances homeowners’ sense of gain and trust, further extending its services to empower the property management industry chain, driving value expansion from a single user end to multi-entity collaboration. On the other hand, through continuous claims practice, risk assessment and emergency coordination, it gradually accumulates community risk data and service experience, providing support for subsequent product iterations, risk management and service optimization, evolving from “post-event compensation” to a full-process capability of “pre-event prevention, in-event response, and post-event closed-loop”.

In the future, Fantasia Insurance will continue to position itself as a “community risk solutions operator”, continuously strengthening compliant operations and professional capabilities, promoting risk reduction and service certainty improvement, safeguarding the peace of mind of community families with more compassionate services, and contributing more stable and sustainable ecological growth momentum to the Group.



CHAIRMAN'S STATEMENT

In 2025, leveraging the community service scenarios of Colour Life, the Group officially launched its community direct drinking water business, continuously improving the community drinking water service ecosystem around the core objectives of “safety, convenience and reliability”. This business focuses on the high-frequency public demand for healthy drinking water, relying on the Group’s extensive community resources and the trust of residents to gradually form a service model centered on public direct drinking water and extended to household water purification, becoming an important supplement to community convenience services. During the year, a total of 168 water dispensers were deployed, covering 152 residential and office building projects, reaching over 80,000 households, and developing over 9,200 active members, initially forming a positive cycle of “equipment deployment – user conversion – revenue return”. At the same time, the Group has gradually established a full-process service system covering equipment deployment, operation and maintenance inspection, water quality assurance, customer service and after-sales support, and promoted the implementation of household water purification products, further enriching the supply of community drinking water services. In the future, the Group will continue to expand its business scale, optimize operational efficiency and profit models, deepen digital capability building, improve user experience and service certainty, and promote the community drinking water business as an important part of the Group’s community ecosystem services.

Guided by the development direction of “expanding service consumption and improving life convenience”, Colour Life continuously optimizes its supply chain system and operating model, promoting the efficient reach of community convenience services within community settings. The Group has established partnerships with brands such as China Resources Snow Beer, China Resources C’estbon, Blue Moon, and C&S by creating a curated supply system of goods and services, and has introduced nationwide service providers like JD.com, Fengchao and Zhuomuniao to provide richer resource support for community life services. Meanwhile, the Group continues to promote the construction of “community convenience service stations”, integrating property management and life service resources to form a stable service reach and delivery capability. In 2025, sales of related goods and services achieved a GMV of approximately RMB30 million.

On top of such foundation, the Group collaborates with multiple high-quality supply chain resources to conduct activities such as live-streaming agricultural product traceability and community group buying. By combining curated goods with community services, it further enriches community consumption scenarios. While meeting the daily needs of residents, it also strengthens community service interaction and user trust, driving the continuous development of community value-added services towards large-scale and replicable models.

Overall, Colour Life’s diversified ecosystem is not simply about “adding on businesses”, but rather about building a system of “high-frequency services + reliable delivery + sustainable operation” around the community and the residents’ daily lives. In the future, we will continue to adhere to professional safety, compliant operation, and experience-oriented principles, promoting the coordinated development of ecological services and basic property services, deeply stimulating community vitality, creating tangible value for residents, and accumulating momentum for the Company’s long-term growth.



CHAIRMAN'S STATEMENT



CONNECTING HOMEOWNERS WITH COMMUNITY WARMTH AND ENHANCING SENSE OF BELONGING THROUGH DIVERSE ACTIVITIES

Having cultivated the industry for 23 years, we increasingly realize that serving at the fundamental community level is the core of our business's survival. In our basic business, we have shifted from managing properties to serving people, providing residents with essential guarantees and foundations through comprehensive supporting facilities and other hardware. Meanwhile, we are enhancing our service awareness, continuing to focus on “warm communities”, integrating warmth and emotion into our services from residents' perspective.

In 2025, Colour Life continued to center on “warm communities”, treating community activities as a crucial component of our service system. These are not merely lively scenes, but also ways to connect neighbors, foster trust, and enhance sense of belonging. Throughout the year, community activities covered over 1,000 projects, serving nearly a million households. We continuously launched themed activities that resonate with families and daily life, tailored to the residents' lifestyles throughout the year, ensuring that the community has shared memories to participate in, share, and cherish in different seasons.

In the first half of the year, guided by activities such as the Colorful Festival, college entrance examination support and the 618 anniversary celebration, we focused our care for residents on more concrete ways of companionship. In the second half of the year, we further brought the ritualistic aspects of festivals and the warmth of everyday life back to the community – during the Mid-Autumn Festival and National Day holidays, the “Nostalgic Time Machine” theme evoked family memories and intergenerational resonance, ensuring that reunions didn't just happen at the dinner table, but also right at our doorsteps. In autumn and winter, the “Abundant Autumn Fun, Warm Winter Sentiment” series brought warmth into daily life, from more thoughtful services to gentler emotional support, ensuring that even when the chill of winter arrives, the community still has reliable warmth and brightness.

Through continuous year-round activities, we hope to transform “visible excitement” into “lasting relationships” – moving neighbors from casual acquaintances to familiar friends willing to stop and chat, transforming residents from recipients of services to co-builders, adding a touch of intimacy beyond order and warmth beyond management, truly making “Service to Your Family “ a reality in every encounter and experience.

Colour Life has always been committed to public welfare and walking hand in hand with love. This year's charity event is themed “Caring for Children with Special Needs,” bringing hope to children with autism, intellectual disabilities, and deafness. As of 31 December 2025, the campaign had raised a total of 380,000 yuan in donations. We provide comprehensive support for these children: from rehabilitation training subsidies to special education course support, from essential living supplies assistance to psychological counseling and companionship, we safeguard the growth of every child with professionalism and compassion. We firmly believe that love can break down barriers and make communication no longer difficult. Colour Life demonstrates corporate responsibility through concrete actions, turning every act of care into a warm boost for the growth of children with special needs. This is not just a charitable initiative but also a heartfelt transmission of social civility. We hope that through such activities, we can awaken greater attention and understanding for children with special needs, working together to build an inclusive and caring community environment where every child can thrive in a nurturing environment.



CHAIRMAN'S STATEMENT

On the occasion of the Group's 23rd anniversary this year, Colour Life interpreted its original mission with "running + service" and worked with property owners to write a warm chapter. Staff from 25 business units across 121 cities across the country enthusiastically took part in the run, measuring the breadth of their service with their footsteps. Simultaneously, we provided exclusive home services to homeowners whose birthdays align with "618", the day Colour Life was founded, conveying a constant 23°C of care through action. This special anniversary celebration not only demonstrated the team's cohesion but also deepened the emotional connection with homeowners. The celebration garnered an overwhelmingly positive response: the official account's readership surpassed 100,000+ with the attention and blessings of all employees and homeowners, homeowner satisfaction improved, and employee cohesion significantly strengthened. As the dawn light of 121 cities intertwined with the lights of over 1,000 communities, we gathered strength through running and fulfilled our commitments through service. After 23 years of weathering storms together, Colour Life will continue to collaborate with residents to extend warmth every day and let service shine in every detail.

MARKET INNOVATION DRIVES DEEP-ROOTED DEVELOPMENT, SMART EMPOWERMENT ENSURES STEADY PROGRESS

The market is focused on deepening regional development, driven by talent and technology. The property management industry is currently undergoing profound adjustments and facing severe challenges, with intensifying competition placing higher demands on companies' professional capabilities and adaptability. The ability to seize the opportunities of the times and achieve sustainable development hinges on whether companies can accurately identify changes, scientifically respond to them, and proactively seek transformation.

In the face of challenges, Colour Life continues to deepen its strategic focus and organizational transformation: adhering to the "regional deepening" strategy, optimizing the "two-and-a-half-tier" management structure (Group Headquarters strategic leadership – Urban Business Division professional support – Project Frontline efficient execution). Key initiatives include: Resource allocation to the front lines: Further streamlining the management chain, redirecting high-quality resources to the market frontlines, resulting in a 37.5% increase in decision-making efficiency; Strengthening leadership and activating the front lines: Division heads take the lead in tackling challenges, while innovating a "flexible talent pool" mechanism to select and cultivate multi-skilled talent from existing teams, enabling flexible cross-regional deployment of key positions. This reduces labor costs by 2.5% while increasing talent utilization by 38.45%; Benchmarking and cross-regional collaboration: Focus on developing regional demonstration projects to establish replicable successful models, leveraging a "point-to-area" approach to achieve coordinated development across the national market; Qualification foundation, value competition: As of now, the Group has obtained 22 system certifications, 12 credit ratings and 28 business qualifications, laying a solid foundation for its market competitiveness.

Through this series of strategic initiatives, a record-high customer satisfaction score of 92.9 points was recorded, laying a solid foundation for the Company's long-term stable development. Moving forward, we will continue to drive innovation, focus on value creation, and promote high-quality development in the property management industry.

Meanwhile, the Group headquarters continue to strengthen its support capabilities for frontline operations, providing stronger guarantees for frontline teams through resource integration and professional support. It is also committed to cultivating frontline management talent with market development and team management capabilities. Core cadres play a pivotal role at the fundamental level, leveraging their leadership talents to enhance operational management capabilities; Audit and supervision are fully integrated into quality improvement initiatives, combating corruption and ensuring efficient resource allocation; Legal teams are fully integrated into business operations, providing comprehensive legal support; Digitalization and intelligence enable business-finance integration, with 100% automation coverage and full data interoperability, empowering business expansion.





CHAIRMAN'S STATEMENT

FUTURE OUTLOOK

Looking ahead, the property management service industry is undergoing a crucial phase of profound adjustment and value reshaping. Standing at the critical juncture of concluding the 14th Five-Year Plan and initiating the 15th Five-Year Plan, China continues to emphasize high-quality development as the main theme, promoting urban renewal, the construction of complete communities, and the modernization of fundamental governance to improve residents' quality of life and community governance capabilities. With the ongoing construction of "good houses, good communities, good neighborhoods and good urban areas", property management services will play an increasingly important role in community operation and maintenance, public safety and community life services.

In this new stage of development, Colour Life will adhere to the long-term philosophy, focusing on the core of community service. Following the development strategy of "safeguarding foundation, improving quality, strengthening technology, increasing efficiency, controlling risks, optimizing ecosystem and strengthening organization", the Company will continuously improve service quality and operational capabilities. First, the Company will continue to solidify its basic property service capabilities, strengthen facility and equipment operation and maintenance, security management and frontline service capabilities. Through deepening the "Daily 315" quality initiative, the Company will improve the closed-loop mechanism for problem discovery and rectification, promoting more transparent, standardized, and perceptible services, and continuously enhancing resident satisfaction and community trust.

Meanwhile, the Company will further deepen the application of digital and AI technologies in property services, optimizing operational processes and improving management efficiency through technological means. This enables the system to handle more repetitive tasks, allowing frontline teams to dedicate more energy to resident services and community operations, continuously improving the efficiency and experience of community services.

At the operational level, the Company will focus on the daily needs of residents, steadily advancing the construction of a community life service system. This will promote the coordinated development of diversified businesses such as insurance, drinking water and health services, and convenient living services with basic property services, enhancing the convenience of community life while strengthening the Company's value creation capabilities.

Looking ahead, Colour Life will continue to focus on the community and be guided by resident needs. While maintaining service quality, it will continuously promote technological applications and community service innovation, making communities safer, more convenient, and more livable, and ensuring that property services truly become a vital link connecting community life.



MANAGEMENT DISCUSSION AND ANALYSIS

BUSINESS MODEL

At the crucial juncture of concluding the 14th Five-Year Plan and planning the layout for the 15th Five-Year Plan, China's economy is accelerating its transition towards high-quality development, with continuous progress in improving residents' quality of life and modernising fundamental governance. As key participants in urban operations and community governance, the property management industry is gradually transforming from traditional basic management services to quality services, collaborative community governance and lifestyle service platforms. Against this backdrop, the Group continues to strengthen its basic property management service capabilities, improve operational efficiency through digitalisation and intelligent technologies, and actively explore community lifestyle scenarios, thereby steadily enhancing its operational quality and service capabilities.

The Group is a leading property management and community services operator in China, with a focus on setting up an integrated operation system of "offline service delivery + online platform access + data-driven intelligence", via the internet and digital intelligence technology, and effectively connecting the residents of the communities with different commodities and service providers, so as to provide community lifestyle experience of premium quality and convenience for residents of the communities on the back of property management services.

As communities constitute the most fundamental social units within a city, property management services are essential in creating a stable and convenient living environment for the residents of the communities and promoting the efficient operation of fundamental governance. The Group strives to meet the basic living needs of the property owners through providing Four Basic Guarantees services (which are cleaning, greening, security and maintenance services), which constitute the solid cornerstone of community services system. On this basis, the Group continues to advance the construction of smart communities, actively embraces emerging technologies such as the Internet of Things (IoT), big data and artificial intelligence (AI), introduces smart devices and digital tools, and drives the transformation of services from "labor-intensive" to "human-machine collaboration, closed-loop processes, and data-driven".

The Group has built a unified cloud-native platform and data intelligence hub with its headquarters as the core, centralising and consolidating service standards, knowledge rules, process templates and data assets into reusable "platform capabilities". Through an event-driven approach, we have upgraded on-site operations from "manual distribution" to "system-triggered, intelligent workflow". On the project side, we strengthen edge intelligence and on-site execution systems by bringing equipment status, work processes, and customer touchpoints online in real time, enabling frontline staff to complete service delivery with fewer back-and-forth trips and faster responses, while ensuring consistent execution across a nationwide scale. The Group continuously iterates its "Digital Property Management and Control Platform", covering five essential services and work order-based operations in elevators, energy, and renovation sectors. It integrates scenarios such as complaints, repairs, parking, and payments, forming a closed-loop data system of "discovery – dispatch – handling – acceptance – consolidation – re-optimisation", enabling operations management to shift from experience-driven to data-driven and intelligent collaboration.





MANAGEMENT DISCUSSION AND ANALYSIS

At the AI application level, the Group is promoting large-scale implementation across core operational scenarios: AI-powered remote quality inspection enables random sampling and anomaly identification at key locations and high-frequency scenarios, with anomalies automatically triggering work orders and initiating a closed-loop rectification process; AI-powered intelligent approvals provide summaries and auxiliary suggestions in the “reviewing, evaluating, and approving” stages and automate order review for certain processes, improving approval efficiency and compliance; AI-powered outbound calls enhance reach efficiency and consistency in scenarios such as debt collection; and launches the “Colour Cloud Concierge”, a one-stop homeowner service platform, using AI-powered pre-reception and automated process triggering to support online processing of frequent tasks such as repair requests and complaints, payment and bill inquiry, progress tracking, electronic invoicing, visitor/tenant registration and property transfer, improving homeowner convenience and service continuity.

In terms of management and operational support, the Group continues to promote the integration of business and finance and process automation. By automated voucher posting and report generation through the system, the Group improves the efficiency and consistency of account processing. An online customer profile analysis platform and a billing follow-up platform have been launched to integrate multi-dimensional information such as customer touchpoints and service records, analyse quality issues and reasons for arrears, and promote the transformation of billing management from “experience-driven” to “data intelligence-driven”, providing data support for refined management and decision-making.

To meet the cost-effectiveness requirements of different projects, the Group divides its projects under management into several service tiers based on different pricing standards, aligning equipment upgrades and service standards to provide a differentiated yet replicable service experience. Relying on a standardised, centralised, and automated system, the Group continuously optimises of cost control and operational efficiency while ensuring customer satisfaction.

In addition, the Group is dedicated to building a “hustle and bustle” community. The Group has taken the initiative to organise a wide range of community activities and proactively established communication channels to strengthen the relationship between the property owners as well as the property owners and the property management staff and enrich the residents’ off-work life and spiritual culture, creating a warmer community atmosphere and laying a foundation of trust and engagement for further expansion of community consumption scenarios.

Looking ahead, against the backdrop of ongoing industry adjustments and continuously upgrading service demands, the Group will continue to strengthen its basic property management service capabilities, improve service quality and operational efficiency through refined management, and actively promote the application of digital and intelligent technologies in property service scenarios to continuously improve its smart community operation system. Meanwhile, the Group will steadily expand its value-added service business across community lifestyle service scenarios, enhance project operation capabilities and service value, and continuously strengthen its business resilience while ensuring service quality and customer satisfaction.

BUSINESS DEVELOPMENT

Usually, property developers are required to engage property management companies before they obtain the delivery permits. At this stage, property developers usually identify qualified property management companies by way of tender, where the Group arranges its marketing department to submit tenders. Once the Group wins the bid, the area under the property management contracts will be incorporated into the Group’s Contracted Managed GFA. Property developers will issue an occupation notification to home buyers after the properties are sold. Upon receipt of such notification, the home buyers will be obliged to settle property management fees. This part of Managed GFA will thus be called the “revenue-bearing GFA”. The difference between the Contracted Managed GFA and the revenue-bearing GFA is the “reserved GFA” which will be transferred to the revenue-bearing GFA in future.



MANAGEMENT DISCUSSION AND ANALYSIS

With a view of expanding the Group's presence, showcasing its services and abilities to a wider audience, the Group has selectively entered into consultancy service contracts with regional property management companies. The area agreed in the contracts will be incorporated into the Group's Consultancy GFA. Aforementioned Managed GFA and Consultancy GFA are collectively referred to as Contracted Managed GFA of the Group.

The Group focused on driving its endogenous new engagements through reputation and branding. With our outstanding property management experience and expansion capability, Contracted Managed GFA of the Group reached approximately 254.93 million sq.m. while the number of communities thereunder reached approximately 1,500, covering approximately 121 cities nationwide, serving nearly one million homeowners.

While proactively expanding service area, the Group made great efforts to establish and upgrade its community service platform, in an effort to meet the daily needs of the property owners and provide them with quality and efficient property management services. In addition, relying on the service foundation of the caring community, the Group continued to explore various consumption scenarios, product innovation and new business models, with an aim to provide property owners with various value-added services, making property a much more important part of the property owners' life.

The Group also continued to explore types of value-added services under the community scenario, deepened into the property scenario, and provided customised products and services for the property owners based on market demands and property owner needs. For instance, based on the extensive property owner base of the Group and the parking lot management scenario, the Group proactively explored the auto insurance sales business. By establishing the headquarter-to-headquarter communication mechanism with the insurance companies, the Group strived to improve service efficiency and reduce the selection costs and purchase costs of the property owners. The Group continued to promote the research and development and capacity building of online platform technology, paving the path for connection with the system of the insurance companies, which enabled real-time feedback of the business and claim settlement data and monitor the service quality of community-based products in a dynamic manner, so as to provide property owners with high quality customer services and claim settlement support. Also, the Group has built a community online shopping platform – Colour Life Select, which offers property owners all sorts of goods and services and a light entrepreneurial platform. In doing so, the Group was able to increase the interaction frequency between the property and the property owners, enhance the long-term interaction between the property and the property owners, and improve the recognition of the property owners towards its basic property services and value-added services.





MANAGEMENT DISCUSSION AND ANALYSIS

As of 31 December 2025, the locations of communities where the Group provided management and consultancy services are set out as follows:



Northeastern China

1 Tieling

Northern China

2 Langfang
3 Beijing
4 Cangzhou
5 Chengde
6 Qinhuangdao
7 Shijiazhuang
8 Tianjin
9 Xingtai
10 Baotou

Eastern China

11 Heze
12 Dongying
13 Fuzhou
14 Fuzhou
15 Fuyang
16 Ganzhou
17 Gaoyou
18 Hangzhou
19 Huai'an
20 Ji'an
21 Jinan
22 Jiaxing
23 Jiangyin
24 Jingdezhen

25 Jiujiang
26 Kunshan
27 Linyi
28 Longyan
29 Nanchang
30 Nantong
31 Qingdao
32 Quanzhou
33 Sanming
34 Xiamen
35 Shanghai
36 Shangrao
37 Suzhou
38 Suqian
39 Tai'an
40 Taizhou
41 Weifang
42 Wuxi
43 Xinyu
44 Xuzhou
45 Yancheng
46 Yichun
47 Changzhou
48 Yingtan
49 Zaozhuang
50 Zhangzhou
51 Zhenjiang
52 Nanjing
53 Changshu
54 Wuhu
55 Liaocheng
56 Yantai

**Southern China
(excluding Shenzhen)**

57 Chongzuo
58 Dongguan
59 Foshan
60 Guangzhou
61 Guigang
62 Guilin
63 Heyuan
64 Huizhou
65 Liuzhou
66 Nanning
67 Qingyuan
68 Shantou
69 Shaoguan
70 Yangjiang
71 Zhaoqing
72 Zhongshan
73 Zhuhai
74 Beihai

Central China

75 Chenzhou
76 Ezhou
77 Enshizhou
78 Huanggang
79 Huangshi
80 Jingzhou

81 Liuyang
82 Loudi
83 Nanyang
84 Shaoyang
85 Shiyan
86 Wuhan
87 Xiangyang
88 Yichang
89 Changsha
90 Zhengzhou
91 Luoyang
92 Leiyang

Shenzhen

93 Shenzhen

Northwestern China

94 Baoji
95 Lanzhou
96 Xi'an
97 Xianyang
98 Yinchuan
99 Yulin
100 Karamay
101 Weinan

Southwestern China

102 Chengdu
103 Dali
104 Deyang
105 Duyun
106 Duijiangyan
107 Guangyuan
108 Guiyang
109 Kunming
110 Mianyang
111 Neijiang
112 Qiannanzhou
113 Qingzhen
114 Chongqing
115 Ziyang
116 Zunyi
117 Geju
118 Nanchong
119 Ngawa Tibetan
and Qiang
Autonomous Prefecture
120 Chuxiong
121 Yibin



MANAGEMENT DISCUSSION AND ANALYSIS

As at 31 December 2025, the following table sets out Contracted Managed GFA and the number of communities where the Group provided management and consultancy services in different regions as at the dates indicated below:

	As at 31 December 2025 Managed and provided consultancy service by the Group		As at 31 December 2024 Managed and provided consultancy service by the Group	
	Contracted Managed GFA (‘000 sq.m.)	Number of communities	Contracted Managed GFA (‘000 sq.m.)	Number of communities
Shenzhen	4,419	74	5,063	76
Southern China (excluding Shenzhen)	43,781	317	53,211	371
Eastern China	88,213	506	95,847	584
Southwestern China	33,631	205	49,498	237
Northeastern China	5,554	39	7,147	46
Northwestern China	9,886	50	11,763	57
Northern China	12,713	64	15,883	78
Central China	56,730	263	68,405	310
Total	254,927	1,518	306,817	1,759

Note:

(1) As at 31 December 2025, the Group’s Contracted Managed GFA was approximately 254.93 million sq.m.

As at 31 December 2025, the number of communities for which the Group managed and provided consultancy services was 1,518, with a corresponding Contracted Managed GFA of approximately 254.93 million sq.m. The Group will mainly expand its business by obtaining new service engagements. The following table sets out the movements of GFA and the number of communities where the Group provided management and consultancy services during the reporting period:

	As at 31 December 2025 Managed and provided consultancy service by the Group		As at 31 December 2024 Managed and provided consultancy service by the Group	
	Contracted Managed GFA (‘000 sq.m.)	Number of communities	Contracted Managed GFA (‘000 sq.m.)	Number of communities
As at the beginning of the year	306,817	1,759	356,025	1,987
New engagements ⁽¹⁾	9,359	92	8,905	88
Acquisition ⁽²⁾	–	–	495	2
Termination ⁽³⁾	(61,249)	(333)	(58,608)	(318)
As at the end of the year	254,927	1,518	306,817	1,759





MANAGEMENT DISCUSSION AND ANALYSIS

Notes:

- (1) In relation to communities the Group managed, the new engagements included service engagements for new property development projects built by property developers, and service engagements for residential communities that replaced the previous property management companies. In relation to communities the Group provided consultancy services for, new engagements include the Group's entering into of consultancy services agreements with regional property management companies.
- (2) The Group expanded its Managed GFA through acquisitions and gained synergy after the acquisition.
- (3) The Contracted Managed GFA and the number of communities which the Group ceased to renew certain property management contracts due to commercial factors.

BUSINESS OVERVIEW

The Group has two main business lines:

- Property management services, which primarily include: (i) provision of services for communities under lump sum basis; and (ii) provision of services for communities under commission basis.
- Value-added services, which primarily include: (i) online promotion services; (ii) sales and rental assistance services; (iii) engineering services; (iv) other value-added services.

Scope of Services for Property Management Services

As of 31 December 2025, the Group employed over 25,579 on-site personnel (including staffs employed by the Group and the staffs outsourced from third parties) to provide property management and consultancy services. The table below sets forth the property management fee range for area within the communities the Group managed under commission basis and lump sum basis as at the dates indicated below. Property management fee levels within the same geographical region vary depending on factors such as property types and locations.

	As at 31 December 2025		As at 31 December 2024	
	Under commission basis (RMB/sq.m./ month)	Under lump sum basis (RMB/sq.m./ month)	Under commission basis (RMB/sq.m./ month)	Under lump sum basis (RMB/sq.m./ month)
Shenzhen	0.8-10.8	1.8-19.6	0.4-11.4	1.8-16.9
Southern China (excluding Shenzhen)	0.8-2.6	0.7-10	0.5-6.0	0.7-16.9
Eastern China	0.4-12.0	1.1-22	0.4-17.0	1.1-16.0
Southwestern China	1.0-6.6	0.3-7.0	0.5-6.1	0.3-25.0
Northeastern China	0.5-1.5	2.0-18.0	0.4-3.3	2.0-18.0
Northwestern China	0.5-4.5	1.4-22.7	0.5-4.0	1.4-22.7
Northern China	2.1-5.5	1.2-25.0	0.7-5.5	1.2-25.0
Central China	0.7-2.1	0.9-16.9	0.6-5.3	0.9-16.9



MANAGEMENT DISCUSSION AND ANALYSIS

Property management services, which primarily include: (i) provision of services for communities under lump sum basis; and (ii) provision of services for communities under commission basis.

Property Management Services under Lump Sum Basis

Under lump sum basis, the Group is entitled to recognise all property management fees charged from the property owners as revenue and pay the expenses related to property management from the property management fees. Accordingly, the related costs are recognised as the Group's cost of sales. To further expand its service coverage, the Group selectively entered into consultancy service contracts with regional property management companies.

Property Management Services under Commission Basis

Under commission basis, the Group is essentially acting as an agent of the property owners. The Group reserves the right to retain the specified percentage (usually 10%) of the owner's property management fees as required by the relevant local authorities as the Group's revenue. The remaining property management fees will be used as operating funds to cover the expenses associated with the management of the property.

Scope of Services for Value-added Services

Adhering to the value and concept of "Service to Your Family", the Group has been focusing on providing diversified value-added business services for community property owners. With 23 years of experience in community management and services, the Group has established a comprehensive online and offline service system. The Group has employed onsite personnel such as customer managers and community stewards to provide more convenient community services for property owners. Through paying regular visits and communication conducted by customer managers, the Group has built up stable trust relationships with residents of the communities and has a clearer understanding on the demands of them. Leveraging on the in-depth understanding about the residents of the communities for which the Group provides management and consultancy services, the Group works with third-party professional goods and service providers to create a safer, more convenient and more comfortable living environment for residents.

The Group's value-added services primarily include (i) online promotion services; (ii) sales and rental assistance; (iii) engineering services; and (iv) other value-added services.

Online promotion services

The Group collaborates with providers of various products and services and promotes products or services to property owners through Caizhiyun, the online platform run by the Group. Product and service providers pay certain amount of commission according to their sales ordered through the Caizhiyun platform to the Group. Further, the Group provides system or software for projects that it provides management and consultancy services for, and charges amount of usage fees from using information system software.

Sales and rental assistance

The Group (i) refers its case to a third-party property agent, who assists the property owner in completing the rental and the sale of the property and the Group charges the agent on every successful referral and generates revenue from authorising property agent's rights to use our online leasing data platform; (ii) helps property developers sell their parking lots under Colour Life Parking Lots model and receives commissions in accordance with the agency sales agreement; (iii) assists communities in renting promotional space of structures (such as elevator interior walls or public spaces) and additional storage space, and receives commissions in return.





MANAGEMENT DISCUSSION AND ANALYSIS

Engineering Services

The Group provides engineering services for property developers (including primarily independent property developers and to a lesser extent, the Fantasia Group) and communities which the Group manages through sub-contracting and cooperation with qualified third-party contractors and through its subsidiaries that are mainly engaged in engineering services and energy management services, namely Shenzhen Kaiyuan Tongji Building Technology Co., Ltd. (“Shenzhen Kaiyuan Tongji”) and Shenzhen Ancaihua Energy Technology Co., Ltd. (“Shenzhen Ancaihua”).

Engineering services provide a safer and more comfortable residential environment for property owners of the communities. On the other hand, it also laid the hardware foundation for the implementation of the strategy of “digital property management platform” for accelerating the comprehensive smart upgrade of communities which the Group serves.

In recent years, the Group continued to carry out the internet-based smart transformation to the projects under its management. Focusing on the property owners’ multi-dimension needs for easy community life, we upgraded the transformation of the community mainly in three directions. Firstly, hardware is upgraded to include remote monitoring of elevators, QR code/face recognition access control, vehicle license recognition system in car park etc., so as to realise central management control, replace labour with equipment, save energy and posts, and enhance efficiency and service quality. Secondly, a community service platform is established through connecting communities to the Group’s cloud system at its head office. For example, real-time picture of the operation condition in the community under the Group’s management will be sent to its head office using remote monitoring technology, and it will promptly assign rectification tasks for areas with potential problem and follow up the results. Thirdly, by leveraging AI big data models, deploying digital staffs, and utilising AI image recognition technology, intelligent and automated workflow in service scenarios is achieved. This not only improves the level of property management but also enhances the living experience and satisfaction of homeowners.

Other value-added services

Other value-added services include (i) purchase assistance; (ii) energy management services; (iii) insurance brokers; (iv) community direct drinking water business; (v) community care for the elderly; and (vi) other value-added services.



MANAGEMENT DISCUSSION AND ANALYSIS

REVIEW AND ANALYSIS

Revenue

The Group's revenue mainly arises from (i) property management services; and (ii) value-added services. For the year ended 31 December 2025, the total revenue increased by 7.5% to approximately RMB2,097.1 million from approximately RMB1,951.3 million for last year.

The increase in revenue was mainly attributable to the increase in revenue from the Group's property management services, which increased by 8.1% in 2025 as compared to the previous year.

	For the year ended 31 December					
	2025		2024		Variance	
	Amount RMB'000	% of total revenue	Amount RMB'000	% of total revenue	Amount RMB'000	%
Revenue						
Property management services	2,003,911	95.6%	1,854,271	95.0%	149,640	8.1%
Value-added services	93,144	4.4%	97,050	5.0%	(3,906)	(4.0%)
Total revenue	2,097,055	100.0%	1,951,321	100.0%	145,734	7.5%

Property Management Services

For the year ended 31 December 2025, revenue from property management services increased by 8.1% to approximately RMB2,003.9 million from approximately RMB1,854.3 million of last year. Breakdown of revenue from property management services are as below:

	For the year ended 31 December					
	2025		2024		Variance	
	Amount RMB'000	% of total revenue	Amount RMB'000	% of total revenue	Amount RMB'000	%
Revenue						
Property management service fees under lump sum basis	1,984,351	94.7%	1,813,708	92.9%	170,643	9.4%
Property management service fees under commission basis	19,560	0.9%	40,563	2.1%	(21,003)	(51.8%)
Total of property management service fees	2,003,911	95.6%	1,854,271	95.0%	149,640	8.1%





MANAGEMENT DISCUSSION AND ANALYSIS

The changes are mainly attributable to:

- (a) An increase in revenue from property management services under lump sum basis by approximately RMB170.6 million, which was mainly due to the increase in the number of communities managed under lump sum basis during the year; and
- (b) A decrease in revenue from property management services under commission basis by approximately RMB21.0 million, which was mainly due to the termination of certain commission basis service contracts.

Value-added Services

For the year ended 31 December 2025, revenue from value-added services decreased by 4.0% to approximately RMB93.1 million from approximately RMB97.1 million of last year.

Breakdown of revenue from value-added services are as below:

	2025		2024		Variance	
	Amount RMB'000	% of total revenue	Amount RMB'000	% of total revenue	Amount RMB'000	%
Revenue						
Online promotion services	12,629	0.6%	15,474	0.8%	(2,845)	(18.4%)
Sales and rental assistance	42,245	2.0%	53,036	2.7%	(10,791)	(20.3%)
Engineering services	3,348	0.2%	5,801	0.3%	(2,453)	(42.3%)
Other value-added services	34,922	1.6%	22,739	1.2%	12,183	53.6%
Total of value-added service fees	93,144	4.4%	97,050	5.0%	(3,906)	(4.0%)

The decrease in revenue from value-added services as compared to that of last year was due to:

- (a) A decrease in revenue from online promotion services by approximately RMB2.8 million;
- (b) A decrease in revenue from sales and rental assistance by approximately RMB10.8 million, mainly due to the decrease in revenue by approximately RMB4.8 million from sales business during the year, the decrease in revenue by approximately RMB3.0 million from parking space agency sales commission income, and the decrease in revenue by approximately RMB2.0 million from renting out physical promotional space;
- (c) A decrease in revenue from engineering services by approximately RMB2.5 million; and
- (d) An increase in revenue from other value-added services by approximately RMB12.2 million, mainly due to the increase in revenue by RMB5.5 million from insurance brokers and the increase in revenue by approximately RMB2.5 million from the newly added community direct drinking water business during the year. During the year, the revenue of energy management services increased by approximately RMB4.5 million when compared to that of last year.



MANAGEMENT DISCUSSION AND ANALYSIS

Cost of Services

Cost of services primarily comprises labour costs, subcontracting costs, costs of raw materials which mainly consist of energy-saving light bulbs, intercommunication devices, security camera wires, pipes and others, utility costs, depreciation and amortisation, rental cost and others. For the year ended 31 December 2025, cost of services increased by approximately RMB138.1 million or approximately 9.0% from approximately RMB1,541.3 million of last year to approximately RMB1,679.4 million. Cost of services growth was similar to services revenue growth.

Gross Profit and Gross Profit Margin

For the year ended 31 December 2025, the overall gross profit was approximately RMB417.6 million, representing an increase of approximately RMB7.6 million or approximately 1.9% from approximately RMB410.0 million for last year.

The overall gross profit margin for the year ended 31 December 2025 was approximately 19.9%, representing a decrease of 1.1 percentage points as compared to 21.0% of last year.

(i) Property Management Services

For the year ended 31 December 2025, the gross profit of property management services was approximately RMB348.4 million, representing an increase of approximately RMB13.8 million from approximately RMB334.6 million for last year, and gross profit margin for the year amounted to 17.4%, representing a decrease of 0.6 percentage point as compared to 18.0% of last year, mainly due to the decrease in revenue from the provision of property management services under commission basis.

(ii) Value-added Services

For the year ended 31 December 2025, the gross profit of value-added services was approximately RMB69.2 million, representing a decrease of approximately RMB6.2 million from approximately RMB75.4 million for last year, and gross profit margin decreased by 3.4 percentage points from 77.7% for last year to 74.3%.

Other Gains and Losses

For the year ended 31 December 2025, the Group's other gains and losses amounted to a loss of approximately RMB12.9 million, representing a decrease in loss of approximately RMB22.0 million as compared to a loss of approximately RMB34.9 million last year.

Other Income

For the year ended 31 December 2025, other income of the Group decreased by approximately RMB2.2 million to approximately RMB18.7 million from approximately RMB20.9 million of last year. Other income for the year mainly comprised: 1) interest income of approximately RMB12.7 million; 2) government grants of approximately RMB4.3 million.

Selling and Distribution Expenses

For the year ended 31 December 2025, selling and distribution expenses of the Group amounted to approximately RMB5.0 million, representing an increase of approximately RMB0.8 million from approximately RMB4.2 million of last year.

Administrative Expenses

For the year ended 31 December 2025, administrative expenses of the Group were approximately RMB233.8 million, representing a decrease of approximately RMB0.2 million from approximately RMB234.0 million of last year.





MANAGEMENT DISCUSSION AND ANALYSIS

Finance Costs

For the year ended 31 December 2025, the finance costs of the Group amounted to approximately RMB2.0 million, representing a decrease of approximately RMB0.5 million as compared to that of approximately RMB2.5 million last year, and the finance costs were derived from lease liabilities.

Income Tax Expenses

For the year ended 31 December 2025, the Group's income tax expenses amounted to approximately RMB43.3 million, representing an increase of approximately RMB19.0 million from approximately RMB24.3 million of last year.

Goodwill

As at 31 December 2025, the carrying amount of goodwill was approximately RMB879.0 million, representing a decrease of approximately RMB1.3 million from approximately RMB880.3 million as at 31 December 2024. This was mainly due to a decrease in goodwill of approximately RMB1.3 million due to the disposal of companies by the Group during the year.

Bank Balances and Cash

As at 31 December 2025, the Group's bank balances and cash increased by approximately 13.2% to approximately RMB1,124.9 million from approximately RMB994.1 million as at 31 December 2024.

Trade and Other Receivables and Prepayments

Trade receivables mainly arise from property management services income under lump sum basis, value-added services income and engineering services income.

As at 31 December 2025, trade receivables of the Group net of the allowance for credit losses amounted to approximately RMB777.5 million, which increased by approximately RMB29.0 million as compared to approximately RMB748.5 million as at 31 December 2024. Trade receivables growth was mainly due to services revenue growth.

As at 31 December 2025, the Group's other receivables and prepayments amounted to approximately RMB1,637.0 million, which increased by approximately RMB101.2 million or approximately 6.6% as compared to approximately RMB1,535.8 million as at 31 December 2024.

Payments/Receipts on Behalf of Residents

Payments/receipts on behalf of residents represent the current accounts with the property management offices of residential communities managed by the Group under commission basis. These property management offices of residential communities usually have no separate bank accounts because they have no separate legal identity status. For the daily management of these property management offices of residential communities, all transactions of these management offices, including the collection of property management fees and the settlement of daily expenses, are settled through the treasury function of the Group. A net receivable balance from the property management office of the residential community represents expenses paid by the Group on behalf of the residential community in excess of the property management fees collected from the residents of the residential community. A net payable balance to the property management office of the residential community represents property management fees collected from residents of the residential community in excess of the expenses paid by the Group on behalf of the residential community.



MANAGEMENT DISCUSSION AND ANALYSIS

Trade and Other Payables and Accruals

Trade and other payables and accruals primarily comprise amounts payables for subcontracting services, deposits received, accrued staff costs, other taxes payable, provision for retirement benefits contribution and consideration payable for acquisition of subsidiaries.

As at 31 December 2025, trade payables amounted to approximately RMB493.4 million (31 December 2024: RMB500.0 million), representing a decrease of approximately RMB6.6 million.

As at 31 December 2025, other payables and accruals amounted to approximately RMB253.8 million (31 December 2024: RMB217.2 million).

Share Capital

As at 31 December 2025, the total number of issued shares of the Company was approximately 1,859,407,192 (31 December 2024: approximately 1,487,525,754) and the share capital was approximately RMB155.1 million (31 December 2024: approximately RMB120.8 million).

Reference is made to the prospectus of the Company dated 3 March 2025 (the “Prospectus”). In order to (among others) enable the Group to strengthen its capital reserve and enhance the Group’s financial position to support its future development and suitable investment and acquisition opportunities arise in the future, the Company implemented a rights issue (the “Rights Issue”) on the basis of one (1) rights share (the “Rights Share(s)”) for every four (4) existing ordinary shares of the Company held on the record date by the qualifying shareholders at the subscription price of HK\$0.165 per Rights Share on a non-underwritten basis. The subscription price represents the closing price of the Company’s shares of HK\$0.165 as quoted on the Stock Exchange on 24 January 2025, being the last trading day of the Company’s shares on the Stock Exchange immediately prior to the publication of the announcement on the Rights Issue.

As disclosed in the Company’s announcement dated 24 March 2025, a total of 371,881,438 Rights Shares, with an aggregate nominal value of HK\$37,188,143.8, were issued pursuant to the Rights Issue. The gross proceeds of the Rights Issue was approximately HK\$61.36 million and the net proceeds was approximately HK\$60.36 million (i.e. the net price per Rights Share was approximately HK\$0.162), which was already applied by the Group in accordance with the proposed use of proceeds set forth in the section headed “REASONS FOR AND BENEFITS OF THE RIGHTS ISSUE AND INTENDED USE OF PROCEEDS” in the Prospectus.





MANAGEMENT DISCUSSION AND ANALYSIS

The following table sets forth a summary of the utilisation of the net proceeds from the Rights Issue as of 31 December 2025:

Purpose	Percentage to total amount	Net proceeds from the Rights Issue (HK\$'million)	Amount of net proceeds utilised during the period (HK\$'million)	Unutilised amount as of 31 December 2025 (HK\$'million)
General working capital	40%	24.144	24.144	–
Application of artificial intelligence technology in the Group's community operations and big data construction in order to improve efficiency of the Group's services	20%	12.072	12.072	–
Development of the Group's community value-added services	20%	12.072	12.072	–
Working capital reserve	20%	12.072	12.072	–
Total	100.0%	60.36	60.36	–

Liquidity and Capital Resources

As at 31 December 2025, the Group's total cash (including pledged bank deposits) was approximately RMB1,157.8 million, representing an increase of approximately 10.4% from approximately RMB1,049.2 million as at 31 December 2024, of which approximately RMB33.0 million (31 December 2024: approximately RMB55.1 million) were restricted.

As at 31 December 2025, the current ratio (current assets/current liabilities) of the Group was approximately 3.1 (31 December 2024: approximately 3.1).

The Group adopts a prudent fund management policy, ensuring the safe provision of project funds while implementing effective centralised fund management to maintain appropriate and sufficient levels of cash and bank balances.

Net Gearing Ratio

The net gearing ratio was calculated by net debt over the total equity. As at 31 December 2025, the total of bank balances and cash and pledged/restricted bank deposits amounted to approximately RMB1,157.8 million and the interest-bearing liabilities were fully paid up. Therefore, no net gearing ratio was presented as at 31 December 2025. There was also no net gearing ratio as at 31 December 2024.

Currency Risk

As the Group mainly operates its business in China, there is no material direct exposure to foreign exchange fluctuations risk.



MANAGEMENT DISCUSSION AND ANALYSIS

Employees and Remuneration Policies

As at 31 December 2025, the Group had approximately 9,258 employees (31 December 2024: approximately 10,191 employees). Remuneration is determined with reference to the performance, skills, qualifications and experiences of the staff concerned and the prevailing industry practice.

Apart from salary payments, other staff benefits include contribution to the mandatory provident fund (for Hong Kong employees) and state-managed retirement pension scheme (for employees in the PRC) and a discretionary bonus program.

SIGNIFICANT INVESTMENTS

For the year ended 31 December 2025, the Group has no significant investments.

CHARGE ON THE GROUP'S ASSETS

As of 31 December 2025, the Group has no material charge on assets.

CONTINGENT LIABILITIES

As of 31 December 2025, the Group has no material contingent liabilities.

MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

For the year ended 31 December 2025, there were no material acquisitions and disposals of subsidiaries, associates and joint ventures by the Group.

DETAILS OF FUTURE PLANS FOR MATERIAL INVESTMENTS OR CAPITAL ASSETS AND EXPECTED SOURCES OF FUNDING

For the year ended 31 December 2025, the Group had no plans for material investments and capital assets.





BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

EXECUTIVE DIRECTORS

Mr. Liu Hongcai (劉宏才) (“Mr. Liu”), aged 50, was appointed as the executive director of the Company on 24 December 2021. He is the executive president of Shenzhen Colour Life Services Group Co., Limited (“Shenzhen Colour Life Services Group”) and is responsible for the overall operation of the Group’s projects. Mr. Liu joined the Group on 30 December 2010 and acted as the general manager of the Shenzhen business division of the Group. He acted as the general manager of the Eastern Shenzhen business division of the Group on 5 January 2012, and he was the general manager of Guangzhou business division of the Group from 8 January 2013 to 31 December 2016. He acted as the general manager of Guangdong and Guangxi regions of the Group and the general manager of the Guangzhou business division from 1 January 2017 to 31 March 2020, and the person-in-charge of the Group’s Hunan and Hubei regions (at the general manager level) on 1 April 2020. He was the vice president and regional president of the Western Theater Command of Shenzhen Colour Life Service Group from 16 May 2020 to 8 October 2021. He has been the executive president of Shenzhen Colour Life Service Group since 9 October 2021. Prior to joining the Group, he was the regional director of Shenzhen Fantasia Property Management Limited from 2 August 2008 to 29 December 2010 and the project manager of Shenzhen Fantasia Property Management Limited (Kangqiao Branch) from 1 August 2007 to 1 August 2008. He served various roles in China Overseas Property Management Co., Limited from 31 December 1998 to 31 July 2007 and his last position was project manager.

Mr. Liu graduated from International Business University of Beijing majoring in Real Estate and Property Management. He was awarded 2020 Top 100 Property Manager of the PRC (2020中國物業經理人100強) and Meritorious Person of the 40th Anniversary of the Development of the Property Management Industry in Guangdong Province (廣東省物業管理行業發展四十周年功勳人物).

Ms. Yang Lan (楊瀾) (“Ms. Yang”), aged 49, joined the Group on 1 March 2018. She is also the Chief Financial Officer of Shenzhen Colour Life Service Group and person-in-charge of the investment reporting division, responsible for investment reporting. Prior to joining the Group, Ms. Yang worked at TCL Multimedia Technology Holdings Limited from 13 July 1998 to 28 February 2018, with her last position as the financial controller. Ms. Yang has approximately 26 years of experience in accounting and financial management.

Ms. Yang obtained a Bachelor’s Degree in Economics from Xi’an Jiaotong University in July 1998, a Master’s Degree in Economics from Peking University in December 2010 and a Master’s Degree in Business Administration from Peking University HSBC Business School in August 2020. She holds the title of senior accountant.



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

NON-EXECUTIVE DIRECTORS

Mr. Zhu Jindong (朱晉東) (“Mr. Zhu”), aged 45, was appointed as a non-executive Director, the chairman of the Board and the chairman of the nomination committee of the Company on 11 September 2023. Mr. Zhu has been the assistant president of Fantasia Holdings Group Co., Limited (“Fantasia Holdings”), the controlling Shareholders and a substantial Shareholder, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 1777) since 2021. Mr. Zhu joined the Fantasia Group from July 2004 to 2025 and served various roles relating to project management, sales and operational management. Since 2015, Mr. Zhu has been in a managerial position within the Fantasia Group. He has approximately 20 years of experience in the real estate industry.

Mr. Zhu obtained a Bachelor’s degree in civil engineering from Harbin Institute of Technology in July 2003.

Mr. Timothy David Gildner (“Mr. Gildner”), aged 56, was appointed as a non-executive Director of the Company on 11 September 2023. He is also an executive director and the vice president of Fantasia Holdings, which is a substantial Shareholder and the controlling Shareholder of the Company, the shares of which are listed on the Main Board of the Stock Exchange. Prior to joining the Fantasia Group, he was a director of Gottardo Advisory Limited between January 2012 and April 2022. He was also a visiting scholar at the City University of Hong Kong between January 2017 and June 2019 for graduate level courses in real estate investment in China and real estate financing; and for fintech related courses at The Hong Kong University of Science and Technology between June 2015 and January 2017. He has extensive knowledge and experience in finance and management.

Mr. Gildner obtained a bachelor of art degree in journalism from Michigan State University, a master’s degree in international affairs and a master’s degree of business administration from Columbia University in 2002.

Mr. Sha Feng (沙鋒), aged 45, was appointed as a non-executive Director of the Company on 17 April 2025. He has served as the financial director of Beijing 360 Shuzhi Technology Co., Ltd. (“360 Shuzhi”, formerly known as Beijing Hongying Information Technology Co., Ltd.) since April 2021. Before joining 360 Shuzhi, Mr. Sha served as the financial director of Beijing Wanda Culture Industry Group Co., Ltd. from April 2014 to April 2021. He served as an auditor, assistant audit manager and audit manager of Deloitte Touche Tohmatsu Certified Public Accountants LLP from October 2002 to April 2014.

Mr. Sha obtained a bachelor’s degree in economics from Tianjin University of Finance and Economics in 2002 and a master’s degree in economics from the University of International Business and Economics in 2012. He is a non-practicing member of both the Chinese Institute of Certified Public Accountants and the China Certified Tax Agents.

Mr. Sha obtained the legal advice referred to in Rule 3.09D of the Listing Rules on 17 April 2025 and confirmed that he understood his obligations as a director of a listed issuer.





BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Lee Yan Fai (“Mr. Lee”), aged 42, was appointed as an independent non-executive Director on 14 June 2023. He is currently the chairman of the audit committee and member of the remuneration committee. Mr. Lee obtained his Master’s degree of Professional Accounting from The Hong Kong Polytechnic University. Mr. Lee has been a practising accountant in Hong Kong since 2014. He is a fellow member of Hong Kong Institute of Certified Public Accountants and an associate of The Institute of Chartered Accountants in England and Wales. He is currently an independent non-executive director of TS Wonders Holding Limited (stock code: 1767), a company listed on the Stock Exchange. Mr. Lee has over 10 years’ extensive experience by working in international audit firms and other listed companies. Mr. Lee was the financial controller of each of China Carbon Neutral Development Group Limited (formerly known as Bisu Technology Group International Limited) (stock code: 1372) from August 2015 until December 2018 and Sino Golf Holdings Limited (stock code: 361) from September 2015 until December 2018, both being companies listed on the Main Board of the Stock Exchange. He currently serves as a managing partner of SFAI (HK) CPA Limited.

Mr. Li Xinhua (李鑫華), aged 46, was appointed as an independent non-executive Director of the Company on 15 August 2025. He possesses extensive capabilities in strategic consulting across multiple industries and corporate development, as well as extensive practical experience in the corporate sector. He possesses deep understanding of industry practices and is familiar with finance and capital operations. His expertise lies in deeply and accurately analyzing industry and corporate trends and developing actionable development strategies. He has provided comprehensive strategic consulting services to numerous large scale domestic and foreign companies.

Mr. Li received his bachelor’s degree in clinical Chinese medicine from Jiangxi University of Chinese Medicine in July 2000. He has successively served in various positions, including vice president of Hangzhou Binjiang Real Estate Group Co., Ltd. and Hong Kong Y.T. Realty Group Limited, managing director of the investment banking department of Zhejiang Zheyin Capital Management Co., Ltd., vice president of Chongqing Sincere Holding (Group) Co., Ltd., strategic consultant and human resources director of Longfor Group Holdings Limited, and senior consultant of Roland Berger China. While at Hangzhou Binjiang Real Estate Group Co., Ltd. and Y.T. Realty Group Limited, he was primarily responsible for the Hong Kong capital market and group development strategy. At Zhejiang Zheyin Capital Management Co., Ltd., he was primarily responsible for equity project investments. At Chongqing Sincere Holding (Group) Co., Ltd., he was the head of risk control for the investment committee and was responsible for the establishment of the financial holding group, the initiation or acquisition of financial licenses, and the establishment of M&A funds. He initially worked as a consultant at Longfor Group Holdings Limited, and was responsible for national expansion strategy and organizational development consulting projects before serving as the human resources director of Longfor Group Holdings Limited.

Ms. Yu Shan (俞珊) (“Ms. Yu”), aged 48, was appointed as an independent non-executive Director of the Company on 15 March 2024. She is a member of CPA Australia, a member of the Hong Kong Independent Non-Executive Director Association and the deputy secretary general of China Independent Non-Executive Director Association. She has over 20 years of experience in financial management, auditing, mergers and acquisitions in Hong Kong and overseas. Ms. Yu has served as a director of China Enterprise Service Centre (中國企業服務中心) (License number: TC006107) since July 2015; and has served as director, vice president and other positions in Fortune International Group since August 2004, responsible for its financial management, auditing, mergers and acquisitions in Hong Kong and overseas.

Ms. Yu obtained a professional diploma in International Trade from the Beijing Institute of Technology in July 1998; completed a Law major degree at the China University of Political Science and Law in December 2000; obtained the Certificate of Completion of Professional Training in International Tax Planning organised by the National Accounting Institute in August 2001; and obtained the programme certificate of Family Business Management Course from Cheung Kong Graduate School of Business in October 2009.



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

SENIOR MANAGEMENT

Ms. Yu Haihua (于海華) (“Ms. Yu”), aged 46, joined the Group on 28 March 2011. She was appointed as the assistant president of the Group on 1 August 2020 and was appointed as the vice president of the Group on 1 January 2022. She is currently the vice president of Shenzhen Colour Life Service Group and the chairman of the Colour Life Charitable Foundation and is responsible for the human resources, administration, brand operation and investor relations of the Group. Prior to joining the Group, she was the assistant to chairman of the board of Shenzhen Daihing Automobile Group Co., Ltd. Ms. Yu has 21 years of experience in human resources and administrative management. Ms. Yu obtained a postgraduate certificate of completion in Applied Psychology from Sun Yat-sen University in 2014. She has completed the studies in senior management programme from Cheung Kong Graduate School of Business in 2015 and the executive education programme from China Europe International Business School. She holds qualifications as a counsellor and health manager.

Mr. Wang Bincai (王彬才) (“Mr. Wang”), aged 44, joined the Group on 1 November 2007. He was appointed as the assistant president of the Group on 1 January 2022, which is responsible for the Southern China region. He was appointed as vice president of Shenzhen Colour Life Service Group on 1 January 2025, and is currently the vice president of Shenzhen Colour Life Service Group, responsible for the overall management of the basic service business cluster, and also the general manager of the Northeast business division and the Hejin business division. Mr. Wang has 24 years of experience in property management. Prior to joining the Group, he worked in Shenzhen Liantang Property Management Co., Ltd. from 2000 to 2007. His last position was the project supervisor of Yantian Heheng Square project. Mr. Wang graduated from Beijing University of Posts and Telecommunications majoring in business administration. He holds the title of a Property Management Enterprise Manager (物業管理企業經理).

Mr. Dou Yongzhi (竇勇志) (“Mr. Dou”), aged 55, joined the Group on 1 February 2018. He was appointed as vice president and regional president of the Northern China region and person-in-charge of Beijing of the Group on 16 May 2020 and he was appointed as assistant president of the Group on 1 January 2024. He is currently the assistant president of the Shenzhen Colour Life Service Group and the general manager of Beijing Darwin business division. Prior to joining the Group, Mr. Dou worked in Beijing Darwin International Hotel Property Management Co., Ltd (北京達爾文國際酒店物業管理有限公司). His last position was managing director. Mr. Dou obtained a master’s degree in engineering from Wuhan University of Technology and holds the title of Certified Property Manager. Mr. Dou has 26 years of experience in property management. He is a bid evaluation expert of the Government Procurement Expert Database of Beijing and the People’s Mediator of People’s Mediation Committee for Property Management Disputes of Chaoyang District, Beijing (北京市朝陽區物業管理糾紛人民調解委員會).

Mr. Liu Luanxi (劉鑾喜) (“Mr. Liu”), aged 51, joined the Group on 1 October 2005. He was appointed as an assistant president of the Group on 1 January 2022, which is responsible for the Shenzhen region. He is currently the assistant president and general manager of Shenzhen business division of Shenzhen Colour Life Service Group. Mr. Liu has 21 years of experience in property management. Mr. Liu graduated from Nankai University majoring in business administration. He was awarded 2022 Top 100 Property Manager of the PRC and is currently the president of Shenzhen Luohu District Property Service Industry Association (深圳市羅湖區物業服務行業協會).





BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

Ms. Liu Meige (劉美鵠) (“Ms. Liu”), aged 41, joined the Group on 16 October 2006. She was appointed as the assistant president of the Group on 1 January 2022, which is responsible for Northwest China region. She is currently the assistant president of the Shenzhen Colour Life Service Group and the general manager of Northwest China business division, and is the Party Branch Secretary of Shaanxi Branch of Shenzhen Colour Life Property Management Co., Ltd.. Ms. Liu has 18 years of experience in property management. Ms. Liu graduated from Central South University majoring in accounting.

Mr. Xu Jun (徐君) (“Mr. Xu”), aged 52, joined the Group on 1 October 2015. He was appointed as the assistant president of the Group on 1 January 2022, which is responsible for Southwest China region. He is currently the assistant president of Shenzhen Colour Life Service Group and the general manager of Chengdu Heli business division. Prior to joining the Group, Mr. Xu worked in Chengdu Heli Property Management Co., Ltd. from 2004 to 2015 and has been the deputy general manager and general manager successively. He has 28 years of experience in property management. Mr. Xu graduated from Chengdu University of Technology in June 1995 and obtained a bachelor’s degree in business administration from University of Electronic Science and Technology of China. He holds the title of Certified Property Manager and Economics Professional Qualification. He acted as the Chengdu Property Management Industry Expert in 2015 and has been the expert of Sichuan Provincial Department of Housing and Urban-Rural Development (四川省住房和城鄉建設廳) from 2016 to 2023.

Mr. Huang Rongbin (黃榮彬) (“Mr. Huang”), aged 43, joined the Group on 1 March 2021. He was appointed as the general manager of community asset management division of the Group on 10 March 2021 and he was appointed as the assistant president of the Group on 1 January 2022, which is responsible for the community asset management division. He is the assistant president of Shenzhen Colour Life Service Group and is in charge of the community asset management division. He is responsible for the Group’s asset management business. Prior to joining the Group, he worked in Fantasia China from 23 June 2014 to 28 February 2021. His last position was person-in-charge of the small loan business division. Mr. Huang obtained a bachelor’s degree in management from Jinan University.

Mr. Zhu Xiaoping (Mr. Zhu), aged 49, joined the Group on 23 April 2014. He was appointed as the assistant president of the Group on 1 January 2025, and currently serves as the assistant president of Shenzhen Colour Life Service Group and the general manager of Chengdu Hongpeng business division. Mr. Zhu Xiaoping graduated from Sichuan University, majoring in electrical systems and automation, and has 27 years of experience in property management. Prior to joining the Group, Mr. Zhu Xiaoping served as executive director of Nanchang Xingfu Property Management Co., Ltd.. He was awarded “Sichuan Top Ten Reputable Property Managers in 2018” and “Property Manager of the Year 2025”.

Mr. Lin Xiaodong (Mr. Lin), aged 55, joined the Group on 4 November 2002. He was appointed as the assistant president of the Group on 1 January 2025, and currently serves as the assistant president of Shenzhen Colour Life Service Group and the general manager of Huizhou business division. Mr. Lin Xiaodong has 23 years of experience in property management. He graduated from South China Normal University majoring in human resource management and obtained the Registered Property Manager qualification in 2011. He was awarded as one of the Top 100 Property Managers in China in 2024 and 2025.

CHANGE IN INFORMATION OF DIRECTORS

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



REPORT OF DIRECTORS

The board of directors (the “Board”) is pleased to present the annual report together with the audited consolidated financial statements of Colour Life Services Group Co., Limited (the “Company”) and its subsidiaries (collectively, the “Group”) for the year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The Company is an investment holding company. The activities of its principal subsidiaries are set out in note 44 to the consolidated financial statements.

RESULTS AND BUSINESS REVIEW

The results of the Group for the year ended 31 December 2025 are set out in the consolidated statement of profit or loss and other comprehensive income on page 78. A fair review of the business of the Group and a discussion and analysis of the Group’s performance during the year and the material factors underlying its results and financial position are provided in the Management Discussion and Analysis section from pages 17 to 31 of this annual report. The future development of the Group’s business is discussed throughout this annual report. The principal risks and uncertainties facing the Group are disclosed in the Report of Directors on pages 37 to 60 of this annual report. In addition, more details regarding the Group’s performance by reference to environmental and social-related key performance indicators and policies, as well as compliance with relevant laws and regulations which have a significant impact on the Group, are provided in the Corporate Governance Report from pages 61 to 70 of this annual report and the Environmental, Social and Governance Report (the “ESG Report”) which will be published separately.

DIVIDEND

The Board does not recommend the payment of a final dividend for the year ended 31 December 2025 (2024: nil).

CLOSURE OF REGISTER OF MEMBERS

For the purpose of determining shareholders of the Company who are entitled to attend and vote at the forthcoming annual general meeting of the Company to be held on Tuesday, 16 June 2026 (“AGM”), the register of members of the Company will be closed from Thursday, 11 June 2026 to Tuesday, 16 June 2026, both days inclusive. In order to qualify as shareholders of the Company to attend and vote at the AGM, unregistered holders of shares of the Company are required to lodge all transfer documents accompanied by the relevant share certificates with the Company’s branch share registrar in Hong Kong, Computershare Hong Kong Investor Services Limited, at Shops 1712 -1716, 17th Floor, Hopewell Centre, 183 Queen’s Road East, Wanchai, Hong Kong for registration not later than 4:30 p.m. on Wednesday, 10 June 2026.

SHARE CAPITAL

As at 31 December 2025, the total number of issued shares of the Company was approximately 1,859,407,192 (31 December 2024: 1,487,525,754) and the share capital was RMB155,070,000 (31 December 2024: RMB120,750,000).





REPORT OF DIRECTORS

RIGHTS ISSUE DURING THE YEAR

Reference is made to the prospectus of the Company dated 3 March 2025 in relation to the proposed rights issue by the Company (the “Rights Issue”) on the basis of one (1) rights share (the “Rights Share(s)”) for every four (4) existing shares held on the record date by the qualifying shareholders at the subscription price of HK\$0.165 per rights share on a non-underwritten basis.

As disclosed in the Company’s announcement of 24 March 2025, a total of 371,881,438 Rights Shares have been issued pursuant to the Rights Issue. The gross proceeds of the Rights Issue was approximately HK\$61.36 million and the net proceeds was approximately HK\$60.36 million.

SIGNIFICANT EVENTS SUBSEQUENT TO THE REPORTING PERIOD

The Company was informed that a restructuring agreement entered into between Fantasia Holdings Group Co., Limited (“Fantasia”), TFI Securities and Futures Limited (“TFISF”) and Splendid Fortune Enterprise Limited (the “Restructuring Agreement”) on 12 March 2026 and completion of the transactions contemplated under the Restructuring Agreement had occurred. Upon completion of the transactions contemplated under the Restructuring Agreement, among others, (i) Splendid Fortune Enterprise Limited acquired approximately 21.97% of the issued shares of the Company; (ii) approximately 10.0% of the issued shares of the Company were transferred to an entity designated by TFISF (as effective enforcement of the purported security); (iii) Fantasia retains approximately 9.98% of the issued shares of the Company free from any purported security or other claim; and (iv) the Company ceased to be a subsidiary of Fantasia. Immediately upon completion of the Restructuring Agreement, Ms. Zeng Jie, Baby indirectly owns approximately 59.99% of the issued shares of the Company through, among others, Splendid Fortune Enterprise Limited, Fantasia and Fatansy Pearl International Limited and she continues to be the controlling shareholder of the Company. For details, please refer to the announcements of the Company dated 9 December 2021, 11 November 2025, 5 January 2026 and 13 March 2026.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in property, plant and equipment of the Group during the year are set out in note 15 to the consolidated financial statements.

DISTRIBUTABLE RESERVES OF THE COMPANY

Distributable reserves of the Company as at 31 December 2025, calculated under the Cayman Islands Companies Law, amounted to RMB1,853 million (2024: RMB1,883 million) representing share premium of RMB1,760 million and retained earnings of RMB93 million.

KEY RELATIONSHIPS WITH EMPLOYEES, CUSTOMERS AND SUPPLIERS

The Group recognises the accomplishment of the employees by providing comprehensive benefit package, career development opportunities and internal training appropriate to individual needs. Apart from basic remuneration, share options may be granted under the share option scheme to eligible employees by reference of the Group’s performance as well as individual’s contribution. The Group provides a healthy and safe workplace for all employees. No strikes or cases of fatality due to workplace accidents are found in the year under review. As at 31 December 2025, number of the employees was 9,258 (as at 31 December 2024, 10,191), the decrease was mainly due to the decrease in front-line staff in property management projects. The Group encompasses working relationships with suppliers to meet our customers’ needs in an effective and efficient manner. The departments work closely to make sure the tendering and procurement process is conducted in an open, fair and just manner. The Group’s requirements and standards are also well-communicated to suppliers before the commencement of a project. The Group values the views and opinions of all customers through various means and channels, and regularly analyses and makes changes based on customer feedback. The Group also conducts comprehensive tests and checks to ensure that only quality products and services are offered to the customers.



REPORT OF DIRECTORS

DIRECTORS AND DIRECTORS' SERVICE CONTRACTS

The Directors during the year and up to the date of this report were:

Executive Directors:

Mr. Liu Hongcai
Ms. Yang Lan

Non-executive Directors:

Mr. Zhu Jindong
Mr. Timothy David Gildner
Mr. Chen Wenjian (*resigned on 31 March 2025*)
Mr. Sha Feng (*appointed on 17 April 2025*)

Independent non-executive Directors:

Mr. Lee Yan Fai
Mr. Zhang Raymond Yue (*resigned on 4 June 2025*)
Ms. Yu Shan
Mr. Li Xinhua (*appointed on 15 August 2025*)

In accordance with Article 83(3) of the existing articles of association of the Company (the "Articles"), Mr. Sha Feng and Mr. Li Xinhua shall hold office until the AGM and are eligible and willing to stand for re-election at the AGM.

In accordance with Article 84 of the existing Articles, one-third of then directors are required to retire by rotation at each annual general meeting. Mr. Timothy David Gildner, Ms. Yang Lan and Ms. Yu Shan will retire by rotation and will be eligible for re-election.

No Director proposed for re-election at the AGM has entered into a service contract with the Company or any of its subsidiaries which is not determinable by the employing company within one year without payment of compensation other than statutory compensation.

SENIOR MANAGEMENT'S EMOLUMENTS

Pursuant to code provision B.1.5, the annual remuneration of the members of the senior management (other than Directors) by bands for the year ended 31 December 2025 is set out below:

	Number of individuals
Nil to HK\$1,000,000	6
HK\$1,000,000 to HK\$2,000,000	3
HK\$2,000,000 to HK\$3,000,000	–
HK\$3,000,000 to HK\$4,000,000	–
Above HK\$4,000,000	–
	9

Details of the remuneration of each of the Directors for the year ended 31 December 2025 are set out in note 12 to the consolidated financial statements.





REPORT OF DIRECTORS

DIRECTORS' AND CHIEF EXECUTIVE'S INTERESTS IN THE SECURITIES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

As at 31 December 2025, the interests and short positions of the directors of the Company (the "Directors") and the chief executive of the Company in the shares, underlying shares and debentures of the Company or of any associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (the "SFO")) of the Company, as recorded in the register required to be kept by the Company pursuant to Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as contained in Appendix C3 to the Rules Governing the Listing of Securities on the Stock Exchange ("the Listing Rules") were as follows:

Long positions in the shares and underlying shares of the Company

Name of director	Capacity/Nature of interest	Number of shares held	Number of underlying shares held	Total	Approximate percentage of issued share capital
Mr. Liu Hongcai	Beneficial owner	–	122,292 ⁽¹⁾	122,292	0.01%

Notes:

- (1) The relevant interests are unlisted physically settled options granted pursuant to the share option scheme of the Company.
- (2) As at 31 December 2025, the total number of issued shares of the Company is 1,859,407,192.

Save as disclosed above, as at 31 December 2025, none of the Directors and chief executive of the Company had any interests or short position in the shares and underlying shares of the Company or any of its associated corporations (within the meaning of the SFO) which (a) were required to be notified to the Company and the Stock Exchange pursuant to Part XV of the SFO (including the interests and short positions which the Director is taken or deemed to have under such provisions of the SFO); or (b) were required, pursuant to section 352 of the SFO, to be entered in the register referred to therein; or (c) were required, pursuant to the Model Code, to be notified to the Company and the Stock Exchange.



REPORT OF DIRECTORS

SUBSTANTIAL SHAREHOLDERS' INTERESTS IN THE SECURITIES OF THE COMPANY

As at 31 December 2025, so far as the Directors are aware and as set out in the register kept under Section 336 of the SFO, the following companies and persons (other than the Directors and chief executives of the Company) had interest or short position in the shares and underlying shares of the Company which fell to be disclosed to the Company under Divisions 2 and 3 of Part XV of the SFO:

Name of substantial shareholders	Capacity	Number of Shares held	Approximate percentage of issued share capital
Ms. Zeng Jie, Baby	Interest of controlled corporation ⁽²⁾	1,301,467,396 (L) ⁽¹⁾	69.99%
Ice Apex	Interest of controlled corporation ⁽²⁾	1,301,467,396 (L) ⁽¹⁾	69.99%
Fantasy Pearl International Limited ("Fantasy Pearl")	Interest of controlled corporation	780,104,676 (L)	41.95%
	Beneficial owner	2,302,796 (L)	0.12%
Fantasia Holdings	Beneficial owner	780,104,676 (L)	41.95%
Jovial New Limited	Interest of controlled corporation	519,059,924 (L)	27.92%
Link Gold Holdings Limited	Interest of controlled corporation	519,059,924 (L)	27.92%
Splendid Fortune Enterprise Limited ("Splendid Fortune")	Beneficial owner ⁽²⁾	519,059,924 (L)	27.92%

Notes:

(L) – Long position, (S) – Short position

- (1) These shares comprises (i) 780,104,676 shares held by Fantasia Holdings; (ii) 2,302,796 shares beneficially owned by Fantasy Pearl and (iii) 519,059,924 shares beneficially owned by Splendid Fortune.
- (2) Fantasia Holdings is owned as to 57.41% by Fantasy Pearl, which is owned as to 80% by Ice Apex. Ice Apex is wholly owned by Ms. Zeng Jie, Baby. By virtue of the SFO, Ms. Zeng Jie, Baby, Ice Apex and Fantasy Pearl are deemed to be interested in the shares of the Company held by Fantasia Holdings.
- (3) Splendid Fortune is owned as to 67.36% by Link Gold Holdings Limited and 32.64% by Shenyan International Investment Co., Ltd.. Link Gold Holdings Limited is wholly-owned by Delight Vision Holdings Limited which is owned as to 100% by Ms. Zeng Jie, Baby. By virtue of the SFO, Ms. Zeng Jie, Baby, Link Gold Holdings Limited and Delight Vision Holdings Limited are deemed to be interested in the shares of the Company held by Splendid Fortune.

Save as disclosed above, as at 31 December 2025, no other persons (other than the Directors and chief executives of the Company) had any interests or short positions in the shares or underlying shares of the Company as recorded in the register required to be kept under section 336 of the SFO.





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SHARE OPTION SCHEME

The Company adopted a share option scheme (“Share Option Scheme”) by the written resolutions of the shareholders of the Company passed on 11 June 2014. The terms of the Share Option Scheme are in accordance with the provisions of Chapter 17 of the Listing Rules.

The Share Option Scheme is a share incentive scheme and is established to recognise, acknowledge and reward Eligible Participants (as defined therein) who have contributed to the Group and to encourage Eligible Participants to work towards enhancing the value of the Company. Eligible Participants of the Share Option Scheme include Directors and employees of the Group and any advisors, consultants, distributors, suppliers, agents, customers, and such other persons who the Board considers, in its sole discretion, have contributed or will contribute to the Group.

The maximum number of shares in respect of which options may be granted under the Share Option Scheme and any other share option scheme by the Company must not in aggregate exceed 10% of the total number of shares in issue immediately following the listing of the shares of the Company on the Stock Exchange, unless with the prior approval from the Company’s shareholders. As the Share Option Scheme expired on 10 June 2024, no further options can be granted under the Share Option Scheme since then. Notwithstanding its expiration, the share options which have been granted and remained outstanding (i.e. 26,377,199 share options) shall continue to be valid and exercisable subject to and in accordance with the terms on which the share options were granted, the provisions of the Share Option Scheme and the Listing Rules. As at the date of this report, there are 26,377,199 outstanding share options, representing approximately 1.4% of the issued shares of the Company as at the date of this report. The total number of shares issued and to be issued in respect of which options may be granted under the Share Option Scheme to each Eligible Participant in any 12-month period up to the date of grant shall not exceed 1% of the shares in issue at the date of grant, unless with the prior approval from the Company’s shareholders and with such participants and his associates abstaining from voting. Options granted to any Director, chief executive or substantial shareholder of the Company, or any of their respective associates, shall be subject to the prior approval of the independent non-executive Directors. Where any option granted to a substantial shareholder or an independent non-executive Director, or any of their respective associates, would result in the shares issued and to be issued upon exercise of all options already granted and to be granted to such person in the 12 month period, (i) representing in aggregate over 0.1% of the shares in issue and the date of such grant; and (ii) having an aggregate value, based on the closing price of the shares, in excess of HK\$5 million, such grant of options shall be subject to prior approval of the Company’s shareholders in general meeting by way of poll.

An offer of a grant of an option under the Share Option Scheme shall remain open for acceptance for 30 days from the date of grant. Upon acceptance of the option, the grantee shall pay HK\$1 (or an equivalent amount in RMB) to the Company by way of consideration for the grant. The subscription price shall be determined by the Board in its absolute discretion, and in any event shall not be less than the highest of (i) the closing price of the shares as stated in the daily quotation sheets of the Stock Exchange on the date of grant, (ii) the average closing price of the shares as stated in the daily quotation sheets of the Stock Exchange for the five business days immediately preceding the date of grant, and (iii) the nominal value of a share. An option may be exercised in accordance with the terms of the Share Option Scheme at any time after the date upon which the option is deemed to be granted and accepted and prior to the expiry of 10 years from that date. The period during which an option may be exercised will be determined by the Board in its absolute discretion, save that no option may be exercised more than 10 years after it has been granted. No option may be granted more than 10 years after the date of approval of the Share Option Scheme. Subject to earlier termination by the Company in general meeting or by the Board, the Share Option Scheme shall be valid and effective for a period of 10 years from the date of adoption.

The Share Option Scheme expired on 10 June 2024.



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For the year ended 31 December 2025, details of movements in the share options under the Share Option Scheme are as follows:

Name of grantee	Date of grant	Exercise price HK\$	Balance as at 1 January 2025	Granted during the Period	Number of share options		Lapsed during the Period	Balance as at 31 December 2025	Notes
					Adjusted on 25 March 2025 after completion of the Rights Issue	Exercised during the Period			
Director									
Mr. Liu Hongcai	30 April 2015	11.00	168,400	-	404	-	(168,804)	-	(1)
	18 March 2016	5.764	122,000	-	292	-	-	122,292	(2)
Sub-total			290,400	-	696	-	(168,804)	122,292	
Employees of the Group									
	30 April 2015	11.00	8,477,324	-	20,354	-	(8,497,678)	-	(1)
	18 March 2016	5.764	9,327,300	-	22,395	-	-	9,349,695	(2)
	27 November 2018	4.11	16,864,720	-	40,492	-	-	16,905,212	(3)
Sub-total			34,669,344	-	83,241	-	(8,497,678)	26,254,907	
Total			34,959,744	-	83,937	-	(8,666,482)	26,377,199	

Notes:

- (1) Such share options shall be vested in three tranches in accordance with the following dates: (i) one-third of which shall be vested on the first anniversary of the date of grant, i.e. 30 April 2016; (ii) one-third of which shall be vested on the second anniversary of the date of grant, i.e. 30 April 2017; and (iii) the remaining one-third of which shall be vested on the third anniversary of the date of grant, i.e. 30 April 2018. The exercise period of these share options will expire on 29 April 2025.
- (2) Such share options shall be vested in three tranches in accordance with the following dates: (i) one-third of which shall be vested on the first anniversary of the date of grant, i.e. 18 March 2017; (ii) one-third of which shall be vested on the second anniversary of the date of grant, i.e. 18 March 2018; and (iii) the remaining one-third of which shall be vested on the third anniversary of the date of grant, i.e. 18 March 2019. The exercise period of these share options will expire on 17 March 2026.
- (3) Such share options shall be vested in three tranches in accordance with the following dates: (i) one-third of which shall be vested on the first anniversary of the date of grant, i.e. 27 November 2019; (ii) one-third of which shall be vested on the second anniversary of the date of grant, i.e. 27 November 2020; and (iii) the remaining one-third of which shall be vested on the third anniversary of the date of grant, i.e. 27 November 2021. The exercise period of these share options will expire on 17 March 2028.

The number of share available for grant under the Share Option Scheme as at 1 January 2025 was 34,959,744, representing approximately 1.88% of the issued shares of the Company as at the date of this annual report. The Share Option Scheme expired on 10 June 2024 so no further grants can be made thereunder. Accordingly, at the beginning and at the end of the year ended 31 December 2025, no outstanding share options were available for grant under the Share Option Scheme.





REPORT OF DIRECTORS

EQUITY-LINKED AGREEMENT

No equity-linked agreements were entered into by the Company during the year ended 31 December 2025 or subsisted at 31 December 2025.

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

For the year ended 31 December 2025, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities.

As at 31 December 2025, the Company did not have any treasury shares.

MATERIAL ACQUISITIONS AND DISPOSALS

On 12 November 2025, the Company was informed by Fantasia Holdings that Fantasia Holdings received a notice from Odysseus Capital Asia Limited ("Odysseus"), purporting to act as financial advisor for an entity related to TFI Securities and Futures Limited, in relation to the purported exercise of rights to sell up to 29.9% of the total issued shares in the Company through an auction process managed by Odysseus.

The Company was also informed that Fantasia Holdings has formally objected in writing to TFISF and Odysseus regarding any auction process in respect of shares in the Company, and that Fantasia Holdings is seeking legal advice on the unauthorised attempt to enforce the purported rights of security to protect its legal rights and interests.

Save as disclosed above, during the year ended 31 December 2025, the Company has no material acquisitions and disposals.

THE PRINCIPAL RISKS AND UNCERTAINTIES FACING THE GROUP

Principal Risks and Uncertainties

The Company operates in a dynamic and complex environment, which exposes it to various risks and uncertainties. Management has identified the following principal risks and uncertainties that are most relevant and significant to the Company's operations, financial position, and business plans:

1. *Macroeconomic Environment Uncertainties*

Risks:

- **Economic slowdown:** The slowdown in economic growth in China and around the world could lead to real estate market shrinkage and reduced demand for property management.
- **Inflation:** Rising costs of raw materials and labour may squeeze companies' profit margins.

Measures:

- **Diversify revenue sources:** Apart from traditional property management services, the Company will actively expand into other businesses, such as smart community solutions, renovation of old residential areas, and management of commercial complexes, so as to reduce the impact from real estate market fluctuations.
- **Strengthen cost control:** Optimise operational processes and improve management efficiency to reduce costs. At the same time, the Company will implement refined management to improve employee productivity.
- **Enhance cash flow management:** Strengthening cash flow forecasting and control can help the Group to maintain sound debt repayment ability and liquidity under economic uncertainties.



2. Policy Risks in Real Estate Industry

Risks:

- **Policies regulation:** The government may introduce stricter real estate market regulation policies to curb house price increases or cool down the market.
- **Debt issues of real estate enterprises:** Bankruptcy or default of real estate developers may put a halt to the Group's projects and also affect the normal performance of property management contracts.

Measures:

- **Expand policy research and forecasting:** The Company will strengthen monitoring of macroeconomic policies and industry trends, adjust business strategies in a timely manner, and ensure that its operations are in line with policy directions.
- **Strengthen cooperation with real estate developers:** To ensure long-term and stable cooperation relationships with developers, especially under property management service agreements in large-scale development projects.
- **Expand non-real estate related property management markets:** These include property management for governments or enterprises, which can help to reduce the impacts from real estate market fluctuations.

3. Market Competition Pressures

Risks:

- **Competition from other developers:** As the property management market matures, competition is becoming increasingly fierce. Failure to consistently provide quality services or innovations may result in loss of market share.
- **Price wars:** Competition among peers may lead to price wars, which will drag on service fees and affect profitability.

Measures:

- **Enhance service quality and customer experience:** Increase customer stickiness by providing differentiated, high-quality value-added services (such as smart home management, community cultural activities, etc.).
- **Technological innovation:** Through digital transformation, the Company will utilise technologies such as artificial intelligence, big data, and the Internet of Things (IoT) to improve operational efficiency, reduce labour costs, and enhance service quality.
- **Brand building and word-of-mouth marketing:** To strengthen market awareness and loyalty by strengthening brand promotion and customer word-of-mouth marketing.



REPORT OF DIRECTORS



4. Human Resource Management Issues

Risks:

- **High employee turnover:** The property management industry is characterized of high employee turnover rate, especially for frontline employees, who are usually difficult to recruit and retain.
- **Rising labour costs:** As market salary levels continue to rise, pressure on employee salary and benefit expenditures increases.

Measures:

- **Strengthen staff training and development:** Turnover rate can be reduced and the overall service quality will be enhanced by improving technical skills and management levels of our employees.
- **Improve welfare benefits:** To provide competitive salary packages, strengthen welfare protection, and enhance employees' sense of belonging and loyalty.
- **Establish a talent reserve plan:** We will cooperate with vocational schools and conduct recruitment activities to attract more talents to join us.

5. Technology and Innovation Challenges

Risks:

- **Technological upgrades lagging behind:** If the Company fails to keep up with the trend of smart property management, it may lose its competitive advantage in the market.
- **Data security risks:** With digital transformation, the risk of data leakage and cyber-attacks increase, which may affect the image and the trust of users of the Company.

Measures:

- **Increase investment in research and development:** We will continue to increase investment in smart property management systems and digital platforms to promote our layout in technological innovation so as to improve service efficiency and user experience.
- **Strengthen network security management:** To adopt advanced network security technologies, strengthen data encryption protection and access control, and ensure data security of customer and the Company.
- **External technology companies' cooperation:** Cooperate with technology leading companies to introduce advanced technology and management experience to ensure technological leadership of the Company in the industry.



6. Financial Risks

Risks:

- **Capital market volatility:** Stock market volatility may affect the performance of the Company's share price, especially when capital market sentiment is unstable.

Measures:

- **Optimise capital structure:** Optimise capital structure and reduce financial risks through reasonable planning of financing channels.
- **Diversify financing channels:** In addition to equity financing, we can also consider diversified financing methods, such as bank loans, to ensure a stable source of funds.
- **Improve financial transparency:** Strengthen communication with investors and the capital market, maintain transparent financial reporting and operating conditions, and reduce market concerns about the Company's future.

7. Natural Disasters and Emergencies

Risks:

- **Natural disasters:** Natural disasters such as earthquakes and floods may cause damage to property facilities and affect normal operations.
- **Public health incidents:** Emergencies such as epidemics may restrict the movement of personnel that affect service delivery of the Company.

Measures:

- **Improve emergency response plans:** Establish a comprehensive disaster emergency management mechanism and conduct regular drills to ensure our operations can be quickly resumed under emergency situations.
- **Insurance coverage:** Purchase adequate insurance for the Company's assets and projects to reduce the financial impact of unexpected incidents on our operations.
- **Remote work and online services:** Use digital tools to provide remote management and online services to cope with challenges brought by emergencies such as epidemics.

Conclusion

The management is actively monitoring and addressing these risks and uncertainties to minimize their impact on the Company's operations, financial position, and business plans. The Company remains committed to maintaining a robust risk management framework and will continue to adjust its strategies as necessary to navigate the evolving market and regulatory environment.





REPORT OF DIRECTORS

DETAILS OF FUTURE PLANS FOR MATERIAL INVESTMENTS OR CAPITAL ASSETS AND EXPECTED SOURCES OF FUNDING

As disclosed in the announcement of the Company dated 24 March 2025, a total of 371,881,438 Rights Shares was issued under the Rights Issue. The gross proceeds from the Rights Issue was approximately HK\$61.36 million and the net proceeds was approximately HK\$60.36 million. The Group shall apply the proposed use of proceeds set forth in the section headed “REASONS FOR AND BENEFITS OF THE RIGHTS ISSUE AND INTENDED USE OF PROCEEDS” in the Prospectus. Save as disclosed above, the Group has no plans for material investments and capital assets.

RIGHTS TO ACQUIRE SHARES

Save for the share options granted to the Directors, at no time during the year was the Company, or its holding company, subsidiaries or fellow subsidiaries a party to any arrangements to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

DIRECTORS’ INTERESTS IN TRANSACTION, ARRANGEMENT OR CONTRACT OF SIGNIFICANCE

Other than those transactions disclosed in the paragraph “Connected Transactions” and “Continuing Connected Transactions”, no transaction, arrangement or contract of significance, to which the Company, its holding company, its controlling shareholders, fellow subsidiaries or subsidiaries was a party and in which a Director or an entity connected with a Director had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

MANAGEMENT CONTRACT

No contracts concerning the management and administration of the whole or any substantial part of the Group’s business subsisted during the financial year under review.

CONTRACTS OF SIGNIFICANCE

During the year under review, save as disclosed in the paragraph headed “Continuing Connected Transactions” in this annual report, there had been no contract of significance between the Company or any of its subsidiaries and a controlling shareholder (as defined in the Listing Rules) of the Company or any of its subsidiaries.

INDEPENDENCE OF INDEPENDENT NON-EXECUTIVE DIRECTORS

The Company has received, from each of the independent non-executive Directors, an annual confirmation of his independence pursuant to Rule 3.13 of the Listing Rules. The Company considers all the independent non-executive Directors are independent.

TAX RELIEF AND EXEMPTION

The Company is not aware of any tax relief or exemption available to shareholders by reason of their holding of the Company’s shares during the year.



MAJOR CUSTOMERS AND SUPPLIERS

During the year ended 31 December 2025, the aggregate sales attributable to the five largest customers of the Group accounted for less than 30% of the Group's total sales in the year.

During the year ended 31 December 2025, the aggregate purchases attributable to the five largest suppliers of the Group accounted for less than 30% of the Group's total purchases.

None of the Directors, their close associates or any shareholders (which to the knowledge of the Director owned more than 5% of the Company's issued share capital) had any interests in the Group's five largest customers or suppliers.

CONTINUING CONNECTED TRANSACTIONS

The Company has entered into the following continuing connected transactions during the year ended 31 December 2025. Details of the transactions are set out in note 45 to the consolidated financial statements and below:

1. Provision of Engineering Services by Shenzhen Kaiyuan Tongji Building Technology Co., Ltd. ("Shenzhen Kaiyuan Tongji") to the Fantasia Group

On 29 December 2023, Shenzhen Kaiyuan Tongji, an indirect wholly-owned subsidiary of the Company, entered into an engineering services framework agreement (the "2023 Engineering Services Agreement") with Shenzhen Fantasia Real-estate Group Ltd. ("Shenzhen Fantasia"), an indirect wholly-owned subsidiary of Fantasia Holdings, pursuant to which the Group agreed to provide engineering services including the installation and fitting of power systems, energy-saving lights and other related services to properties of Shenzhen Fantasia (the "Engineering Services") to Fantasia Holdings and its subsidiaries (the "Fantasia Group") on terms no more favourable to the Fantasia Group than those offered to independent third parties for comparable services for a term of three years commencing from 1 January 2023 to 31 December 2025 and subject to the annual caps of not exceeding RMB7 million, RMB8.6 million and RMB8.6 million for each of the years 2023, 2024 and 2025 respectively.

Shenzhen Fantasia is an indirect wholly-owned subsidiary of Fantasia Holdings, the controlling shareholder of the Company, and is therefore a connected person of the Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the 2023 Engineering Services Agreement constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Details of the 2023 Engineering Services Agreement are set out in the Company's announcement dated 29 December 2023.

For the year ended 31 December 2025, the provision of the Engineering Services amounted to RMB1.5 million (31 December 2024: RMB1.5 million), which was within the annual cap of RMB8.6 million (31 December 2024: RMB8.6 million) for the same period.





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2. Provision of Pre-delivery Property Management Services by Shenzhen Colour Life Property Management Co., Ltd. (“Shenzhen Colour Life Property Management”) to the Fantasia Group

On 29 December 2023, Shenzhen Fantasia and Shenzhen Colour Life Property Management entered into a pre-delivery property management services framework agreement (the “2023 Pre-delivery Property Management Services Agreement”), pursuant to which Shenzhen Colour Life Property Management agreed to provide pre-delivery property management services to the Fantasia Group including (a) the provision of onsite security, cleaning and other related services to the newly developed projects of Shenzhen Fantasia, as well as the provision of customer services to the property sales centre of the Fantasia Group, including concierge services, customer car parking management services at the pre-sale stage of the projects, and (b) the provision of operation and management services during the pre-delivery stage for the unsold portion of the developments of the Fantasia Group (the “Pre-delivery Property Management Services”) on terms no more favourable to the Fantasia Group than those offered to independent third parties for comparable services for a term of three years commencing from 1 January 2023 to 31 December 2025 and subject to the annual caps of not exceeding RMB10.0 million, RMB12.0 million and RMB12.0 million for each of the years ending 31 December 2023, 2024 and 2025 respectively.

Shenzhen Fantasia is an indirect wholly-owned subsidiary of Fantasia Holdings, the controlling shareholder of the Company, and is therefore a connected person of the Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the 2023 Pre-delivery Property Management Services Agreement constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Details of the 2023 Pre-delivery Property Management Services Agreement are set out in the Company’s announcement dated 29 December 2023.

For the year ended 31 December 2025, the amounts paid/payable to the Group for the provision of Pre-delivery Property Management Services amounted to RMB9.2 million (31 December 2024: RMB2.4 million), which was within the annual cap of RMB12.0 million (31 December 2024: RMB12.0 million) for the same period.



3. Structured Contracts

Pursuant to the Catalogue of Industries for Guiding Foreign Investment (2011 version) (《外商投資產業指導目錄》(2011年修訂)), value-added telecommunications service is subject to foreign investment restriction in which a foreign investor shall hold no more than 50% equity interest in a value-added telecommunications services provider in the PRC. Internet content provision services, or ICP services, belong to a subcategory of value-added telecommunications services. The Company's PRC legal advisor (the "Legal Advisor") has advised that the community leasing, sales and other services provided by Shenzhen Colour Life Network Service through the Company's website constitute value-added telecommunications services. According to the Administrative Rules for Foreign Investment in Telecommunications Enterprises (《外商投資電信企業管理規定》), foreign investors shall contribute no more than 50% of the registered capital of a value-added telecommunications services provider and any such foreign investor shall maintain a good track record and possess relevant operational experience in the value-added telecommunication services industry (the "Qualification Requirement").

Based on consultations with the relevant personnel responsible for the approval of value-added telecommunications services at MIIT and the Guangdong Communications Administration Bureau (廣東省通信管理局), the Legal Advisor has advised that in order to demonstrate that it has satisfied the Qualification Requirement, a foreign investor shall provide the competent PRC authority with its telecommunications services business operating license issued by the relevant authority at its place of registration (equivalent of the ICP License issued by the Ministry of Industry and Information Technology of the PRC (the "MIIT") and its financial reports of the most recent three years. However, the MIIT did not specify during the Legal Advisor's consultations what would constitute "a good track record" and "relevant operational experience" and there are no specific written guidelines in this regard or in respect of whether and what type of documentation is required to establish the requisite credentials in cases where there is no telecommunications service business licensing regime in the jurisdiction or country in which the foreign investor provides the relevant telecommunication services.

As for the legality of the contractual arrangements, the Legal Advisor to the Company on PRC law, after taking reasonable actions and steps to reach its legal conclusions including consulting the MIIT where the representative stated that there is no regulation enforceable or promulgated by the MIIT which prohibits or restricts the operation of value-added telecommunication businesses by foreign investors through contractual arrangements such as the Structured Contracts, are of the view that each of the Structured Contracts individually and collectively do not violate any of the applicable PRC laws and regulations. Legal Advisor is also of the view that the MIIT is the competent regulatory authority to give such assurance and interpret the Structured Contracts.



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Based on the above-mentioned restriction under the relevant laws and regulations of the PRC, the Group is not entitled to acquire the equity interest in Shenzhen Caizhiyun Network Technology Co., Ltd. (“Shenzhen Caizhiyun Network”). To enable the Group to continue to manage and operate the online business of Shenzhen Caizhiyun Network and be entitled to all the economic benefits generated from such online business of Shenzhen Caizhiyun Network, Shenzhen Colour Life Network Service, Shenzhen Caizhiyun Network, Mr. Pan Jun (“Mr. Pan”) and Mr. Tang Xuebin entered into the exclusive management and operation agreement, the call option agreement, the shareholders’ rights entrustment agreement, the equity pledge agreement and the power of attorney (collectively the “Structured Contracts”) on 16 June 2014 such that the Group are entitled to all the economic benefits generated from online community leasing, sales and other services business of Shenzhen Caizhiyun Network (the “Contractual Arrangement”). The Structured Contracts have an initial term of 10 years which is renewable for a successive term of 10 years. On 31 December 2021, Mr. Tang Xuebin, a former shareholder of Shenzhen Caizhiyun Network, transferred his 30% equity interests in Shenzhen Caizhiyun Network to Mr. Wu Chao (“Mr. Wu”) and completed the industrial and commercial change registration procedures. On 16 July 2023, upon signing the framework agreement, the validity period has extended to 15 July 2033 accordingly. The Company is exploring various opportunities in building up our community leasing, sales and other services business operations overseas for the purposes of being qualified as early as possible, to acquire the entire equity interest of Shenzhen Caizhiyun Network if and when the restrictions under the relevant PRC law on foreign ownership in value-added telecommunication enterprises are lifted. For details of the Structured Contracts, please refer to the section headed “History, Reorganization and the Group Structure — The Structured Contracts” in the Company’s prospectus dated 17 June 2014.

Upon signing of the Structured Contracts, Shenzhen Caizhiyun Network was treated as a wholly-owned subsidiary of the Company and the accounts of which are consolidated with those of the Company. Given the registered capital of Shenzhen Caizhiyun Network is held as to 70% by Mr. Pan Jun, an executive director at the time of the signing of the Structured Contracts who resigned as a director of the Company on 11 September 2023, Mr. Pan Jun is therefore connected persons of the Company for the purpose of the Listing Rules. Accordingly, the transactions contemplated under the Structured Contracts therefore constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.



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DIRECTORS

Save for the exclusive management and operation agreement which involves the payment of a service fee by Shenzhen Caizhiyun Network to Shenzhen Colour Life Network Service on an annual basis, each of the Structured Contracts does not involve payment of any consideration.

The Structured Contracts, taken as a whole, permit the results and financial operations of Shenzhen Caizhiyun Network to be consolidated in the Company, as if it was the Company's subsidiary resulting in all economic benefits of its business flowing to the Company. Through the appointment by Shenzhen Colour Life Network Service of all directors and senior management of Shenzhen Caizhiyun Network, the Directors believe that Shenzhen Colour Life Network Service is able to effectively supervise, manage and operate the business operations, expansion plans, financial policies and assets of Shenzhen Caizhiyun Network, and at the same time, ensure due implementation of the Structured Contracts. According to Hong Kong Financial Reporting Standards, a subsidiary is an entity that is controlled by another entity (known as the parent). An investor controls an investee when it 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.

Although the Company does not directly or indirectly own Shenzhen Caizhiyun Network, the Structured Contracts enable the Company to exercise control over and receive economic benefits generated from the business operation of Shenzhen Caizhiyun Network and the validity and legality of the Structured Contracts have been confirmed by the Company's PRC legal advisor. The Group derives economic benefits from the online community leasing, sales and other services provided by Shenzhen Caizhiyun Network through the website and mobile applications to the residents in the residential communities that the Group manages or provides consultancy services to. Under such circumstances, the Directors are of the view that it is fair and reasonable for Shenzhen Colour Life Network Service to be entitled to all the economic benefits generated from Shenzhen Caizhiyun Network. The Structured Contracts also permit Shenzhen Colour Life Network Service to exclusively acquire all or part of the equity interest in Shenzhen Caizhiyun Network, if and when permitted by PRC laws and regulations. Notwithstanding the Group's lack of equity ownership in Shenzhen Caizhiyun Network, the Group is able to control the business and financial position of Shenzhen Caizhiyun Network in substance through the Structured Contracts. As a result of the Structured Contracts, Shenzhen Caizhiyun Network is accounted for as the Company's subsidiary, and its financial position and operating results are consolidated in the Company's consolidated financial statements. The revenue and total asset value subject to the Contractual Arrangements amounted to approximately RMB2.1 million for the year ended 31 December 2025 and approximately RMB3.7 million as of 31 December 2025, respectively.

Pursuant to the Structured Contracts, any dispute arising from the interpretation and performance of the Structured Contracts between the parties thereto should first be resolved through negotiation, failing which any party may submit the said dispute to the South China International Economic and Trade Arbitration Commission with a view to resolving the dispute through arbitration in accordance with the arbitration rules thereof.

The Company had applied and the Stock Exchange had granted a waiver that the Structured Contracts are exempt from the reporting, announcement and independent shareholders' approval requirements under Chapter 14A of the Listing Rules.



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Mr. Pan Jun may potentially have a conflict of interest with the Group. Mr. Pan has undertaken to Shenzhen Colour Life Network Service that during the period when the Contractual Arrangement remains effective, (i) unless otherwise agreed to by Shenzhen Colour Life Network Service in writing, the relevant shareholder would not, directly or indirectly (either on his own account or through any natural person or legal entity) participate, or be interested, or engage in, acquire or hold (in each case whether as a shareholder, partner, agent, employee or otherwise) any business which is or may potentially be in competition with the businesses of Shenzhen Caizhiyun Network or any of its affiliates; and (ii) any of his actions or omissions would not lead to any conflict of interest between him and Shenzhen Colour Life Network Service (including but not limited to its shareholders). Furthermore, in the event of the occurrence of a conflict of interests (where Shenzhen Colour Life Network Service has the sole absolute discretion to determine whether such conflict arises), he agrees to take any appropriate actions as instructed by Shenzhen Colour Life Network Service.

Furthermore, the Group conducts its business operation in the PRC through Shenzhen Caizhiyun Network by way of Contractual Arrangements, but certain of the terms of the Contractual Arrangements may not be enforceable under the PRC laws. As advised by the Company's PRC legal advisers, the Contractual Arrangements were narrowly tailored to minimize the potential conflict with relevant PRC laws and regulations.

To ensure proper implementation of the Structured Contracts, the Company also takes the following measures:

- (a) as part of the internal control measures, major issues arising from implementation and performance of the Structured Contracts was reviewed by the Board on a regular basis which was no less frequent than on a quarterly basis;
- (b) matters relating to compliance and regulatory enquiries from governmental authorities (if any) was discussed at such regular meetings which was no less frequent than on a quarterly basis;
- (c) the relevant business units and operation divisions of the Group reported regularly, which was no less frequent than on a monthly basis, to the senior management of the Company on the compliance and performance conditions under the Structured Contracts and other related matters;
- (d) the compliance department of the Company monitors the proper implementation and Mr. Pan's and Mr. Wu's compliance with the Structured Contracts; and
- (e) also, pursuant to the exclusive management and operation agreement, the bank accounts of Shenzhen Caizhiyun Network were operated through its company seal and the personal seal of a director nominated by Shenzhen Colour Life Network Service. The company seal is currently kept by the President's Office.

The Board confirmed that there is no material change in the Contractual Arrangements and/or the circumstances under which they were adopted, and its impact on the Group. The Board also confirmed that there is no unwinding of Structured Contracts or failure to unwind when the restrictions that led to the adopted of Structured Contracts are removed.



REPORT OF DIRECTORS

The independent non-executive Directors of the Company, namely Mr. Lee Yan Fai, Mr. Li Xinhua (appointed on 15 August 2025) and Ms. Yu Shan, have reviewed the Structured Contracts and confirmed that (i) the transactions carried out during such year have been entered into in accordance with the relevant provisions of the Structured Contracts so that the revenue generated by Shenzhen Caizhiyun Network and its subsidiaries have been mainly retained by the Group; (ii) no dividends or other distributions have been made by Shenzhen Caizhiyun Network to its shareholders; and (iii) any new Structured Contracts entered into, renewed or reproduced between Shenzhen Caizhiyun Network and the Group during the year are fair and reasonable, or advantageous, so far as the Company are concerned and in the interests of the shareholders of the Company as a whole.

Pursuant to Rule 14A.55 of the Listing Rules, the independent non-executive Directors of the Company have discussed with the senior management of the Company on the agreements of the abovementioned continuing connected transactions and reviewed these continuing connected transactions and confirmed that the continuing connected transactions abovementioned have been entered into:

- (i) in the ordinary and usual course of business of the Group;
- (ii) on normal commercial terms or better; and
- (iii) and in accordance with the relevant agreements governing them on terms that are fair and reasonable and in the interests of the Company's shareholders as a whole.

For the purpose of Rule 14A.56 of the Listing Rules, Prism Hong Kong Limited, the auditor of the Company, has provided a letter to the Board, confirming that nothing has come to their attention that causes them to believe the continuing connected transactions abovementioned:

- (i) have not been approved by the Board;
- (ii) are not, in all material respects, in accordance with the pricing policies of the Group if the transactions involve provision of goods and services by the Group;
- (iii) have not been entered into, in all material respects, in accordance with the relevant agreements governing the transactions; and
- (iv) have exceeded the annual caps.

OTHERS

The continuing connected transactions disclosed above also constitutes related party transaction under the International Financial Reporting Standards. A summary of significant related party transactions made during the year was disclosed in note 44 to the consolidated financial statements. Save for item (c) therein which also constitutes connected/continuing connected transactions as defined in Chapter 14A of the Listing Rules, other related party transactions do not constitute connected transactions as defined in Chapter 14A of the Listing Rules.

The Board confirms that the Company has complied with the disclosure requirements as required by the Listing Rules in relation to the aforementioned connected transactions or continuing connected transactions.



REPORT OF DIRECTORS



NON-COMPETITION DEED

On 11 June 2014, Fantasia Holdings executed in favour of the Company, a deed of non-competition (the “Existing Deed of Non-competition”) pursuant to which Fantasia Holdings undertakes, among others, that during the period commencing from 30 June 2014 and until the earlier of (i) the date on which the Company’s shares cease to be listed on the SEHK; or (ii) the date on which Fantasia Holdings cease to hold, whether directly or indirectly, 30% or more of the Company’s shares:

- (i) Fantasia Group will not engage in any business involving the following activities:
 - property management focusing on residential communities;
 - engineering services primarily including (i) equipment installation services, (ii) repair and maintenance services and (iii) automation and other equipment upgrade services through the Company’s equipment leasing; or
 - community leasing, sales and other services targeting residents residing at and property owners of the residential communities primarily including (i) common area rental assistance, (ii) purchase assistance and (iii) residential and retail units rental and sales assistance.
- (ii) in relation to the residential communities developed by Fantasia Group, Fantasia Group will not participate in the property management of such properties but will select property management companies through a tendering process in which the Group will be invited to participate; and
- (iii) if Fantasia Group has identified or is offered any project or new business opportunities to engage in or acquire a company engaging in property management for residential communities, it shall provide the Company (subject to such confidentiality requirements as may be applicable) all information and documents possessed by it in respect of such project or new business opportunity in relation to property management of residential communities to enable the Company to evaluate the merits of the same.

Over five years have passed since the Company and Fantasia Holdings entered into the Existing Non-Competition Deed, during which time the Group has specialised in the property management of residential communities, whereas the Fantasia Group has continued to operate as a property developer involving property management primarily for pure commercial properties.

During such period, the landscape of the PRC property management market has evolved rapidly, thus affecting the applicability and practicability of the Existing Non-Competition Deed which is archaic in nature. Many property projects in the PRC, in particular those of larger scale, have evolved from purely residential or commercial uses with limited ancillary support to integrated mixed-use properties. Such integrated mixed-use properties, being largescale complexes or areas which normally encompass several different types of properties such as residential properties, office buildings, shopping malls, leisure facilities, SOHO and serviced apartments, may also include government and public facilities such as schools, hospitals, banks and public transportation terminals. Such integrated mixed-use properties are vastly different in nature and purpose than the residential communities which were described as “mixed-use properties” as original envisaged when the Existing Non-Competition Deed was entered into. The Directors consider that the Existing Non-Competition Deed is no longer able to cover the ever-evolving trend of the property development industry in the PRC and the resulting property management services rendered.



REPORT OF DIRECTORS

To cope with the ever-intensive competition in the property management industry and to seize the ever-changing opportunities, the Company and Fantasia Holdings consider it desirable to amend the Existing Non-Competition Deed to cater for existing business and industry trends.

On 1 April 2020, Fantasia Holdings and the Company agreed to amend the Existing Non-Competition Deed and entered into an amended deed (the “Amended Non-Competition Deed”). Pursuant to the Amended Non-Competition Deed, the scope of the Existing Non-Competition Deed has been amended to include the following additional business which the Fantasia Group has undertaken not to be involved in:

- property management focusing on integrated mixed-use properties which contain residential components including but not limited to those properties developed by the Fantasia Group, save and except for those integrated mixed-use projects that are already under the management of the Fantasia Group on the date of the Amended Non-Competition Deed.

Furthermore, certain carve-outs in respect of residential communities and integrated mixed-use projects under the management of the Fantasia Group have been added.

The Amended Non-Competition Deed was approved at the extraordinary general meeting of the Company held on 24 April 2020 by the independent shareholder of the Company.

To ensure compliance of the Amended Non-Competition Deed, the Company will continue with the corporate governance measures which have been in place since its listing. In addition, additional internal control measures will be adopted by the Company and Fantasia Holdings to ensure the requirements and restrictions as set out in the Amended Non-Competition Deed are strictly adhered to. Further details about the corporate governance measures are disclosed in the circular of the Company dated 3 April 2020.

The independent non-executive directors had reviewed the status of compliance and the confirmation provided by the controlling shareholders as part of the annual review process. On the basis that: (i) the Company has received the confirmations from Fantasia regarding the Non-Competition Deed; (ii) there was no competing business reported by them; and (iii) there was no particular situation rendering the full compliance of the Non-Competition Deed being questionable, the independent non-executive directors are of the view that the Non-Competition Deed have been complied with and been enforced by the Company in accordance with the terms.

COMPLIANCE WITH LAWS AND REGULATIONS

Compliance procedures are in place to ensure adherence to applicable laws, rules and regulations in particular, those have significant impact on the Group, such as the Listing Rules and the Revised Hong Kong Financial Reporting Standards. The audit committee of the Company is delegated by the Board to monitor the Group’s policies and practices on compliance with legal and regulatory requirements and such policies are regularly reviewed. Any changes in the applicable laws, rules and regulations are brought to the attention of relevant employees and relevant operation units from time to time. As far as the Company is aware, it has complied in material respects with the relevant laws and regulations that have a significant impact on the business and operation of the Company.

INTERESTS OF DIRECTORS IN COMPETING BUSINESS

Save as disclosed, during the year ended 31 December 2025, none of the Directors or any of their respective associates has engaged in any business that competes or may compete with the business of the Group or have any other conflict of interests with the Group.





REPORT OF DIRECTORS

EMOLUMENT POLICY

The Group's emolument policy is designed to attract, retain and motivate talented individuals to contribute to the success of the business. The emolument policy of the employees of the Group is formulated and reviewed by the remuneration committee of the Company (the "Remuneration Committee") on the basis of their merit, qualifications and competence.

The emoluments of the Directors are proposed by the Remuneration Committee to the Board, having regards to the Group's operating results, individual performance and comparable market statistics.

The Group operates a Mandatory Provident Fund Scheme ("MPF Scheme") under rules and regulations of MPF Schemes Ordinance for all its employees in Hong Kong. All the employees of the Group in Hong Kong are required to join the MPF Scheme. Contributions are made based on a percentage of the employees' salaries and are charged to consolidated income statement as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund. The Group's employer contributions vest fully with the employees when contributed into the MPF Scheme. No forfeited contribution is available to reduce the contribution payable in the future years as of 31 December 2025.

Total staff cost of RMB634 million was charged to the consolidated statement profit or loss and other comprehensive income, representing RMB5 million for the Directors' remuneration and RMB629 million for other staff's salaries and allowance.

The Group's subsidiaries in the PRC, in compliance with the applicable regulations of the PRC, participated in a state-managed retirement benefits scheme operated by the local government. The subsidiaries are required to contribute a specific percentage of their payroll costs to the retirement benefits schemes. The only obligation of the Group with respect to the retirement benefits scheme is to make the specified contributions. During the year under review, the total amounts contributed by the Group to the schemes and costs charged to the consolidated income statement represent contribution payable to the schemes by the Group at rates specified in the rules of the schemes.

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights under the Company's articles of association, or the applicable laws of the Cayman Islands where the Company is incorporated, which would oblige the Company to offer new shares on a pro-rata basis to existing shareholders.

CORPORATE GOVERNANCE

The Directors recognise the importance of good corporate governance in the management of the Group. The Company has adopted the code provisions set out in the Corporate Governance Code (the "CG Code") contained in Appendix C1 to the Listing Rules.

The key corporate governance practices adopted by the Company are set out in the Corporate Governance Report in this annual report.



DIVIDEND POLICY

The Company has approved and adopted a dividend policy (the “Dividend Policy”).

According to the Dividend Policy, the Company intends to declare dividends to shareholders every year and may declare special dividends from time to time. In deciding whether to propose a dividend and in determining the dividend amount, the Board shall take into account the Group’s distributable profits generated during the year, the financial situation, the liquidity of cash flow, the investment needs and the retained profits for future development. While sharing the profit with shareholders, the Company shall also maintain sufficient reserves to ensure the implementation of the Group’s strategy for development. The payment of dividend is also subject to any restrictions under the laws of Cayman Islands, the laws of Hong Kong and the articles of association of the Company.

SUFFICIENCY OF PUBLIC FLOAT

Based on information that is publicly available to the Company and within the knowledge of its Directors, the Company has maintained sufficient public float as required under the Listing Rules throughout the year ended 31 December 2025 and up to the latest practicable date prior to the issue of this annual report.

PERMITTED INDEMNITY PROVISION

Pursuant to Article 164. (1) of the Company’s existing Articles of Association, the directors, secretary and other officers and every auditor of the Company at any time, whether at present or in the past, and the liquidator or trustees (if any) acting or who have acted in relation to any of the affairs of the Company and everyone of them, and everyone of their heirs, executors and administrators, shall be indemnified and secured harmless out of the assets and profits of the Company from and against all actions, costs, charges, losses, damages and expenses which they or any of them, their or any of their heirs, executors or administrators, shall or may incur or sustain by or by reason of any act done, concurred in or omitted in or about the execution of their duty, or supposed duty, in their respective offices or trusts, provided that this indemnity shall not extend to any matter in respect of any fraud or dishonesty which may attach to any of said persons.

The Company has taken out and maintained directors’ and officers’ liability insurance throughout the year, which provides appropriate cover for the directors and officers of the Company.





REPORT OF DIRECTORS

AUDITOR

The consolidated financial statements for the year ended 31 December 2025 have been audited by Prism Hong Kong Limited. A resolution for the re-appointment of Prism Hong Kong Limited as the Company's auditor will be proposed at the forthcoming AGM of the Company.

On behalf of the Board

Mr. Zhu Jindong

Chairman

Hong Kong, 27 March 2026



CORPORATE GOVERNANCE REPORT

CORPORATE GOVERNANCE PRACTICES

The Company is committed to maintaining high standards of corporate governance with a view to assuring the conduct of the management of the Company as well as protecting the interests of all shareholders. The Company has always recognised the importance of the shareholders' transparency and accountability. It is the belief of the Board that shareholders can maximise their benefits from good corporate governance. The Company has adopted the code provisions as set out in the Corporate Governance Code (the "CG Code") contained in Appendix C1 to the Listing Rules.

The Company has complied with all code provisions set out in the CG Code for the year ended 31 December 2025.

The Company will continue to review and enhance its corporate governance practices to ensure compliance with the CG Code.

DIRECTORS' SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "Model Code") as set out in Appendix C3 to the Listing Rules as its own code of conduct regarding securities transactions by the Directors and employees (the "Securities Dealing Code"). The Company had made specific enquiry of all Directors whether they have complied with the required standard set out in the Model Code during the year ended 31 December 2025 and all Directors confirmed that they have complied with the Model Code and the Securities Dealing Code during the year ended 31 December 2025.

No incident of non-compliance of the Securities Dealing Code by the employees was noted by the Company.

BOARD OF DIRECTORS

The Board of the Company during the year and up to the date of this report was/is:

Executive Directors:

Mr. Liu Hongcai
Ms. Yang Lan

Non-executive Directors:

Mr. Zhu Jindong (*Chairman*)
Mr. Timothy David Gildner
Mr. Chen Wenjian (*resigned on 31 March 2025*)
Mr. Sha Feng (*appointed on 17 April 2025*)

Independent non-executive Directors:

Mr. Lee Yan Fai
Mr. Zhang Raymond Yue (*resigned on 4 June 2025*)
Mr. Li Xinhua (*appointed on 15 August 2025*)
Ms. Yu Shan

The biographical information of the directors are set out in the section headed "Biographies of Directors and Senior Management" on pages 32 to 36 of this annual report. The Board members have no financial, business, family or other material/relevant relationships with each other.





CORPORATE GOVERNANCE REPORT

Independent Non-executive Directors

Mr. Zhang Raymond Yue resigned as an independent non-executive Director of the Company with effect from 4 June 2025. Since his resignation, the Company has not complied with Rules 3.10(1), 3.10A, 3.21, 3.25 and 3.27A of the Listing Rules. Upon the appointment of Mr. Li Xinhua as an independent non-executive Director with effect from 15 August 2025, the Board consists of eight Directors, including two executive Directors, three non-executive Directors and three independent non-executive Directors. Independent non-executive Directors account for more than one-third of the Board, and the Company has re-complied with Rules 3.10(1), 3.10A, 3.21, 3.25 and 3.27A of the Listing Rules.

Reference is made to the announcement of the Company dated 4 June 2025 in relation to the non-compliance with Rules 3.10(1), 3.10A, 3.21, 3.25 and 3.27A of the Listing Rules. Following the appointment of Mr. Li as an independent non-executive Director, the chairman of the remuneration committee and a member of each of the audit committee and nomination committee of the Company, the Company has re-complied with Rules 3.10(1), 3.10A, 3.21, 3.25 and 3.27A of the Listing Rules.

The independent non-executive Directors possess the respective professional qualifications and related management experience in the areas of financial accounting, business strategies and property management and have contributed to the Board with their professional opinions.

The Company has received written annual confirmation from each of the independent non-executive Directors in respect of his 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.

Mr. Li Xinhua was appointed as an independent non-executive Director with effect from 15 August 2025. He obtained the legal advice referred to in Rule 3.09D of the Listing Rules on 15 August 2025 and confirmed that he understood his obligations as a director of a listed issuer.

Mechanism(s) to ensure independent views and recommendations are available to the board

The Board has established mechanisms, which mainly include (i) all Directors are encouraged to express freely their independent views and constructive challenges during the Board/Board Committee meetings; (ii) external independent professional advice is available as and when required by individual Directors; and (iii) the chairman of the Board meets with the independent non-executive Directors annually without the presence of the executive Directors and the non-executive Directors. The Company has mechanisms in place to ensure independent views and input from any Director of the Company are conveyed to the Board for enhancing an objective and effective decision making. The mechanisms are under review by the Board from time to time to ensure their continuous effectiveness. For the year ended 31 December 2025, the Board has reviewed the implementation of the mechanisms and confirmed that it was still effective.

Directors' Re-election

Code provision B.2.2 of Part 2 of the CG Code stipulates that all Non-executive Directors shall be appointed for a specific term, subject to re-election.

Each of the Directors is engaged on a service agreement (for Executive Directors) or an appointment letter (for Non-executive Directors and Independent Non-executive Directors) for a term of three years.

In accordance with the Company's Articles of Association, all Directors are subject to retirement by rotation and re-election at annual general meeting at least once every three years and any director appointed by the Board to fill a casual vacancy or as an addition to the Board shall hold office until the first general meeting or the next following annual general meeting, as the case may be, of the Company after his appointment and be subject to re-election at such meeting.



CORPORATE GOVERNANCE REPORT

Responsibilities, Accountabilities and Contributions of the Board and Management

The Board is responsible for leadership and control of the Company and oversees the Group's businesses, strategic decisions and performance and is collectively responsible for promoting the success of the Company by directing and supervising its affairs. Directors of the Board take decisions objectively in the interests of the Company.

All Directors, including Non-executive Directors and Independent Non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning.

All Directors have full and timely access to all the information of the Company. The directors may, upon request, seek independent professional advice in appropriate circumstances, at the Company's expenses for discharging their duties to the Company.

The directors shall disclose to the Company details of other offices held by them and the Board regularly reviews the contribution required from each director to perform his responsibilities to the Company.

The Board reserves for its decision all major matters relating to policy matters, strategies and budgets, internal control and risk management, material transactions (in particular those that may involve conflict of interests), financial information, appointment of directors and other significant operational matters of the Company. Responsibilities relating to implementing decisions of the Board, directing and coordinating the daily operation and management of the Company are delegated to the management.

Continuous Professional Development of Directors

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

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

Directors should participate in appropriate continuous professional development to develop and refresh their knowledge and skills to ensure that their contribution to the Board remains informed and relevant. Internally facilitated briefings for directors will be arranged.

The Company had from time to time provided relevant reading materials including the amendments to or updates on the relevant laws, rules and regulations to all directors for their reference and studying.

During the year under review, the Company held 4 board meetings and 1 general meeting, the attendance of each director are set out in "Attendance at Board Meetings, Board Committee Meetings and General Meetings" below.



CORPORATE GOVERNANCE REPORT



BOARD COMMITTEES

The Board has established three committees, namely, the Audit Committee, the Remuneration Committee and the Nomination Committee for overseeing particular aspects of the Company's affairs. All Board committees of the Company are established with defined written terms of reference. The terms of reference of the Board committees are posted on the websites of the Company and of the Stock Exchange and are available to shareholders upon request.

All members of the Audit Committee and the majority of the members of the Remuneration Committee and Nomination Committee are independent non-executive Directors.

Audit Committee

The Audit Committee currently consists of all the three Independent Non-executive Directors, namely, Mr. Lee Yan Fai (chairman of audit committee), Mr. Li Xinhua and Ms. Yu Shan. None of the committee members is a former partner of the Company's existing external auditors.

The main duties of the Audit Committee are to assist the Board in reviewing the financial information and reporting process, internal control and risk management systems, making recommendations to the Board on the appointment and dismissal of the external auditors, and reviewing arrangements to enable employees of the Company to raise, in confidence, concerns about possible improprieties in financial reporting, internal control or other matters of the Company. The Audit Committee is also responsible for performing the Company's corporate governance functions set out in the code provision A.2.1 of the CG Code.

The Audit Committee held two meetings during the year ended 31 December 2025. The Audit Committee recommended the appointment of external auditors for the Company and reviewed the following including:

- (a) the Company's policies and practices on corporate governance;
- (b) training and continuous professional development of the Directors and senior management;
- (c) the Company's policies and practices on compliance with legal and regulatory requirements;
- (d) the compliance of the Model Code and the Securities Dealing Code; and
- (e) the Company's compliance with the CG Code and disclosure in this Corporate Governance Report.

Remuneration Committee

The Remuneration Committee currently consists of three Independent Non-executive Directors, namely, Mr. Li Xinhua (chairman), Mr. Lee Yan Fai and Ms. Yu Shan.

The primary functions of the Remuneration Committee include making recommendations to the Board on the Company's policy and structure for all Directors' and senior management remuneration, making recommendations to the Board on the remuneration packages of individual executive Directors and senior management and ensuring that no director or any of his associates is involved in deciding his own remuneration.

The Remuneration Committee held two meetings during the year ended 31 December 2025. During the meeting, the Remuneration Committee reviewed, and recommended to the Board on the remuneration package of the Directors and senior management. The emolument policy of the Group are set out in the section headed "Emolument Policy" in the Report of Directors.



CORPORATE GOVERNANCE REPORT

Nomination Committee

The Nomination Committee currently consists one Non-executive Director, namely, Mr. Zhu Jindong (chairman); and two Independent Non-executive Directors, namely Mr. Li Xinhua and Ms. Yu Shan.

The Nomination Committee shall perform the following duties:

- (a) ensure that the Board and its committees consist of directors with the appropriate balance of skills, diversity and knowledge of the Company to enable it to discharge its duties effectively;
- (b) assist the Board in succession planning for the Board and senior management;
- (c) review the structure, size and composition (including the skills, knowledge and experience) of the Board on a regular basis at least annually and make recommendations on any proposed changes to the Board to complement the Company's corporate strategy;
- (d) draw up, review and update, as appropriate, the diversity policy for the Board's approval having due regard to the requirements of the Listing Rules, review and update the objectives that the Board has set for implementing such policy;
- (e) develop, review and implement, as appropriate, the policy, criteria and procedures for the identification, selection and nomination of candidates for Directors for the Board's approval. Such criteria include but are not limited to the potential contributions a candidate can bring to the Board in terms of qualifications, skills, experience, independence and gender diversity;
- (f) identify individuals who are suitably qualified to become Board members and select or make recommendations to the Board on the selection of individuals nominated for directorships;
- (g) assess the independence of independent non-executive Directors to determine their eligibility;
- (h) make recommendations to the Board on the appointment or re-appointment of Directors and succession planning for Directors and senior management, in particular the chairman and the chief executive officer, taking into account all factors which the Nomination Committee considers appropriate including the challenges and opportunities facing the Group and skills and expertise required in the future and ensure that senior management succession planning is discussed at the Board at least once annually;
- (i) keep under review the leadership needs and leadership training and development programmes of the Group, with a view to ensuring the continued ability of the Group to function effectively and compete in the market;
- (j) evaluate the needs for, and monitor the training and development of, directors;
- (k) develop the procedures for the performance evaluation of the Board committees:
 - (i) review and assess the skills, knowledge and experience required to serve on various Board committees, and make recommendations on the appointment of members of Board committees and the chairman of each committee;





CORPORATE GOVERNANCE REPORT

- (ii) recommend candidates to the Board to fill vacancies or new positions on the Board committees as necessary or desirable;
- (iii) review the feedback in respect of the role and effectiveness of the Board committees arising from the evaluation of the Board and/or any Board committees and make recommendations for any changes;
- (l) develop the criteria for identifying and assessing the qualifications of and evaluating candidates for directorship, including but not limited to evaluating the balance of skills, knowledge and experience on the Board, and in the light of this evaluation prepared a description of the role and capabilities required for a particular appointment;
- (m) keep up to date and fully informed about strategic issues and commercial changes affecting the Company and the market in which it operates;
- (n) ensure that on appointment to the Board, non-executive Directors receive a formal letter of appointment setting out clearly the expectations of them in terms of time commitment, committee service and involvement outside Board meetings;
- (o) review and assess the adequacy of the corporate governance guidelines of the Company and to recommend any proposed changes to the Board for approval;
- (p) do any such things to enable the Nomination Committee to discharge its powers and functions conferred on it by the Board; and
- (q) conform to any requirement, direction, and regulation that may from time to time be prescribed by the Board or contained in the Company's constitution or imposed by legislation.

The principal duties of the Nomination Committee include reviewing the structure, size and composition (including the skills, knowledge, experience and diversity of perspectives) of the Board, developing and formulating relevant procedures for the nomination and appointment of directors, making recommendations to the Board on the appointment and succession planning of directors in particular the chairman and the chief executive, and assessing the independence of independent non-executive Directors.

The Nomination Committee held one meeting during the year ended 31 December 2025. During the meeting, the Nomination Committee assessed the independence of the independent non-executive Directors and the Directors to be re-elected at the 2024 annual general meeting of the Company before putting forth for discussion and approval by the Board, reviewed the Board Diversity Policy and the measurable objectives, and also reviewed the structure, size and composition of the Board.

Summary of the Board Diversity Policy

The Board has adopted a "Board Diversity Policy" to ensure that the Board has the appropriate balance of skills, experience and diversity of perspectives necessary to enhance the effectiveness of the Board and to maintain high standards of corporate governance. Selection of board candidates shall be based on a range of diversity perspectives with reference to the Company's business model and specific needs, including but not limited to gender, age, race, language, cultural background, educational background, industry experience and professional experience. The Nomination Committee reviews the Board Diversity Policy and the measurable objectives at least annually, and as appropriate, to ensure the continued effectiveness of the Board.



CORPORATE GOVERNANCE REPORT

Measurable Objectives

Selection of candidates for Board membership will be based on a range of diversity perspectives, including but not limited to age, experience, cultural and educational background, expertise, skills and know-how.

Monitoring and Reporting

The Nomination Committee will review, as appropriate, to ensure the effectiveness of the Board Diversity Policy and monitor the implementation of this policy.

The Nomination Committee will discuss any revisions that may be required, and recommend any such revisions to the Board for consideration and approval. The Nomination Committee considers that the current Board composition has provided the Company with a good balance and diversity of skill and experience appropriate for the business of the Company.

Based on the above criteria, members of the Nomination Committee have also reviewed the composition of the Board which is determined by directors' skills and experience appropriate to the Company's business, the Nomination Committee confirmed that the existing Board was appropriately structured and no change was required. Currently the Board had two female directors out of eight directors.

As at 31 December 2025, the Group had a total of 9,258 employees, of which 3,557 were female employees and 5,701 were male employees, accounting for 38% and 62% of the total employees (including senior management), respectively. The Group targets to further improve the current level of female representation over time.

ATTENDANCE AT BOARD MEETINGS, BOARD COMMITTEE MEETINGS AND GENERAL MEETINGS

The attendance records of each Director at the meetings of the Board and Board Committees and the annual general meetings of the Company held during the year ended 31 December 2025 is set out in the table below:

Name of Directors	Board	Attendance/Number of Meetings During Tenure of Office			General Meeting
		Audit Committee	Remuneration Committee	Nomination Committee	
Executive Directors:					
Mr. Liu Hongcai	4/4	2/2	0/2	0/2	1/1
Ms. Yang Lan	4/4	2/2	0/2	0/2	1/1
Non-executive Directors:					
Mr. Zhu Jindong	4/4	2/2	0/2	2/2	1/1
Mr. Timothy David Gildner	4/4	2/2	0/2	0/2	0/1
Mr. Chen Wenjian <i>(resigned on 31 March 2025)</i>	0/4	2/2	0/2	0/2	1/1
Mr. Sha Feng <i>(appointed on 17 April 2025)</i>	2/4	0/2	0/2	0/2	1/1
Independent non-executive Directors:					
Mr. Lee Yan Fai	4/4	2/2	2/2	0/2	1/1
Mr. Zhang Raymond Yue <i>(resigned on 4 June 2025)</i>	2/4	1/2	1/2	2/2	1/1
Ms. Yu Shan	4/4	2/2	0/2	0/2	1/1
Mr. Li Xinhua <i>(appointed on 15 August 2025)</i>	1/4	1/2	0/2	0/2	0/1

The Chairman also held meeting with the Non-executive Directors (including Independent Non-executive Directors) without the presence of Executive Directors during the year ended 31 December 2025.





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 independent auditors of the Company about their reporting responsibilities on the financial statements is set out in the Independent Auditors' Report on page 51 of this annual report.

AUDITORS' REMUNERATION

During the year ended 31 December 2025, the remunerations paid or payable to the auditor of the Group, Prism Hong Kong Limited, in respect of its audit services and non-audit services were RMB2.8 million and RMB1.2 million, respectively. Non-audit services comprises the interim review of financial results for the six months ended 30 June 2025.

INTERNAL CONTROLS

During the year ended 31 December 2025, the Audit Committee reviewed and discussed with the Group's internal audit team and the senior management on the adequacy and effectiveness of the Company's internal control systems including financial, operational and compliance controls and risk management. The Audit Committee further made recommendations to the Board to ensure reliability of financial reporting and compliance with applicable statutory accounting and reporting requirements, legal and regulatory requirements, internal rules and procedures approved by the Board, to identify and manage potential risks of the Group. Besides, the Audit Committee and the Board will also perform regular review on the Group's performance and internal control system in order to ensure effective measures are in place to protect material assets and identify business risks of the Group.

The Board is responsible for maintaining an adequate internal control system to safeguard the interest of the Company and its shareholders and through the Audit Committee, reviewing the effectiveness of such system on an annual basis. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss. During the year under review, the Audit Committee reviewed and discussed with the Group's internal audit team and the senior management on the adequacy and effectiveness of the Company's internal control systems including financial, operational and compliance controls and risk management; and considered the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting and financial reporting function. The Audit Committee further made recommendations to the Board to ensure reliability of financial reporting and compliance with applicable statutory accounting and reporting requirements, legal and regulatory requirements, internal rules and procedures approved by the Board, to identify and manage potential risks of the Group. Besides, the Audit Committee and the Board will also perform regular review on the Group's performance and internal control system in order to ensure effective measures are in place to protect material assets and identify business risks of the Group.

In respect of the year ended 31 December 2025, the Board considered the internal control and risk management systems effective and adequate. No significant areas of concern that might affect shareholders were identified during the year ended 31 December 2025.

The Board has received a confirmation from management on the effectiveness of the risk management and internal control systems.



CORPORATE GOVERNANCE REPORT

COMPANY SECRETARY

For the year ended 31 December 2025, in compliance with Rule 3.28 of Listing Rules, the Company's company secretary is a full-time employee of the Company and familiar with the ordinary affairs of the Company. The company secretary is responsible for giving advice to the Board on corporate governance matters in order to assist the Group to cope with the changing regulatory environment and to suit different commercial needs.

For the year ended 31 December 2025, the Company's company secretary has complied with Rule 3.29 of the Listing Rules by taking no less than 15 hours of relevant professional training.

SHAREHOLDERS' RIGHTS

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

Convening an Extraordinary General Meeting by Shareholders

Pursuant to Article 58 of the Articles of Association of the Company, any one or more shareholders holding at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings of the Company shall at all times have the right, by written requisition to the Board or the secretary of the Company, to require an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition; and such meeting shall be held within two months after the deposit of such requisition. If within twenty-one days of such deposit the Board fails to proceed to convene such meeting the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

Putting Forward Proposals at General Meetings

There are no provisions in the Company's Articles of Association or the Cayman Islands Companies Law for shareholders to move new resolutions at general meetings. Shareholders who wish to move a resolution may request the Company to convene a general meeting in accordance with the procedures set out in the preceding paragraph.

As regards proposing a person for election as a director of the Company, please refer to the "Procedures for Shareholders to Propose a Person for Election as a Director" which is posted on the Company's website.

Putting Forward Enquiries to the Board

For putting forward any enquiries to the Board of the Company, shareholders may send written enquiries to the Company. The Company will not normally deal with verbal or anonymous enquiries.





CORPORATE GOVERNANCE REPORT

Contact Details

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

21/F., CMA Building
64 Connaught Road Central
Central, Hong Kong
For the attention of the Board of Directors

Shareholders are encouraged to provide, amongst other things, in particular, their email addresses to the Company in order to facilitate timely and effective communication.

A dedicated Investor Relations section is available on the Company's website (www.colourlife.hk). Information on the Company's website are updated on a regular basis.

For the avoidance of doubt, shareholder(s) must deposit and send the original duly signed written requisition, notice or statement, or enquiry (as the case may be) to the above address and provide their full name, contact details and identification in order to give effect thereto. The Company recognises the importance of shareholders' privacy and will not disclose shareholders' information without their consent, unless required by law to do so.

COMMUNICATION WITH SHAREHOLDERS AND INVESTORS/INVESTOR RELATIONS

The Company considers that effective communication with shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company endeavours to maintain an ongoing dialogue with shareholders and in particular, through financial reports, annual general meetings and other general meetings that may be convened, as well as all the disclosures available on the websites of the Stock Exchange and of the Company. At the annual general meeting, directors (or their delegates as appropriate) are available to meet shareholders and answer their enquiries.

The Company reviewed the shareholders' communication policy conducted during the year ended 31 December 2025 and considered that it is effective because the Board believes that the above shareholder communication policy is effective as direct two-way communication can be conducted between the Shareholders and the Company, and the Shareholders can make enquiries to the Board throughout the year. The Board will continue to review the effectiveness of the shareholder communication policy.

Constitutional Documents

During the year under review, there was no change in the Company's memorandum and articles of association. An up to date version of the Company's memorandum and articles of association is also available on the websites of the Company and of the Stock Exchange.



INDEPENDENT AUDITOR'S REPORT



TO THE MEMBERS OF COLOUR LIFE SERVICES GROUP CO., LIMITED

(incorporated in Cayman Island with limited liability)

OPINION

We have audited the consolidated financial statements of Colour Life Services Group Co., Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”) set out on pages 78 to 176, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

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

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing (“HKSA”) 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.





INDEPENDENT AUDITOR'S REPORT

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, 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.

Key audit matter

How our audit addressed the key audit matter

Impairment assessment of goodwill

We identified the impairment assessment of goodwill arising on acquisition of businesses through acquisition of subsidiaries as a key audit matter due to the significance of the balance to the consolidated financial statements as a whole, combined with the significant degree of estimations made by the management of the Group associated with the recoverable amount of the cash-generating units to which goodwill have been allocated.

As disclosed in note 4 to the consolidated financial statements, the management assessed the impairment of goodwill by estimation of recoverable amount of the cash generating units to which goodwill have been allocated which is the higher of the value-in-use ("VIU") and fair value less costs of disposal. The VIU calculation requires the Group to estimate the future cash flows expected to arise from the cash-generating unit based on five-year financial budgets approved by the management of the Group and a suitable discount rate. The Group engages an independent valuer ("Valuer") to assist the estimation. The valuation team of the Group works closely with the Valuer to establish the appropriate estimation model and inputs to the model. Key estimates involved in the preparation of cash flow projections for the period covered by the approved financial budgets include the growth rates in revenue, estimated gross profit, estimated profit before tax and discount rates. As disclosed in note 21 to the consolidated financial statements, the carrying amounts of goodwill were RMB879,045,000 after net of the accumulated impairment loss of goodwill of RMB870,000 as at 31 December 2025 and no impairment loss was recognised by the management of the Group during the year ended 31 December 2025.

Our procedures in relation to the impairment assessment of goodwill included:

- Discussed with the management to understand the key estimations made by the management in the impairment assessment of goodwill including the growth rates in revenue, estimated gross profit, estimated profit before tax and discount rates;
- Evaluated the competency, capabilities and objectivity of the Valuer;
- Evaluated the reasonableness of the growth rates in revenue, estimated gross profit and estimated profit before tax, with reference to the Group's historical financial performance and comparable listed companies;
- Evaluated the appropriateness of discount rates applied in the forecast by comparing them to economic and industry data and comparable listed companies based on industry knowledge and independent research with the assistance of our external specialists;
- Evaluated the competency, capabilities and objectivity of our external specialists; and
- Evaluated the reasonableness of the financial budgets approved by the management by comparing the actual results of those cash-generating units to the previously forecasted results used in the impairment assessment of goodwill.



INDEPENDENT AUDITOR'S REPORT

Key audit matter

Recoverability of trade receivables

We identified the recoverability of trade receivables as a key audit matter due to the significance of the balance to the consolidated financial statements, combined with the significant degree of estimations by the management of the Group, in evaluating the expected credit loss ("ECL") of trade receivables which may affect the carrying value of the Group's trade receivables at the end of the reporting period.

As disclosed in note 4 to the consolidated financial statements, the management used provision matrix to calculate the ECL of trade receivables and the provision rates are based on internal credit ratings as groupings of various debtors by their aging, which are considered of similar loss patterns, and taken into consideration the historical default rates and the forward-looking information. As disclosed in note 24 to the consolidated financial statements, the carrying amount of trade receivables is RMB777,462,000 as at 31 December 2025, after net off the allowance for credit losses of RMB169,123,000 as at 31 December 2025, and the allowance for credit losses of RMB9,208,000 was recognised in profit or loss for the year ended 31 December 2025.

Recoverability of other receivables

We identified the recoverability of other receivables as a key audit matter due to the significance of the balance to the consolidated financial statements, combined with the significant degree of estimations by the management of the Group, in evaluating the ECL of other receivables which may affect the carrying value of the Group's other receivables at the end of the reporting period.

As disclosed in note 4 to the consolidated financial statements, the management used collective basis to calculate the ECL of other receivables and the provision rates are based on internal credit rating as groupings of various debtors that have similar loss patterns. The collective basis assessment is based on the Group's historical default rates taking into consideration forward-looking information. As disclosed in note 24 to the consolidated financial statements, the carrying amount of other receivables is RMB1,221,886,000 as at 31 December 2025, after net off the allowance for credit losses of RMB187,022,000 as at 31 December 2025, and the allowance for credit losses of RMB17,334,000 was recognised in profit or loss for the year ended 31 December 2025.

How our audit addressed the key audit matter

Our procedures in relation to assessing the recoverability of trade receivables included:

- Obtained an understanding on how the management assess the ECL of trade receivables by applying the ECL model;
- Tested the integrity of information used by the management to develop the provision matrix, including the aging analysis, on a sample basis, to the source documents, including invoices and demand notes; and
- Evaluated the appropriateness of the expected average loss rates applied by reference to the historical recovery rate, probability of default by its customers and forward-looking information.

Our procedures in relation to assessing the recoverability of other receivables included:

- Obtained an understanding on how the management assess the ECL of other receivables by applying the ECL model;
- Tested the integrity of the information used by management on a sample basis to the source documents and evaluated the appropriateness of the expected credit loss rates applied by reference to the historical payment records and financial conditions of the debtors for ECL calculated by internal credit rating; and
- Evaluated the appropriateness of forward-looking information used by management by reference to available market information.





INDEPENDENT AUDITOR'S REPORT

Key audit matter

Recoverability of payments on behalf of residents

We identified the recoverability of payments on behalf of residents as a key audit matter due to the significance of the balance to the consolidated financial statements, combined with the significant degree of estimations by the management of the Group, in evaluating the ECL of payments on behalf of residents which may affect the carrying value of payments on behalf of residents at the end of the reporting period.

As disclosed in note 4 to the consolidated financial statements, the management used collective basis to calculate the ECL of payments on behalf of residents and the provision rates are based on internal credit rating as groupings of various debtors that have similar loss patterns. The collective basis assessment is based on the Group's historical default rates taking into consideration forward-looking information. As disclosed in note 28 to the consolidated financial statements, the carrying amount of payments on behalf of residents is RMB761,029,000 as at 31 December 2025, after net off the allowance for credit losses of RMB412,593,000 as at 31 December 2025, and the allowance for credit losses of RMB5,659,000 was recognised in profit or loss for the year ended 31 December 2025.

How our audit addressed the key audit matter

Our procedures in relation to assessing the recoverability of payments on behalf of the residents included:

- Obtained an understanding on how the management assess the ECL of payments on behalf of residents by applying the ECL model;
- Tested the integrity of information used by management to develop the collective basis assessment, including the internal credit rating and impairment indicators, on a sample basis, to the source documents;
- Evaluated the management's assessment of impairment indicators, including the status of property management agreements and the financial performance of the relevant property management offices, by assessing relevant supporting documents on a sample basis; and
- Evaluated the appropriateness of the expected average loss rates applied by reference to the historical recovery rate, probability of default by its customers and forward-looking information.



INDEPENDENT AUDITOR'S REPORT

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements and our auditor's report thereon.

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

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

RESPONSIBILITIES OF DIRECTORS AND THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

Those charged with governance are responsible for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our 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 solely to you, as a body, in accordance with our agreed terms of engagement, 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 HKSAs 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.





INDEPENDENT AUDITOR'S REPORT

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

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- 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 those charged with governance 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 those charged with governance 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.



INDEPENDENT AUDITOR'S REPORT

From the matters communicated with those charged with governance, 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 the independent auditor's report is Yip Chi Chiu.

Prism Hong Kong Limited

Certified Public Accountants

Yip Chi Chiu

Practising Certificate Number: P06934

Hong Kong

27 March 2026

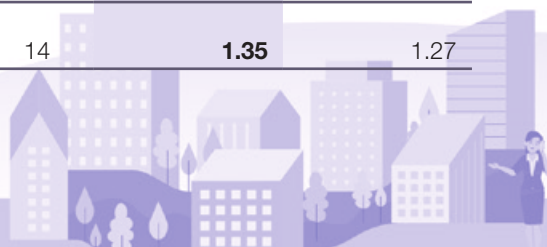




CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 December 2025

	NOTES	2025 RMB'000	2024 RMB'000
Revenue from services	5&6	2,097,055	1,951,321
Cost of services		(1,679,407)	(1,541,288)
Gross profit		417,648	410,033
Other income	7	18,725	20,945
Other gains and losses	7	(12,949)	(34,908)
Impairment losses under expected credit loss model, net of reversal	8	(95,871)	(59,775)
Selling and distribution expenses		(5,025)	(4,186)
Administrative expenses		(233,751)	(233,968)
Finance costs	9	(2,041)	(2,492)
Change in fair value of investment properties	17	(1,262)	(1,878)
Share of results of associates		12	(553)
Share of results of joint ventures		(936)	(32,765)
Profit before tax		84,550	60,453
Income tax expense	10	(43,306)	(24,331)
Profit for the year	11	41,244	36,122
Other comprehensive (expense) income			
Items that will not be reclassified subsequently to profit or loss:			
Change in fair value of equity instruments designated at fair value through other comprehensive income ("FVTOCI")		(11,960)	284
Deferred taxation effect on change in fair value of equity instruments designated at FVTOCI		(173)	(71)
Other comprehensive (expense) income for the year, net of income tax		(12,133)	213
Total comprehensive income for the year		29,111	36,335
Profit for the year attributable to:			
Owners of the Company		23,987	18,953
Non-controlling interests		17,257	17,169
		41,244	36,122
Total comprehensive income for the year attributable to:			
Owners of the Company		11,854	19,166
Non-controlling interests		17,257	17,169
		29,111	36,335
		2025	2024 (Restated)
Earnings per share – basic (RMB cents)	14	1.35	1.27
Earnings per share – diluted (RMB cents)	14	1.35	1.27



CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 December 2025

	NOTES	2025 RMB'000	2024 RMB'000
Non-current Assets			
Property, plant and equipment	15	70,853	60,112
Right-of-use assets	16	176,308	196,197
Investment properties	17	16,486	17,748
Interests in associates	18	37,364	41,910
Interests in joint ventures	19	82,289	83,225
Equity instruments designated at FVTOCI	20	14,256	13,566
Goodwill	21	879,045	880,344
Intangible assets	22	–	–
Other receivables	24	4,935	5,482
Deferred tax assets	26	132,541	132,354
Deposits paid for potential acquisition of subsidiaries	27	120,725	123,475
		1,534,802	1,554,413
Current Assets			
Contract assets	23	17,492	25,453
Trade receivables	24	777,462	748,522
Other receivables and prepayments	24	1,632,099	1,530,322
Loan receivables	25	55,302	103,785
Payments on behalf of residents	28	761,029	820,684
Amounts due from related parties	45(b)	70,919	84,412
Restricted bank deposits	29	32,965	55,084
Bank balances and cash	29	1,124,875	994,119
		4,472,143	4,362,381
Current Liabilities			
Trade payables	30	493,412	500,012
Other payables and accruals	30	253,834	217,164
Contract liabilities	31	370,577	336,891
Receipts on behalf of residents	28	43,340	47,722
Lease liabilities due within one year	32	5,009	9,416
Amounts due to related parties	45(b)	40,420	40,871
Tax liabilities		245,581	263,183
		1,452,173	1,415,259
Net Current Assets		3,019,970	2,947,122
Total Assets Less Current Liabilities		4,554,772	4,501,535





CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 December 2025

	NOTES	2025 RMB'000	2024 RMB'000
Non-current Liabilities			
Deferred tax liabilities	26	534	466
Lease liabilities due after one year	32	14,209	19,758
Total Non-current Liabilities		14,743	20,224
Net Assets			
		4,540,029	4,481,311
Capital and Reserves			
Share capital	33	155,070	120,750
Reserves		4,198,474	4,166,048
Equity attributable to owners of the Company		4,353,544	4,286,798
Non-controlling interests		186,485	194,513
Total Equity		4,540,029	4,481,311

The consolidated financial statements on pages 78 to 176 were approved and authorised for issue by the board of directors on 27 March 2026 and are signed on its behalf by:

MR. LIU HONGCAI
DIRECTOR

MS. YANG LAN
DIRECTOR



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

At 31 December 2025

	Attributable to owners of the Company										
	Share capital RMB'000	Share premium RMB'000	Statutory reserve RMB'000 (note a)	Share-based payments reserve RMB'000 (note 34)	Shares held for share award scheme RMB'000 (note 35)	FVTOCI reserve RMB'000	Other reserve RMB'000 (note b)	Retained profits RMB'000	Subtotal RMB'000	Non-controlling interests RMB'000	Total RMB'000
At 1 January 2024	120,750	1,738,865	282,798	243,034	(6,795)	4,114	(421,459)	2,309,833	4,271,140	192,183	4,463,323
Profit for the year	-	-	-	-	-	-	-	18,953	18,953	17,169	36,122
Change in fair value of equity instruments designated at FVTOCI	-	-	-	-	-	284	-	-	284	-	284
Deferred taxation effect on change in fair value of equity instruments designated at FVTOCI	-	-	-	-	-	(71)	-	-	(71)	-	(71)
Other comprehensive income for the year	-	-	-	-	-	213	-	-	213	-	213
Total comprehensive income for the year	-	-	-	-	-	213	-	18,953	19,166	17,169	36,335
Dividend paid to non-controlling shareholders of subsidiaries	-	-	-	-	-	-	-	-	-	(17,169)	(17,169)
Acquisition of additional equity interest in subsidiaries	-	-	-	-	-	-	(3,508)	-	(3,508)	(405)	(3,913)
Disposal/deregistration of subsidiaries	-	-	-	-	-	-	-	-	-	2,735	2,735
Transfer	-	-	18,632	-	-	-	-	(18,632)	-	-	-
At 31 December 2024	120,750	1,738,865	301,430	243,034	(6,795)	4,327	(424,967)	2,310,154	4,286,798	194,513	4,481,311

Notes:

- (a) The statutory reserve is non-distributable and the transfer to the reserve is determined by the board of directors of subsidiaries established in the People's Republic of China (the "PRC") in accordance with the Articles of Association of the subsidiaries by way of appropriations from its net profit (based on the PRC statutory financial statements of the subsidiaries). Statutory reserve can be used to make up for previous year's losses or convert into additional capital of the PRC subsidiaries of the Company.
- (b) The amount recorded in the other reserve was resulted from the following as follows:
- (i) Other reserve arose from the acquisitions of additional equity interests in subsidiaries and the disposal of partial equity interests in subsidiaries, which represent the difference between the consideration and the adjustment to the non-controlling interests.
 - (ii) The Company recognised expense in relation to share options granted by Fantasia Holdings Group Co., Limited to eligible directors and employees of the Company and credited to other reserve.





CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

At 31 December 2025

	Attributable to owners of the Company										
	Share capital RMB'000	Share premium RMB'000	Statutory reserve RMB'000 (note c)	Share-based payments reserve RMB'000 (note 34)	Shares held for share award scheme RMB'000 (note 35)	FVTOCI reserve RMB'000	Other reserve RMB'000 (note d)	Retained profits RMB'000	Subtotal RMB'000	Non-controlling interests RMB'000	Total RMB'000
At 1 January 2025	120,750	1,738,865	301,430	243,034	(6,795)	4,327	(424,967)	2,310,154	4,286,798	194,513	4,481,311
Profit for the year	-	-	-	-	-	-	-	23,987	23,987	17,257	41,244
Change in fair value of equity instruments designated at FVTOCI	-	-	-	-	-	(11,960)	-	-	(11,960)	-	(11,960)
Deferred taxation effect on change in fair value of equity instruments designated at FVTOCI	-	-	-	-	-	(173)	-	-	(173)	-	(173)
Other comprehensive expense for the year	-	-	-	-	-	(12,133)	-	-	(12,133)	-	(12,133)
Total comprehensive (expense) income for the year	-	-	-	-	-	(12,133)	-	23,987	11,854	17,257	29,111
Dividend paid to non-controlling shareholders of subsidiaries	-	-	-	-	-	-	-	-	-	(17,249)	(17,249)
Acquisition of additional equity interest in subsidiaries	-	-	-	-	-	-	47	-	47	(167)	(120)
Acquisition of subsidiaries	-	-	-	-	-	-	(940)	-	(940)	-	(940)
Capital reduction by non-controlling interests	-	-	-	-	-	-	-	-	-	(7,869)	(7,869)
Rights issue	34,320	21,465	-	-	-	-	-	-	55,785	-	55,785
Transfer	-	-	16,786	-	-	-	-	(16,786)	-	-	-
At 31 December 2025	155,070	1,760,330	318,216	243,034	(6,795)	(7,806)	(425,860)	2,317,355	4,353,544	186,485	4,540,029

Notes:

- (c) The statutory reserve is non-distributable and the transfer to the reserve is determined by the board of directors of subsidiaries established in the People's Republic of China (the "PRC") in accordance with the Articles of Association of the subsidiaries by way of appropriations from its net profit (based on the PRC statutory financial statements of the subsidiaries). Statutory reserve can be used to make up for previous year's losses or convert into additional capital of the PRC subsidiaries of the Company.
- (d) The amount recorded in the other reserve was resulted from the following as follows:
- (i) Other reserve arose from the acquisitions of additional equity interests in subsidiaries and the disposal of partial equity interests in subsidiaries, which represent the difference between the consideration and the adjustment to the non-controlling interests.
 - (ii) The Company recognised expense in relation to share options granted by Fantasia Holdings Group Co., Limited to eligible directors and employees of the Company and credited to other reserve.



CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

	2025 RMB'000	2024 RMB'000
OPERATING ACTIVITIES		
Profit before tax	84,550	60,453
Adjustments for:		
Changes in fair value of investment properties	1,262	1,878
Impairment losses under expected credit loss model, net of reversal	95,871	59,775
Depreciation of property, plant and equipment	31,968	21,937
Depreciation of right-of-use assets	19,889	20,348
Interest income	(12,722)	(12,703)
Finance costs	2,041	2,492
Share of results of joint ventures	936	32,765
Share of results of associates	(12)	553
Loss on disposal of property, plant and equipment	58	102
Net foreign exchange loss (gain)	1,629	(261)
Net loss on disposal/deregistration of subsidiaries	–	27,268
Gain on disposal of associates	(78)	–
Operating cash flows before movements in working capital	225,392	214,607
Increase in trade receivables	(38,148)	(96,869)
Increase in other receivables and prepayments	(109,110)	(114,922)
Decrease (increase) in payments/receipts on behalf of residents	49,614	(196,646)
Decrease in contract assets	4,023	1,587
Increase in contract liabilities	33,686	83,549
(Decrease) increase in trade payables	(6,600)	121,135
Increase (decrease) in other payables and accruals	2,766	(8,532)
(Increase) decrease in amounts due from related parties	(2,179)	104,602
Cash generated from operations	159,444	108,511
Income taxes paid	(36,991)	(17,169)
NET CASH FROM OPERATING ACTIVITIES	122,453	91,342





CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

	2025 RMB'000	2024 RMB'000
INVESTING ACTIVITIES		
Interest received	5,699	5,213
Acquisitions of subsidiaries (net of cash and cash equivalents acquired)	(15)	(3,400)
Purchase of equity instruments designated at FVTOCI	(7,700)	–
Deposit paid for acquisition of subsidiaries	–	(1,100)
Disposal of associates and joint ventures	4,826	1,000
Payment for deposits and purchase of property, plant and equipment and investment properties	(42,767)	(28,222)
Proceeds of disposal of property, plant and equipment and investment properties	–	250
Payment refundable deposit	(4,406)	–
Capital injection to and acquisition of associates and joint ventures	(490)	(1,000)
Increase in restricted bank deposits	–	(20,645)
Decrease in restricted bank deposits	22,119	15,830
Dividends received from an associate	300	–
Dividends received from equity instruments designated at FVTOCI	344	–
Advances to related parties	(483)	(33,586)
Repayment from related parties	4,908	49,861
NET CASH USED IN INVESTING ACTIVITIES	(17,665)	(15,799)
FINANCING ACTIVITIES		
Issuance of rights issue	55,785	–
Repayments of lease liabilities	(11,997)	(12,528)
Advance from related parties	–	5,759
Repayment to related parties	(451)	(5,390)
Acquisition of additional equity interest in subsidiaries	(120)	–
Dividends paid to non-controlling shareholders of the subsidiaries	(17,249)	(17,169)
NET CASH FROM (USED IN) FINANCING ACTIVITIES	25,968	(29,328)
NET INCREASE IN CASH AND CASH EQUIVALENTS	130,756	46,215
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	994,119	947,904
CASH AND CASH EQUIVALENTS AT END OF THE YEAR, REPRESENTED BY BANK BALANCES AND CASH	1,124,875	994,119



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

1. GENERAL

Colour Life Services Group Co., Limited (the “Company”) is a limited liability company incorporated in Cayman Islands and its shares are listed on the Main Board of The Stock Exchange of Hong Kong Limited (“the SEHK”). Its immediate holding company is Fantasia Holdings Group Co., Limited (“Fantasia Holdings”), a company which was incorporated as an exempted company with limited liability in the Cayman Islands and its shares are listed on the Main Board of the SEHK. Its ultimate holding company is Ice Apex Limited, a limited liability company incorporated in the British Virgin Islands (the “BVI”). Its ultimate controlling party is Ms. Zeng Jie, Baby. The addresses of the registered office and principal place of the Company are disclosed in the corporate information section to the annual report.

The Company acts as an investment holding company. Details of the principal activities of its subsidiaries are set out in note 44.

The consolidated financial statements are presented in Renminbi (“RMB”), which is the same as the functional currency of the Company and the major subsidiaries.

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS

Amendments to an HKFRS Accounting Standard that is mandatorily effective for the current year

In the current year, the Group has applied the following amendments to an HKFRS Accounting Standard as issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) for the first time, which are mandatorily effective for the Group’s annual period beginning on 1 January 2025 for the preparation of the consolidated financial statements:

Amendments to HKAS 21	<i>Lack of exchangeability</i>
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The application of the amendments to an HKFRS Accounting Standard in the current year has had no material impact on the Group’s financial positions and performance for the current and prior years and/or on the disclosures set out in these consolidated financial statements.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

2. APPLICATION OF NEW AND AMENDMENTS TO HKFRS ACCOUNTING STANDARDS *(Continued)*

New and amendments to HKFRS Accounting Standards in issue but not yet effective

The Group has not early applied the following new and amendments to HKFRS Accounting Standards that have been issued but are not yet effective:

Amendments to HKFRS 9 and HKFRS 7	<i>Amendments to the Classification and Measurement of Financial Instruments¹</i>
Amendments to HKFRS 9 and HKFRS 7	<i>Contracts Referencing Nature-dependent Electricity¹</i>
Amendments to HKFRS Accounting Standards	<i>Annual Improvements to HKFRS Accounting Standards – Volume 11¹</i>
HKFRS 18	<i>Presentation and Disclosure in Financial Statements²</i>
Amendments to HKAS 21	<i>Translation to a Hyperinflationary Presentation Currency²</i>
Amendments to HKFRS 10 and HKAS 28	<i>Sale or Contribution of Assets between an Investor and its Associate or Joint Venture³</i>

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

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

³ Effective for annual periods beginning on or after a date to be determined

Except for the new HKFRS Accounting Standard mentioned below, the directors of the Company anticipate that the application of all other new and amendments to HKFRS Accounting Standards will have no material impact on the consolidated financial statements in the foreseeable future.

HKFRS 18 Presentation and Disclosure in Financial Statements

HKFRS 18 Presentation and Disclosure in Financial Statements, which sets out requirements on presentation and disclosures in financial statements, will replace HKAS 1 Presentation of Financial Statements. This new HKFRS Accounting Standard, while carrying forward many of the requirements in HKAS 1, introduces new requirements to present specified categories and defined subtotals in the statement of profit or loss; provide disclosures on management-defined performance measures (MPMs) in the notes to the financial statements and improve aggregation and disaggregation of information to be disclosed in the financial statements. In addition, some HKAS 1 paragraphs have been moved to HKAS 8 Accounting Policies, Changes in Accounting Estimates and Errors (the title of which will be changed to Basis of Preparation of Financial Statements upon effective of HKFRS 18) and HKFRS 7. Minor amendments to HKAS 7 Statement of Cash Flows and HKAS 33 Earnings per Share are also made.

HKFRS 18, and amendments to other standards, will be effective for annual periods beginning on or after 1 January 2027, with early application permitted. HKFRS 18 requires retrospective application with specific transition provisions. The application of the new standard is not expected to have significant impact on the financial performance and positions of the Group in terms of recognition and measurement. However, it is expected to affect the structure and presentation of the consolidated statement of profit or loss. The Group is in the process of assessing the detailed impact of HKFRS 18 on the Group's consolidated financial statements.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION

Basis of preparation of consolidated financial statements

The consolidated financial statements have been prepared in accordance with the HKFRS Accounting Standards issued by the HKICPA. For the purpose of preparation of the consolidated financial statements, information is considered material if such information is reasonably expected to influence decisions made by primary users. In addition, the consolidated financial statements include applicable disclosures required by the Rules Governing the Listing of Securities on the SEHK (“Listing Rules”) and by the Hong Kong Companies Ordinance (“CO”).

The consolidated financial statements have been prepared on the historical cost basis except for investment properties and financial instruments that are measured at fair values at the end of each reporting period, as explained in the accounting policies set out below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of HKFRS 2 “Share-based Payment”, leasing transactions that are accounted for in accordance with HKFRS 16, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in HKAS 2 “Inventories” or value in use in HKAS 36 “Impairment of Assets”.

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.

For investment properties which are transacted at fair value and a valuation technique that unobservable inputs is to be used to measure fair value in subsequent periods, the valuation technique is calibrated so that the results of the valuation technique equals the transaction price.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Basis of preparation of consolidated financial statements *(Continued)*

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

Material accounting policy information

Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiaries. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

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 listed above.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Material accounting policy information *(Continued)*

Basis of consolidation (Continued)

When the Group has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers all relevant facts and circumstances in assessing whether or not the Group's voting rights in an investee are sufficient to give it power, including:

- the size of the Group's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Group, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

Profit or loss and each item of other comprehensive income are attributable to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income and expenses, and cash flows relating to the transactions among the members of the Group are eliminated in full on consolidation.

Non-controlling interests in subsidiaries are presented separately from the Group's equity therein, which represent present ownership interests entitling their holders to a proportionate share of net assets of the relevant subsidiaries upon liquidation.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Changes in the Group's interests in existing subsidiaries

Changes in the Group's interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's relevant components of equity and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries.

Any difference between the amount by which the non-controlling interests are adjusted, and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, the assets and liabilities of that subsidiary and non-controlling interests (if any) are derecognised. A gain or loss is recognised in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the carrying amount of the assets (including goodwill), and liabilities of the subsidiary attributable to the owners of the Company. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable HKFRS Accounting Standards). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under HKFRS 9 Financial Instruments ("HKFRS 9") or, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

Business combinations

A business is an integrated set of activities and assets which includes an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired processes are considered substantive if they are critical to the ability to continue producing outputs, including an organised workforce with the necessary skills, knowledge, or experience to perform the related processes or they significantly contribute to the ability to continue producing outputs and are considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred 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. Acquisition-related costs are generally recognised in profit or loss as incurred.

The identifiable assets acquired and liabilities assumed must meet the definitions of an asset and a liability in the Conceptual Framework for Financial Reporting (the "Conceptual Framework") except for transactions and events within the scope of HKAS 37 Provisions, Contingent Liabilities and Contingent Assets or HK(IFRIC)-Int 21 Levies, in which the Group applies HKAS 37 or HK(IFRIC)-Int 21 instead of the Conceptual Framework to identify the liabilities it has assumed in a business combination. Contingent assets are not recognized.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Business combinations *(Continued)*

Optional concentration test

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value, except that:

- deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with HKAS 12 “Income Taxes” and HKAS 19 “Employee Benefits” respectively;
- liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangement of the acquiree are measured in accordance with HKFRS 2 “Share-based Payment” at the acquisition date (see the accounting policy below);
- assets (or disposal groups) that are classified as held for sale in accordance with HKFRS 5 “Non-current Assets Held for Sale and Discontinued Operations” are measured in accordance with that standard; and
- lease liabilities are recognised and measured at the present value of the remaining lease payments (as defined in HKFRS 16) as if the acquired leases were new leases at the acquisition date, except for leases for which (a) the lease term ends within 12 months of the acquisition date; or (b) the underlying asset is of low value. Right-of-use assets are recognised and measured at the same amount as the relevant lease liabilities, adjusted to reflect favourable or unfavourable terms of the lease when compared with market terms.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer’s previously held equity interest in the acquiree (if any) over the net amounts of the identifiable assets acquired and the liabilities assumed as at acquisition date. If, after reassessment, the net amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer’s previously held interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the relevant subsidiary’s net assets in the event of liquidation are initially measured at the non-controlling interests’ proportionate share of the recognised amounts of the acquiree’s identifiable net assets or at fair value. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at their fair value.

When the consideration transferred by the Group in a business combination includes a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively. Measurement period adjustments are adjustments that arise from additional information obtained during the “measurement period” (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Business combinations *(Continued)*

Optional concentration test (Continued)

The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or a liability is remeasured to fair value at subsequent reporting dates, with the corresponding gain or loss being recognised in profit or loss.

Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business (see the accounting policy above) less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or groups of cash-generating units) that is expected to benefit from the synergies of the combination, which represent the lowest level at which the goodwill is monitored for internal management purposes and not larger than an operating segment.

A cash-generating unit (or group of cash-generating units) to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. For goodwill arising on an acquisition in a reporting period, the cash-generating unit (or group of cash-generating units) to which goodwill has been allocated is tested for impairment before the end of that reporting period. If the recoverable amount is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill and then to the other assets on a pro-rata based on the carrying amount of each asset in the unit (or group of cash-generating units).

On disposal of the relevant cash-generating unit or any of the cash-generating unit within the group of cash-generating units, the attributable amount of goodwill is included in the determination of the amount of profit or loss on disposal. When the Group disposes of an operation within the cash-generating unit (or a cash-generating unit within a group of cash-generating units), the amount of goodwill disposed of is measured on the basis of the relative values of the operation (or the cash-generating unit) disposed of and the portion of the cash-generating unit (or the group of cash-generating units) retained.

The Group's policy for the goodwill arising on the acquisition of an associate and joint ventures is described below.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Investments in associates and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control.

The results and assets and liabilities of associates or joint ventures are incorporated in the consolidated financial statements using the equity method of accounting. The financial statements of associates and joint ventures used for equity accounting purposes are prepared using uniform accounting policies as those of the Group for like transactions and events in similar circumstances. Under the equity method, an investment in an associate or a joint venture are initially recognised in the consolidated statement of financial position at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate or joint venture. Changes in net assets of the associate or joint venture other than profit or loss and other comprehensive income are not accounted for unless such changes resulted in changes in ownership interest held by the Group. When the Group's share of losses of an associate or a joint venture exceeds the Group's interest in that associate or joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate or joint venture), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

An investment in an associate or a joint venture is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. On acquisition of the investment in an associate or a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised immediately in profit or loss in the period in which the investment is acquired.

The Group assesses whether there is an objective evidence that the interest in an associate or a joint venture may be impaired. When any objective evidence exists, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with HKAS 36 as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount. Any impairment loss recognised is not allocated to any asset, including goodwill, that forms part of the carrying amount of the investment.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Investments in associates and joint ventures *(Continued)*

When the Group ceases to have significant influence over an associate or joint venture, it is accounted for as disposal of the entire interest in the investee with a resulting gain or loss being recognised in profit or loss. When the Group retains an interest in the former associate or joint venture and the retained interest in a financial asset within the scope of HKFRS 9, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition. The difference between the carrying amount of the associate or joint ventures and the fair value of any retained interest and any proceeds from disposing of the relevant interest in the associate or joint venture is included in the determination of the gain or loss on disposal of the associate or joint venture. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate or joint venture on the same basis as would be required if that associate or joint venture had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate or joint venture would be reclassified to profit or loss on the disposal of the related assets or liabilities, the group reclassifies the gain or loss from equity to profit or loss (as a reclassification adjustment) upon disposal or partial disposal of the relevant associate or joint venture.

When a group entity transacts with an associate or a joint venture, profits and losses resulting from the transactions with the associate or joint venture are recognised in the consolidated financial statements only to the extent of interests in the associate or joint venture that are not related to the Group.

Changes in the Group's interests in associates and joint ventures

The Group continues to use the equity method when an investment in an associate becomes an investment in a joint venture or an investment in a joint venture becomes an investment in an associate. There is no remeasurement to fair value upon such changes in ownership interests.

When the Group reduces its ownership interest in an associate or a joint venture but the Group continues to use the equity method, the Group reclassifies to profit or loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be reclassified to profit or loss on the disposal of the related assets or liabilities.

Acquisition of additional interests in associates or joint ventures

When the Group increases its ownership interest in an associate or a joint venture but the Group continues to use the equity method, goodwill is recognised at acquisition date if there is excess of the consideration paid over the share of carrying amount of net assets attributable to the additional interests in associates or joint ventures acquired. Any excess of share of carrying amount of net assets attributable to the additional interests in associates or joint ventures acquired over the consideration paid are recognised in the profit or loss in the period in which the additional interest are acquired.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Revenue from contracts with customers

The Group recognises revenue when (or as) a performance obligation is satisfied, i.e. when “control” of the goods or services underlying the particular performance obligation is transferred to the customer.

A performance obligation represents a good or service (or a bundle of goods or services) that is distinct or a series of distinct goods or services that are substantially the same.

Control is transferred over time and revenue is recognised over time by reference to the progress towards complete satisfaction of the relevant performance obligation if one of the following criteria is met:

- the customer simultaneously receives and consumes the benefits provided by the Group’s performance as the Group performs;
- the Group’s performance creates or enhances an asset that the customer controls as the Group performs; or
- the Group’s performance does not create an asset with an alternative use to the Group and the Group has an enforceable right to payment for performance completed to date.

Otherwise, revenue is recognised at a point in time when the customer obtains control of the distinct good or service.

A contract asset represents the Group’s right to consideration in exchange for goods or services that the Group has transferred to a customer that is not yet unconditional. It is assessed for impairment in accordance with HKFRS 9. In contrast, a receivable represents the Group’s unconditional right to consideration, i.e. only the passage of time is required before payment of that consideration is due.

A contract liability represents the Group’s obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

A contract asset and a contract liability relating to the same contract are accounted for and presented on a net basis.

Principal versus agent

When another party is involved in providing goods or services to a customer, the Group determines whether the nature of its promise is a performance obligation to provide the specified goods or services itself (i.e. the Group is a principal) or to arrange for those goods or services to be provided by the other party (i.e. the Group is an agent).

The Group is a principal if it controls the specified good or service before that good or service is transferred to a customer.

The Group is an agent if its performance obligation is to arrange for the provision of the specified good or service by another party. In this case, the Group does not control the specified good or service provided by another party before that good or service is transferred to the customer. When the Group acts as an agent, it recognises revenue in the amount of any fee or commission to which it expects to be entitled in exchange for arranging for the specified goods or services to be provided by the other party.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Leases

Definition of 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.

For contracts entered into or modified or arising from business combinations on or after the date of initial application, the Group assesses whether a contract is or contains a lease based on the definition under HKFRS 16 at inception, modification date or acquisition date, as appropriate. Such contract will not be reassessed unless the terms and conditions of the contract are subsequently changed.

The Group as a lessee

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to leases of office premises, apartments and commercial properties that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the recognition exemption for lease of low-value assets. Lease payments on short term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Right-of-use assets

The cost of right-of-use asset includes:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives received;
- any initial direct costs incurred by the Group; and
- an estimate of costs to be incurred by the Group in dismantling and removing the underlying assets, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Except for those that are classified as investment properties and measured under fair value model, right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

Right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term.

The Group presents right-of-use assets that do not meet the definition of investment property as a separate line item on the consolidated statement of financial position. Right-of-use assets that meet the definition of investment property are presented within “investment properties”.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Leases *(Continued)*

The Group as a lessee (Continued)

Refundable rental deposits

Refundable rental deposits paid are accounted under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments and included in the cost of right-of-use assets.

Lease liabilities

At the commencement date of a lease, the Group recognises and measures the lease liability at the present value of lease payments that are unpaid at that date. In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable.

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, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise the option; and
- payments of penalties for terminating a lease, if the lease term reflects the Group exercising an option to terminate the lease.

After the commencement date, lease liabilities are adjusted by interest accretion and lease payments.

The Group remeasures lease liabilities (and makes a corresponding adjustment to the related right-of-use assets) whenever:

- the lease term has changed or there is a change in the assessment of exercise of a purchase option, in which case the related lease liability is remeasured by discounting the revised lease payments using a revised discount rate at the date of reassessment.
- the lease payments change due to changes in expected payment under a guaranteed residual value, in which cases the related lease liability is remeasured by discounting the revised lease payments using the initial discount rate.
- a lease contract is modified and the lease modification is not accounted for as a separate lease (see below for the accounting policy for “lease modifications”).

The Group presents lease liabilities as a separate line item on the consolidated statement of financial position.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Leases *(Continued)*

The Group as a lessee (Continued)

Lease modification

The Group accounts for a lease modification as a separate lease if:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the leases increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, the Group remeasures the lease liability based on the lease term of the modified lease by discounting the revised lease payments using a revised discount rate at the effective date of the modification.

The Group accounts for the remeasurement of lease liabilities and lease incentives from lessor by making corresponding adjustments to the relevant right-of-use asset. When the modified contract contains a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the modified contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

The Group as a lessor

Classification and measurement of leases

Leases for which the Group is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

Rental income from operating leases is recognised in profit or loss on a straight-line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset, and such costs are recognised as an expense on a straight-line basis over the lease term except for investment properties measured under fair value model.

Allocation of consideration to components of a contract

When a contract includes both leases and non-lease components, the Group applies HKFRS 15 *Revenue from Contracts with Customers* ("HKFRS 15") to allocate consideration in a contract to lease and non-lease components. Non-lease components are separated from lease component on the basis of their relative stand-alone selling prices.

Refundable rental deposits

Refundable rental deposits received are accounted for under HKFRS 9 and initially measured at fair value. Adjustments to fair value at initial recognition are considered as additional lease payments from lessees.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Leases *(Continued)*

The Group as a lessor (Continued)

Lease modification

Changes in consideration of lease contracts that were not part of the original terms and conditions are accounted for as lease modifications, including lease incentives provided through forgiveness or reduction of rentals.

The Group accounts for a modification to an operating lease as a new lease from the effective date of the modification, considering any prepaid or accrued lease payments relating to the original lease as part of the lease payments for the new lease.

Foreign currencies

In preparing the financial statements of each individual group entity, transactions in currencies other than the functional currency of the entity (foreign currencies) are recognised at the rates of exchange prevailing at the dates of transactions. At the end of the reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on the settlement of monetary items are recognised in profit or loss in the period in which they arise.

For the purposes of presenting the consolidated financial statements, the assets and liabilities of the Group's operations are translated into the presentation currency of the Group (RMB) using exchange rates prevailing at the end of each reporting period. Income and expenses items are translated at the average exchange rates for date of transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity under the heading of translation reserve (attributed to non-controlling interests as appropriate).

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

Government grants

Government grants are not recognised until there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Group recognises as expenses the related costs for which the grants are intended to compensate.

Government grants related to income that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised in profit or loss in the period in which they become receivable. Such grants are presented under "other income".





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Employee Benefits

Retirement benefit costs

Payments to state-managed retirement benefit scheme and the Mandatory Provident Fund Scheme are recognised as an expense when employees have rendered service entitling them to the contributions.

Short-term and other long-term employee benefits

Short-term employee benefits are recognised at the undiscounted amount of the benefits expected to be paid as and when employees rendered the services. All short-term employee benefits are recognised as an expense unless another HKFRS Accounting Standards requires or permits the inclusion of the benefit in the cost of an asset.

A liability is recognised for benefits accruing to employees (such as wages and salaries, annual leave and sick leave) after deducting any amount already paid.

Liabilities recognised in respect of other long-term employee benefits are measured at the present value of the estimated future cash outflows expected to be made by the Group in respect of services provided by employees up to the reporting date. Any changes in the liabilities' carrying amounts resulting from services cost, interest and remeasurements are recognised in profit or loss except to the extent that another HKFRS Accounting Standards requires or permits their inclusion in the cost of an asset.

Share-based payments

Equity-settled share-based payment transactions

Share options scheme

Equity-settled share-based payments to employees are measured at fair value of equity instruments at the grant date.

The fair value of the equity-settled share-based payments determined at the grant without taking into consideration all non-market vesting conditions is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instrument that will eventually vest, with a corresponding increase in equity (share-based payments reserve). At the end of the reporting period, the Group revises its estimates of the number of options that are expected to ultimately vest based on assessment of all the relevant non-market vesting conditions. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to share-based payments reserve. For share options that vest immediately at the date of grant, the fair value of the share options granted is expensed immediately to profit or loss.

When share options are exercised, the amount previously recognised in share-based payments reserve will be transferred to share premium. When the share options are forfeited after the vesting date or are still not exercised at the expiry date, the amount previously recognised in share-based payments reserve will continue to be held in share-based payments reserve.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Share-based payments *(Continued)*

Equity-settled share-based payment transactions (Continued)

Share award scheme

Where the Group's shares are acquired by the trustee of the share award scheme from the open market, the total consideration of shares acquired from the open market (including any directly attributable incremental costs) is presented as shares held for share award scheme and deducted from total equity.

The fair value of the awarded shares at the grant date is expensed on a straight-line basis over the projected vesting period being the period for which the services from the employees are rendered with a corresponding increase in equity (shares held for share award scheme).

Upon vesting and transfer the shares to the grantees, the related costs of the shares are reversed from shares held for share award scheme, and the related expenses of the shares are reversed from "shares held for share award scheme" included in reserves. The difference arising from such transfer is debited/credited to retained profits.

Taxation

Income tax expense represents the sum of the amount and deferred tax expense.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before tax because of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary difference to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries, associates and joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of the reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Taxation *(Continued)*

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

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

For the purposes of measuring deferred tax for investment properties that are measured using the fair value model, the carrying amounts of such properties are presumed to be recovered entirely through sale, unless the presumption is rebutted. The presumption is rebutted when the investment property is depreciable and is held within a business model whose objective is to consume substantially all of the economic benefits embodied in the investment property over time, rather than through sale.

For the purposes of measuring deferred tax for leasing transactions in which the Group recognises the right-of-use assets and the related lease liabilities, the Group first determines whether the tax deductions are attributable to the right-of-use assets or the lease liabilities.

For leasing transactions in which the tax deductions are attributable to the lease liabilities, the Group applies HKAS 12 “Income Taxes” requirements to right-of-use assets and lease liabilities separately. Temporary differences on initial recognition of the relevant right-of-use assets and lease liabilities are not recognised due to application of the initial recognition exemption. Temporary differences arising from subsequent revision to the carrying amounts of right-of-use assets and lease liabilities, resulting from remeasurement of lease liabilities and lease modifications, that are not subject to initial recognition exemption are recognised on the date of remeasurement or modification.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied to the same taxable entity by the same taxation authority.

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Property, plant and equipment

Property, plant and equipment are tangible assets that are held for use in the production or supply of goods or services, or for administrative purposes. Property, plant and equipment are stated in the consolidated statement of financial position at cost, less subsequent accumulated depreciation and accumulated impairment losses, if any.

Buildings in the course of construction for production, supply or administrative purposes are carried at cost, less any recognised impairment loss. Costs include any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management and, for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

When the Group makes payments for ownership interests of properties which includes both leasehold land and building elements, the entire consideration is allocated between the leasehold land and the building elements in proportion to the relative fair values at initial recognition. To the extent the allocation of the relevant payments can be made reliably, interest in leasehold land that is accounted for as an operating lease is presented as "right-of-use assets", if any, in the consolidated statement of financial position except for those that are classified and accounted for as investment properties under the fair value model. When the consideration cannot be allocated reliably between non lease building element and undivided interest in the underlying leasehold land, the entire properties are classified as property, plant and equipment.

Depreciation is recognised so as to write off the cost of assets (other than properties under construction) less their residual values over their useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

Investment properties

Investment properties are properties held to earn rentals and/or for capital appreciation.

Investment properties also include leased properties which are being recognised as right-of-use assets and subleased by the Group under operating leases

Investment properties are initially measured at cost, including any directly attributable expenditure. Subsequent to initial recognition, investment properties are measured at fair value, adjusted to exclude any prepaid or accrued operating lease income.

Gains or losses arising from changes in the fair value of investment properties are included in profit or loss for the period in which they arise.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Investment properties *(Continued)*

An investment property is derecognised upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal. Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the profit or loss in the period in which the item is derecognised.

Intangible assets acquired in a business combination

Intangible assets acquired in a business combination are recognised separately from goodwill and are initially recognised at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination with finite useful lives are reported at costs less accumulated amortisation and any accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains and losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in profit or loss when the asset is derecognised.

Impairment on property, plant and equipment, right-of-use assets and intangible assets other than goodwill

At the end of each reporting period, the Group reviews the carrying amounts of its property, plant and equipment, right-of-use assets and intangible assets with finite useful lives to determine whether there is any indication that these assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the relevant asset is estimated in order to determine the extent of the impairment loss, if any.

The recoverable amount of property, plant and equipment, right-of-use assets, and intangible assets are estimated individually. When it is not possible to estimate the recoverable amount individually, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

In testing a cash-generating unit for impairment, corporate assets are allocated to the relevant cash-generating unit when a reasonable and consistent basis of allocation can be established, or otherwise they are allocated to the smallest group of cash generating units for which a reasonable and consistent allocation basis can be established. The recoverable amount is determined for the cash-generating unit or group of cash-generating units to which the corporate asset belongs, and is compared with the carrying amount of the relevant cash-generating unit or group of cash-generating units.

Recoverable amount is the higher of fair value less costs of disposal and value in use. 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 (or a cash-generating units) for which the estimates of future cash flows have not been adjusted.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Impairment on property, plant and equipment, right-of-use assets and intangible assets other than goodwill *(Continued)*

If the recoverable amount of an asset (or a cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or a cash-generating unit) is reduced to its recoverable amount. For corporate assets or portion of corporate assets which cannot be allocated on a reasonable and consistent basis to a cash-generating unit, the Group compares the carrying amount of a group of cash-generating units, including the carrying amounts of the corporate assets or portion of corporate assets allocated to that group of cash-generating units, with the recoverable amount of the group of cash-generating units. In allocating the impairment loss, the impairment loss is allocated first to reduce the carrying amount of any goodwill (if applicable) and then to the other assets on a pro-rata basis based on the carrying amount of each asset in unit or the group of cash-generating units. The carrying amount of an asset is not reduced below the highest of its fair value less costs of disposal (if measurable), its value in use (if determinable) and zero. The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other assets of the unit or the group of cash-generating units. An impairment loss is recognised immediately in profit or loss.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit or a group of cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or a cash-generating unit or a group of cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss.

Cash and cash equivalents

Cash and cash equivalents presented on the consolidated statement of financial position include:

- (a) cash, which comprises of cash on hand and demand deposits, excluding bank balances that are subject to regulatory restrictions that result in such balances no longer meeting the definition of cash; and
- (b) cash equivalents, which comprises of short-term (generally with original maturity of three months or less), highly liquid investments that are readily convertible to a known amount of cash and which are subject to an insignificant risk of changes in value. Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes. For the purposes of the consolidated statement of cash flows, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts which are repayable on demand and form an integral part of the Group's cash management. Such overdrafts are presented as short-term borrowings in the consolidated statement of financial position.

Bank balances for which use by the Group is subject to third party contractual restrictions are included as part of cash unless the restrictions result in a bank balance no longer meeting the definition of cash. Contractual restrictions affecting use of bank balances are disclosed in note 29.

Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation, and a reliable estimate can be made of the amount of the obligation.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Provisions *(Continued)*

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

Financial instruments

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instrument. All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

Financial assets and financial liabilities are initially measured at fair value except for trade receivables arising from contracts with customers which are initially measured in accordance with HKFRS 15. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair values of the financial assets or financial liabilities, as appropriate, on initial recognition.

The effective interest method is a method of calculating the amortised cost of a financial asset or financial liability and of allocating interest income and interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts and payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial asset or financial liability, or, where appropriate, a shorter period, to the net carrying amount on initial recognition.

Financial assets

Classification and subsequent measurement of financial assets

Financial assets that meet the following conditions are subsequently measured at amortised cost:

- the financial asset is held within a business model whose objective is to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that meet the following conditions are subsequently measured at FVTOCI:

- the financial asset is held within a business model whose objective is achieved by both selling the financial assets and collecting contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Financial assets *(Continued)*

Classification and subsequent measurement of financial assets *(Continued)*

All other financial assets are subsequently measured at FVTPL, except that at the date of initial recognition of a financial asset the Group may irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if that equity investment is neither held for trading nor contingent consideration recognised by an acquirer in a business combination to which HKFRS 3 “Business Combinations” applies.

A financial asset is held for trading if:

- it has been acquired principally for the purpose of selling in the near term; or
- on initial recognition it is a part of a portfolio of identified financial instruments that the Group manages together and has a recent actual pattern of short-term profit-taking; or
- it is a derivative that is not designated and effective as a hedging instrument.

In addition, the Group may irrevocably designate a financial asset that are required to be measured at the amortised cost or FVTOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch.

(i) **Amortised cost and interest income**

Interest income is recognised using the effective interest method for financial assets measured subsequently at amortised cost and debt instruments/receivables subsequently measured at FVTOCI. For financial instruments other than purchased or originated credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset, except for financial assets that have subsequently become credit-impaired (see below). For financial assets that have subsequently become credit-impaired, interest income is recognised by applying the effective interest rate to the amortised cost of the financial asset from the next reporting period. If the credit risk on the credit-impaired financial instrument improves so that the financial asset is no longer credit-impaired, interest income is recognised by applying the effective interest rate to the gross carrying amount of the financial asset from the beginning of the reporting period following the determination that the asset is no longer credit-impaired.

(ii) **Equity instruments designated as at FVTOCI**

Investments in equity instruments at FVTOCI are subsequently measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in the FVTOCI reserve; and are not subject to impairment assessment. The cumulative gain or loss will not be reclassified to profit or loss on disposal of the equity investments, and will continue to be held in the FVTOCI reserve.

Dividends from these investments in equity instruments are recognised in profit or loss when the Group’s right to receive the dividends is established, unless the dividends clearly represent a recovery of part of the cost of the investment. Dividends are included in the “other income” line item in profit or loss.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Financial assets (Continued)

Impairment of financial assets and other items subject to impairment assessment under HKFRS 9

The Group performs impairment assessment under expected credit loss (“ECL”) model on financial assets (including trade receivables, other receivables, payments on behalf of residents, loan receivables, amounts due from related parties, restricted bank deposits and bank balances) and contract assets which are subject to impairment assessment under HKFRS 9. The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition.

Lifetime ECL represents the ECL that will result from all possible default events over the expected life of the relevant instrument. In contrast, 12-month ECL (“12m ECL”) represents the portion of lifetime ECL that is expected to result from default events that are possible within 12 months after the reporting date. Assessment are done based on the Group’s historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current conditions at the reporting date as well as the forecast of future conditions.

The Group recognises lifetime ECL for trade receivables, contract assets and payments on behalf of residents. The ECL on these assets are assessed collectively using a provision matrix or collective basis with appropriate groupings.

For all other instruments, the Group measures the loss allowance equal to 12m ECL, unless when there has been a significant increase in credit risk since initial recognition, in which case the Group recognises lifetime ECL. The assessment of whether lifetime ECL should be recognised is based on significant increases in the likelihood or risk of a default occurring since initial recognition.

(i) Significant increase in credit risk

In assessing whether the credit risk has increased significantly since initial recognition, 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. In making this assessment, the Group considers both quantitative and qualitative information that is reasonable and supportable, including historical experience and forward-looking information that is available without undue cost or effort.

In particular, the following information is taken into account when assessing whether credit risk has increased significantly:

- an actual or expected significant deterioration in the financial instrument’s external (if available) or internal credit rating;
- significant deterioration in external market indicators of credit risk, e.g. a significant increase in the credit spread, the credit default swap prices for the debtor;
- existing or forecast adverse changes in business, financial or economic conditions that are expected to cause a significant decrease in the debtor’s ability to meet its debt obligations;
- an actual or expected significant deterioration in the operating results of the debtor; or
- an actual or expected significant adverse change in the regulatory, economic, or technological environment of the debtor that results in a significant decrease in the debtor’s ability to meet its debt obligations.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Financial assets *(Continued)*

Impairment of financial assets and other items subject to impairment assessment under HKFRS 9 *(Continued)*

(i) **Significant increase in credit risk** *(Continued)*

Irrespective of the outcome of the above assessment, the Group presumes that the credit risk has increased significantly since initial recognition when contractual payments are more than 30 days past due, unless the Group has reasonable and supportable information that demonstrates otherwise.

Despite the foregoing, the Group assumes that the credit risk on a debt instrument has not increased significantly since initial recognition if the debt instrument is determined to have low credit risk at the reporting date. A debt instrument is determined to have low credit risk if (a) it has a low risk of default, (b) the borrower has a strong capacity to meet its contractual cash flow obligations in the near term and (c) adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the borrower to fulfil its contractual cash flow obligations. The Group considers a debt instrument to have low credit risk when it has an internal or external credit rating of "investment grade" as per globally understood definitions.

For loan commitments and financial guarantee contracts, the date that the Group becomes a party to the irrevocable commitment is considered to be the date of initial recognition for the purposes of assessing impairment. In assessing whether there has been a significant increase in the credit risk since initial recognition of a loan commitment, the Group considers changes in the risk of a default occurring on the loan to which a loan commitment relates; for financial guarantee contracts, the Group considers the changes in the risk that the specified debtor will default on the contract.

The Group regularly monitors the effectiveness of the criteria used to identify whether there has been a significant increase in credit risk and revises them as appropriate to ensure that the criteria are capable of identifying significant increase in credit risk before the amount becomes past due.

(ii) **Definition of default**

For internal credit risk management, the Group considers an event of default occurs when information developed internally or obtained from external sources indicates that the debtor is unlikely to pay its creditors, including the Group, in full (without taking into account any collaterals held by the Group).

Irrespective of the above, the Group considers that default has occurred when a financial asset is more than 90 days past due unless the Group has reasonable and supportable information to demonstrate that a more lagging default criterion is more appropriate.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Financial assets (Continued)

Impairment of financial assets and other items subject to impairment assessment under HKFRS 9 *(Continued)*

(iii) Credit-impaired financial assets

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit-impaired includes observable data about the following events:

- significant financial difficulty of the issuer or the borrower;
- a breach of contract, such as a default or past due event;
- the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;
- it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for that financial asset because of financial difficulties.

(iv) Write-off policy

The Group writes off a financial asset when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, for example, when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings, or in the case of trade receivables, loan receivables and payments on behalf of residents, when the amounts are over two years past due, whichever occurs sooner. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. A write-off constitutes a derecognition event. Any subsequent recoveries are recognised in profit or loss.

(v) Measurement and recognition of ECL

The measurement of ECL is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data and forward-looking information. Estimation of ECL reflects an unbiased and probability-weighted amount that is determined with the respective risks of default occurring as the weights. The Group uses a practical expedient in estimating ECL on trade receivables using a provision matrix taking into consideration historical credit loss experience, adjusted for forward looking information that is available without undue cost or effort.

Generally, the ECL is the difference between all contractual cash flows that are due to the Group in accordance with the contract and the cash flows that the Group expects to receive, discounted at the effective interest rate determined at initial recognition.

Lifetime ECL for certain trade receivables, payments on behalf of residents and contract assets are considered on a collective basis taking into consideration past due information and relevant credit information such as forward looking macroeconomic information.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Financial instruments *(Continued)*

Financial assets *(Continued)*

Impairment of financial assets and other items subject to impairment assessment under HKFRS 9 *(Continued)*

(v) **Measurement and recognition of ECL** *(Continued)*

For collective assessment, the Group takes into consideration the following characteristics when formulating the grouping:

- Past-due status;
- Nature, size and industry of counterparties; and
- External credit ratings where available.

The grouping is regularly reviewed by management to ensure the constituents of each group continue to share similar credit risk characteristics.

Interest income is calculated based on the gross carrying amount of the financial asset unless the financial asset is credit-impaired, in which case interest income is calculated based on amortised cost of the financial asset.

The Group recognises an impairment gain or loss in profit or loss for all financial instruments by adjusting their carrying amount, with the exception of trade receivables, contract assets, loan receivables, payments on behalf of residents and amount due from a joint venture where the corresponding adjustment is recognised through a loss allowance account.

Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of an investment in equity instrument which the Group has elected on initial recognition to measure at FVTOCI upon application of HKFRS 9, the cumulative gain or loss previously accumulated in the FVTOCI reserve is not reclassified to profit or loss, but is transferred to retained profits.

Financial liabilities and equity

Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

3. BASIS OF PREPARATION OF CONSOLIDATED FINANCIAL STATEMENTS AND MATERIAL ACCOUNTING POLICY INFORMATION *(Continued)*

Derecognition of financial assets *(Continued)*

Financial liabilities and equity (Continued)

Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received, net of direct issue costs.

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method.

Financial liabilities including trade payables, other payables, receipts on behalf of residents and amounts due to related parties are subsequently measured at amortised cost, using the effective interest method.

Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the Group's accounting policies, which are described in note 3, the Directors are required to make judgements estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The following are the critical judgements that the Directors have made the process applying the Group's accounting policies, the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY *(Continued)*

Estimated impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the recoverable amount of the groups of cash generating units (or group of cash-generating units) to which goodwill has been allocated which is the higher of the value in use and fair value less costs of disposal. The value-in-use calculation requires the Group to estimate the future cash flows expected to arise from the cash-generating unit (or a group of cash-generating units) based on five-year financial budgets approved by the management of the Group and a suitable discount rate. The Group engages an independent valuer to assist the estimation. The valuation team of the Group works closely with the independent valuer to establish the appropriate estimation model and inputs to the model. Key estimates involved in the preparation of cash flow projections for the period covered by the approved financial budgets include the growth rates in revenue, estimated gross profit, estimated profit before tax and discount rates. The cash flows beyond the five-year period are extrapolated using zero growth rate. The details are set out in note 21. Where the actual future cash flows are less than expected, or change in facts and circumstances which results in downward revision of expected future cash flows due to unfavourableness, a material impairment loss may arise. As at 31 December 2025, the carrying amount of goodwill net of accumulated impairment loss was amounted to RMB879,045,000 (2024: RMB880,344,000).

Provision of ECL for trade receivables

The Group uses provision matrix to calculate ECL for the trade receivables. The provision rates are based on internal credit ratings as groupings of various debtors by their aging, which are considered of similar loss patterns. The provision matrix is based on the Group's historical default rates taking into consideration forward-looking information that is reasonable and supportable available without undue costs or effort. At the end of each reporting period, the historical observed default rates are reassessed and changes in the forward-looking information are considered.

The provision of ECL is sensitive to changes in estimates. The information about the ECL and the Group's trade receivables are disclosed in notes 24 and 37.

Provision of ECL for payments on behalf of residents, other receivables, amounts due from related parties, contract assets and loan receivables

The Group uses collective basis to calculate ECL for the payments on behalf of residents, other receivables, amounts due from related parties, contract assets and loan receivables. The provision rates are based on internal credit ratings as groupings of various debtors that have similar loss patterns. The collective basis assessment is based on the Group's historical default rates taking into consideration forward-looking information that is reasonable and supportable available without undue costs or effort. At the end of each reporting period, the historical observed default rates are reassessed and changes in the forward-looking information are considered.

The provision of ECL is sensitive to changes in estimates. The information about the ECL and the Group's payments on behalf of residents, other receivables, amounts due from related parties, contract assets and loan receivables are disclosed in notes 28, 24, 45(b), 23, 25 and 37 respectively.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY *(Continued)*

Useful lives of property, plant and equipment

The Group estimates useful lives and related depreciation charges for its items of property, plant and equipment. This estimate is based on the historical experience of the actual useful lives of items of property, plant and equipment of similar nature and function and also by reference to the relevant industrial norm. If the actual useful lives of assets are less than the original estimated useful lives due to changes in commercial and technological environment, such difference will impact the depreciation charge for the remaining period. As at 31 December 2025, the carrying amount of property, plant and equipment was RMB70,853,000 (2024: RMB60,112,000).

Fair value of completed investment properties

The Group's completed investment properties are stated at fair value based on the valuation performed by independent professional valuers. In determining the fair value, the valuers have based on method of valuation which take into account the market evidence of transaction prices for similar properties in the same location and conditions. In relying on the valuation report, the management has exercised its judgement and is satisfied that the method of valuation is reflective of the current market conditions. Should there be changes in assumptions due to market conditions, the fair value of the investment properties will change in the future. As at 31 December 2025, the carrying amount of investment properties was RMB16,486,000 (2024: RMB17,748,000).

Deferred tax asset

As at 31 December 2025, a deferred tax asset of RMB132,541,000 (2024: RMB132,354,000) has been recognised in the consolidated statement of financial position. The realisability of the deferred tax asset mainly depends on whether sufficient taxable profits will be available in the future or taxable temporary differences are expected to reverse in the same period as the expected reversal of the deductible temporary differences, which is a key source of estimation uncertainty. The uncertainty would depend on how the ongoing uncertain macroeconomic and geopolitical environment, which includes the persistent effects of climate change, higher interest rates and inflation, energy security concerns, cyberattacks, elections in major economies, and international conflicts and tensions, may progress and evolve. In cases where the actual future taxable profits generated are less or more than expected, or change in facts and circumstances which result in revision of future taxable profits estimation, a material reversal or further recognition of deferred tax assets may arise, which would be recognised in profit or loss for the period in which such a reversal or further recognition takes place



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

5. REVENUE FROM SERVICES

(i) Disaggregation of revenue from contracts with customers

For the year ended 31 December 2025

	Property management services RMB'000	Value- added services RMB'000	Total RMB'000
Types of goods and services			
<i>Property management services</i>			
Lump sum basis	1,984,351	–	1,984,351
Commission basis	19,560	–	19,560
	2,003,911	–	2,003,911
<i>Value-added services</i>			
Online promotion services	–	12,629	12,629
Sales and rental assistance	–	42,245	42,245
Engineering services	–	3,348	3,348
Other value-added services	–	34,922	34,922
	–	93,144	93,144
	2,003,911	93,144	2,097,055
Timing of revenue recognition			
A point in time	–	9,485	9,485
Over time	2,003,911	83,659	2,087,570
	2,003,911	93,144	2,097,055





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

5. REVENUE FROM SERVICES *(Continued)*

(i) Disaggregation of revenue from contracts with customers *(Continued)*

For the year ended 31 December 2024

	Property management services (Represented) RMB'000	Value- added services RMB'000	Total (Represented) RMB'000
Types of goods and services			
<i>Property management services</i>			
Lump sum basis	1,813,708	–	1,813,708
Commission basis	40,563	–	40,563
	1,854,271	–	1,854,271
<i>Value-added services</i>			
Online promotion services	–	15,474	15,474
Sales and rental assistance	–	53,036	53,036
Engineering services	–	5,801	5,801
Other value-added services	–	22,739	22,739
	–	97,050	97,050
	1,854,271	97,050	1,951,321
Timing of revenue recognition			
A point in time	–	14,225	14,225
Over time	1,854,271	82,825	1,937,096
	1,854,271	97,050	1,951,321



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

5. REVENUE FROM SERVICES *(Continued)*

(ii) Performance obligations for contracts with customers

Property management services mainly includes property management services under lump sum basis, and commission basis. For property management services, the Group bills a fixed rate for services provided on a monthly/regular 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.

For property management services income from properties managed or pre-delivery services under lump sum basis, where the Group acts as principal and is primarily responsible for providing the property management services to the property owners or the property developers, who simultaneously receives and consumes the benefit provided by the Group's performance as the Group performs, the Group recognises the fee received or receivable from property owners as its revenue over time and all related property management costs as its cost of services.

For property management services income from properties managed under commission basis, the Group recognises the commission for providing the property management services to the property management offices of residential communities, which is calculated by certain percentage of the total property management fee charged to the property owners. As the property management offices of residential communities simultaneously receives and consumes the benefit provided by the Group's performance as the Group renders property management services, the Group recognises the fee received or receivables from property management offices of residential communities as its revenue over time and all related property management costs as its cost of services.

Value-added services mainly includes usage fees from online promotion services, sales and rental assistance, engineering services and other value-added services. The Group agrees the fixed rate for services with the customers upfront and issues the bill on a monthly/regular basis to the customers which varies based on the actual level of service completed in that month/period.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

5. REVENUE FROM SERVICES *(Continued)*

(ii) Performance obligations for contracts with customers *(Continued)*

For online promotion services, rental assistance services, as the customers simultaneously receive and consume the benefits provided by the Group's performance, thus the revenue is recognised over time when the performance obligations are satisfied. Payment of the transaction is due upon issuance of invoice when performance obligations are satisfied.

For sales services, the Group provides agency services to property developers. Agency commission is recognised at a point in time when a buyer and seller execute a legally binding agreement and performance obligations are satisfied. Payment of the transaction is due immediately when performance obligations are satisfied.

Engineering services mainly includes equipment installation services, repair and maintenance services and energy-saving services. For engineering services, the Group's performance creates or enhances an asset or work in progress that the customers control as the asset is created or enhanced, thus the Group satisfies a performance obligation and recognises revenue over time, by reference to completion of satisfaction of the performance obligation.

(iii) Transaction price allocated to the remaining performance obligation for contracts with customers

The transaction price allocated to the remaining performance obligations (unsatisfied or partially unsatisfied) as at 31 December 2025 and 2024 regarding property management services and engineering services is expected to recognise as revenue within one year.

6. SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the chief operating decision maker (the "CODM"). The CODM, who is responsible for allocating resources and assessing performance of the operating segment, has been identified as the executive directors of the Company.

During the years ended 31 December 2025 and 2024, the Group is principally engaged in the provision of property management services and related services in the PRC. Management reviews the operating results of the business as a single operating segment as the nature of services, the type of customers for services, the method used to provide their services and the nature of regulatory environment is same in different regions.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

6. SEGMENT INFORMATION *(Continued)*

Information about major customer

There were no sales to a single customer which amounted to 10% or more of the Group's revenue during the years ended 31 December 2025 and 2024.

Information about geographical areas

The principal operating entities of the Group are domiciled in the PRC and majority of revenue is derived in the PRC during the years ended 31 December 2025 and 2024.

As at 31 December 2025 and 2024, majority of the non-current assets of the Group were located in the PRC.

Revenue and results from major services

The Group is mainly engaged in provision of property management services and value-added services. The following table provides an analysis of the Group's revenue and results based on types of business:

	Property management services RMB'000	Value- added services RMB'000	Total RMB'000
Year ended 31 December 2025			
Revenue from major services	2,003,911	93,144	2,097,055
Profit from major services	184,619	8,581	193,200
	Property management services RMB'000	Value- added services RMB'000	Total RMB'000
Year ended 31 December 2024			
Revenue from major services	1,854,271	97,050	1,951,321
Profit from major services	157,647	8,251	165,898





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

7. OTHER INCOME, GAINS AND LOSSES

	2025 RMB'000	2024 (Restated) RMB'000
Other income		
Interest income from		
– loan receivables	7,000	7,499
– banks	5,699	5,095
– advance to staffs	23	109
Refund of value-added tax	241	34
Unconditional government grants	4,330	5,121
Others	1,432	3,087
	18,725	20,945
Other gains and losses		
Net loss on disposal/deregistration of subsidiaries	(816)	(27,268)
Gain (loss) on disposal of associates	78	(1,126)
Exchange (loss) gain	(1,629)	261
Compensation	(7,748)	(6,547)
Others	(2,834)	(228)
	(12,949)	(34,908)



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

8. IMPAIRMENT LOSSES UNDER EXPECTED CREDIT LOSS MODEL, NET OF REVERSAL

	2025 RMB'000	2024 RMB'000
Impairment loss recognised on		
– trade receivables (note 24)	(9,208)	(155)
– other receivables (note 24)	(17,334)	(12,853)
– contract assets (note 23)	(3,939)	(5,287)
– payments on behalf of residents (note 28)	(5,659)	(329)
– amounts due from related parties (note 37(b))	(11,248)	(2,997)
– loan receivables (note 25)	(48,483)	(38,154)
	(95,871)	(59,775)

Details of impairment assessment are set out in note 37(b).

9. FINANCE COSTS

	2025 RMB'000	2024 RMB'000
Interests on:		
– lease liabilities	(2,041)	(2,492)

10. INCOME TAX EXPENSE

	2025 RMB'000	2024 RMB'000
Current tax		
– Enterprise Income Tax (the “EIT”)	(43,598)	(27,117)
Deferred tax (note 26)		
– Credit to profit or loss	292	2,786
	(43,306)	(24,331)

No provision for Hong Kong Profits Tax has been made in the consolidated financial statements as the income of the Group neither arises in nor is derived from Hong Kong.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

10. INCOME TAX EXPENSE *(Continued)*

Under the law and regulation of PRC on EIT (the “EIT Law”), the tax rate of the PRC subsidiaries is 25% for both years, except for the exemption and preferential rate as disclosed in note (b) below.

Deferred tax has not been provided for in the consolidated financial statements in respect of the tax effect of temporary differences attributable to the accumulated undistributed earnings of the subsidiaries of the Company established in the PRC amounting to RMB2,398,270,000 (2024: RMB2,310,040,000) as the Company is able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future.

The income tax expense for the year can be reconciled to the profit before tax as follows:

	2025 RMB'000	2024 RMB'000
Profit before tax	84,550	60,453
Tax at the PRC EIT rate of 25% (2024: 25%)	21,138	15,113
Tax effect of expenses not deductible for tax purpose (note a)	2,045	1,748
Tax effect of non-taxable income	(7,570)	(13,449)
Tax effect of tax losses not recognised	10,236	25,602
Utilisation of tax loss previously not recognised	–	(9,018)
Tax effect of deductible temporary difference not recognised	24,525	15,376
Tax effect of share of results of associates	3	(138)
Tax effect of share of results of joint ventures	(234)	(706)
Tax effect of different tax rates of certain subsidiaries (note b)	(6,837)	(7,411)
Others	–	(2,786)
Income tax expense	43,306	24,331

Notes:

- (a) The expenses not deductible for tax purpose mainly represented professional fees incurred by offshore companies and welfare and entertainment expenses which exceed the tax deduction limits under the EIT Law.
- (b) The different tax rates mainly come from (i) a PRC company, which is registered in Shenzhen, enjoys the former three-year income tax exemptions and later three-year halves from the profit-making year of each contract, under the condition of annual registration as energy conservation and environmental protection enterprise at local tax bureau and (ii) certain PRC companies engage in the encouraged industries in the western region of the PRC, are entitled to the PRC income tax at a preferential rate of 15% for both the year ended 31 December 2025 and 2024.

For certain group entities engaged in property management services (the “PM Entities”), pursuant to the relevant local tax regulations in the PRC, the Group has elected to file combined tax return for the PM Entities incorporating assessable profit and tax losses attributable to the PM Entities as well as certain communities which are managed by the PM Entities under commission basis. As a result of such arrangement, the Group defers the payment of certain tax provision due to combining the tax losses of loss making communities.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

11. PROFIT FOR THE YEAR

	2025 RMB'000	2024 RMB'000
Profit for the year has been arrived at after charging:		
Directors' remuneration	4,753	5,400
Other staffs' salaries and other benefits	544,803	557,967
Retirement benefits scheme contributions	84,719	79,584
Total staff costs	634,275	642,951
Auditors' remuneration	2,800	4,800
Depreciation of property, plant and equipment (note 15)	31,968	21,937
Depreciation of right-of-use assets (note 16)	19,889	20,348

12. DIRECTORS', CHIEF EXECUTIVE'S AND EMPLOYEES' EMOLUMENTS

	2025 RMB'000	2024 RMB'000
Directors' fee	813	979
Other emoluments		
– salaries and other benefits	3,778	4,269
– retirement benefits scheme contributions	162	152
Total	4,753	5,400





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

12. DIRECTORS', CHIEF EXECUTIVE'S AND EMPLOYEES' EMOLUMENTS *(Continued)*

The emoluments of the directors and chief executive, disclosed pursuant to the applicable Listing Rules and CO, are as follows:

	Notes	Fees RMB'000	Salaries and other benefits RMB'000	Discretionary bonus RMB'000	Retirement benefits scheme contributions RMB'000	Share- based payments RMB'000	Total RMB'000
Year ended 31 December 2025							
Executive Directors							
Mr. Liu Hongcai		-	1,240	1,263	108	-	2,611
Ms. Yang Lan		-	743	532	54	-	1,329
		-	1,983	1,795	162	-	3,940
Non-executive Directors							
Mr. Zhu Jindong		329	-	-	-	-	329
Mr. Timothy David Gildner		-	-	-	-	-	-
Mr. Sha Feng	ii	-	-	-	-	-	-
Mr. Chen Wenjian	iii	-	-	-	-	-	-
		329	-	-	-	-	329
Independent non-executive Directors							
Mr. Lee Yan Fai		165	-	-	-	-	165
Mr. Li Xinhua	iv	61	-	-	-	-	61
Ms. Yu Shan		165	-	-	-	-	165
Mr. Zhang Raymond Yue	vi	93	-	-	-	-	93
		484	-	-	-	-	484
Total		813	1,983	1,795	162	-	4,753



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

12. DIRECTORS', CHIEF EXECUTIVE'S AND EMPLOYEES' EMOLUMENTS *(Continued)*

	Note	Fees RMB'000	Salaries and other benefits RMB'000	Discretionary bonus RMB'000	Retirement benefits scheme contributions RMB'000	Share- based payments RMB'000	Total RMB'000
Year ended 31 December 2024							
Executive Directors							
Mr. Liu Hongcai		-	1,069	1,885	100	-	3,054
Ms. Yang Lan		-	579	736	52	-	1,367
		-	1,648	2,621	152	-	4,421
Non-executive Directors							
Mr. Zhu Jindong		445	-	-	-	-	445
Mr. Timothy David Gildner		-	-	-	-	-	-
		445	-	-	-	-	445
Independent non-executive Directors							
Mr. Lee Yan Fai		166	-	-	-	-	166
Mr. Zhang Raymond Yue		236	-	-	-	-	236
Ms. Yu Shan	v	132	-	-	-	-	132
		534	-	-	-	-	534
Total		979	1,648	2,621	152	-	5,400





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

12. DIRECTORS', CHIEF EXECUTIVE'S AND EMPLOYEES' EMOLUMENTS *(Continued)*

Notes:

- i The discretionary bonus is determined by the Board of Directors based on the Group's performance for each financial year.
- ii Mr. Sha Feng was appointed as non-executive director on 17 April 2025.
- iii Mr. Chen Wenjian resigned on 31 March 2025.
- iv Mr. Li Xinhua was appointed as independent non-executive director on 15 August 2025.
- v Ms. Yu Shan was appointed as independent non-executive director on 15 March 2024.
- vi Mr. Zhang Raymond Yue resigned on 4 June 2025.

The executive directors' emoluments shown above were paid for their services in connection with the management of the affairs of the Company and the Group.

The non-executive directors' emoluments shown above were paid for their services as directors of the Company and its subsidiaries.

The independent non-executive directors' emoluments shown above were for their services as directors of the Company.

Mr. Zhu Jindong was the chief executive of the Company, and his emoluments disclosed above include those for services rendered by him as chief executive.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

12. DIRECTORS', CHIEF EXECUTIVE'S AND EMPLOYEES' EMOLUMENTS *(Continued)*

The five highest paid individuals of the Group included 2 directors (2024: 2 directors) for the year ended 31 December 2025. Details of their emoluments are set out above. The emoluments of the remaining 3 (2024: 3) of the five highest paid individuals is as follows:

	2025 RMB'000	2024 RMB'000
Employees		
– salaries and other benefits	3,233	3,574
– retirement benefits scheme contributions	220	208
	3,453	3,782

Their emoluments were within the following band:

	2025 Number of employees	2024 Number of employees
HKD1,000,001 to HKD1,500,000	3	2
HKD1,500,001 to HKD2,000,000	–	1

During the years ended 31 December 2025 and 2024, no emoluments were paid by the Group to any of the directors of the Company or the five highest paid individuals (including directors and employees) as an inducement to join or upon joining the Group or as compensation for loss of office.

In addition, no directors waived any emoluments during the years ended 31 December 2025 and 2024.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

13. DIVIDENDS

No dividend was declared and paid during the year ended 31 December 2025 (2024: Nil).

The directors of the Company did not recommend the payment of a final dividend for the year ended 31 December 2025 (2024: Nil).

14. EARNINGS PER SHARE

The calculation of the basic and diluted earnings per share attributable to owners of the Company is based on the following data:

	2025	2024 (Restated)
Earnings (RMB'000)		
Earning for the purposes of basic and diluted earnings per share (profit for the year attributable to owners of the Company)	23,987	18,953
Number of shares ('000)		
Weighted average number of ordinary shares for the purpose of basic and diluted earnings per share	1,773,824	1,492,857

For the years ended 31 December 2025 and 2024, the computation of diluted earnings per share does not assume the exercise of certain share options granted by the Company as the exercise prices of the respective options were higher than the average market price per share.

The number of ordinary shares as at 31 December 2024 has been restated for the effect of the rights issue as set out in note 33.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

15. PROPERTY, PLANT AND EQUIPMENT

	Leasehold land and buildings	Leasehold improvement	Furniture, fixtures and equipment	Motor vehicles	Total
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
COST					
At 1 January 2024	3,332	93,626	225,354	4,283	326,595
Additions	25	26,845	7,380	169	34,419
Acquisition of subsidiaries	-	4,678	2,454	-	7,132
Disposals	(9)	(439)	(257)	(5)	(710)
At 31 December 2024	3,348	124,710	234,931	4,447	367,436
Additions	22	37,087	4,716	942	42,767
Disposals	-	-	(139)	(2)	(141)
At 31 December 2025	3,370	161,797	239,508	5,387	410,062
ACCUMULATED DEPRECIATION					
At 1 January 2024	2,137	70,921	206,908	3,689	283,655
Provided for the year	154	18,193	3,487	103	21,937
Acquisition of subsidiaries	-	-	2,007	-	2,007
Eliminated on disposals	-	(46)	(224)	(5)	(275)
At 31 December 2024	2,291	89,068	212,178	3,787	307,324
Provided for the year	156	27,727	3,778	307	31,968
Eliminated on disposals	-	-	(81)	(2)	(83)
At 31 December 2025	2,447	116,795	215,875	4,092	339,209
CARRYING VALUES					
At 31 December 2025	923	45,002	23,633	1,295	70,853
At 31 December 2024	1,057	35,642	22,753	660	60,112

The above items of property, plant and equipment less their residual values are depreciated on a straight-line basis over the following period:

Leasehold land and buildings	Over the shorter of the term of lease or 50 years
Leasehold improvement	Over the shorter of the term of lease or 3-10 years
Furniture, fixtures and equipment	3-5 years
Motor vehicles	5-10 years





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

16. RIGHT-OF-USE ASSETS

	Office premises and apartments	
	RMB'000	
As at 31 December 2025		
Carrying amount		176,308
As at 31 December 2024		
Carrying amount		196,197
For the year ended 31 December 2025		
Depreciation charge		19,889
For the year ended 31 December 2024		
Depreciation charge		20,348
	2025	2024
	RMB'000	RMB'000
Expense relating to short-term leases	712	114
Expense relating to leases of low-value assets, excluding short-term leases	414	706
Total cash outflow for leases	13,122	12,828
Acquisition of subsidiaries	–	8,257
Additions to right-of-use assets	–	1,179

For both years, the Group leases office premises for its operations. Lease contracts are entered into for fixed term of 2 years to 20 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. In determining the lease term and assessing the length of the non-cancellable period, the Group applies the definition of a contract and determines the period for which the contract is enforceable.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

16. RIGHT-OF-USE ASSETS *(Continued)*

The Group has no extension and/or termination options in a number of leases for office premises and apartments. These are used to maximise operational flexibility in terms of managing the assets used in the Group's operations. The majority of extension and termination options held are exercisable only with consent of the Group and the respective lessors. As the Group has no enforceable rights and obligations to extend or terminate the leases, therefore, the Group has not considered those periods beyond the initial non-cancellable period and has not considered the early termination option in the non-cancellable period in the assessment of lease terms.

The above items of right-of-use are depreciated on a straight-line basis over the following period:

Office premises and apartments	2-20 years
--------------------------------	------------

17. INVESTMENT PROPERTIES

	RMB'000
At 1 January 2024	19,561
Additions	417
Disposals	(352)
Net change in fair value recognised in profit or loss	(1,878)
<hr/>	
At 31 December 2024	17,748
Net change in fair value recognised in profit or loss	(1,262)
<hr/>	
At 31 December 2025	16,486

The fair values of the Group's completed investment properties at 31 December 2025 and 2024 have been arrived at on the basis of valuations carried out on those dates by Jones Lang LaSalle Corporate Appraisal and Advisory Limited, respectively, being independent qualified professional valuer not connected with the Group which have appropriate qualification and relevant experiences in valuation of similar properties in the relevant locations. The valuations of completed investment properties were arrived at by reference to market evidence of transaction prices for similar properties in the similar locations and conditions, where appropriate. In estimating the fair value of the properties, the highest and best use of the properties is their current use.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

17. INVESTMENT PROPERTIES *(Continued)*

The investment properties are not held within a business model whose objective is to consume substantially all of the economic benefits embodied in the investment properties over time and therefore the presumption to recover entirely through sale is not rebutted. The Group has recognised deferred taxation on fair value changes in investment properties taking into account the land appreciation tax upon disposal.

All of the Group's property interests held under operating leases to earn rentals or for capital appreciation purposes are measured using the fair value model and are classified and accounted for as investment properties.

The fair values of these investment properties as at 31 December 2025 and 2024 are determined by direct comparison method which is based on market observable transaction of similar properties and adjusted to reflect the condition of the subject property and differences in location.

The following table gives information about how the fair values of these investment properties as at 31 December 2025 and 2024 are determined (in particular, the valuation techniques and inputs used), as well as the fair value hierarchy into which the fair value measurements are categorised into level 3 based on the degree to which the inputs to the fair value measurements is observable.

Investment properties held by the Group	Fair value as at 31 December 2025 RMB'000	Location	Fair value hierarchy	Valuation techniques and key inputs	Significant observable/unobservable inputs	Sensitivity
Investment properties	16,486	Huizhou, Tianjin, Chengdu, Jingzhou and Jiujiang	Level 3	Direct comparison method – based on market observable transactions of similar properties and adjusted to reflect the conditions and locations of the subject property.	Market unit sales price (RMB/sqm): 3,900-16,900 Adjustment made to account for differences in location: 1% – 5%	significant increase/decrease in market unit sales rate would result in significant increase/decrease in fair value. significant increase/decrease in adjustment would result in significant decrease/increase in fair value.

Investment properties held by the Group	Fair value as at 31 December 2024 RMB'000	Location	Fair value hierarchy	Valuation techniques and key inputs	Significant observable/unobservable inputs	Sensitivity
Investment properties	17,748	Huizhou, Tianjin, Chengdu, Jingzhou and Jiujiang	Level 3	Direct comparison method – based on market observable transactions of similar properties and adjusted to reflect the conditions and locations of the subject property.	Market unit sales price (RMB/sqm): 4,100 – 19,100 Adjustment made to account for differences in location: 1% – 8%	significant increase/decrease in market unit sales rate would result in significant increase/decrease in fair value. significant increase/decrease in adjustment would result in significant decrease/increase in fair value.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

18. INTERESTS IN ASSOCIATES

	2025 RMB'000	2024 RMB'000
Cost of investments, unlisted	35,180	38,515
Share of post-acquisition results, net of dividends received	2,184	3,395
	37,364	41,910

Particulars of the Group's interests in principal associates at the end of the reporting period are as follows:

Name of entities	Place of incorporation/ establishment	Place of operation	Equity interest attributable to the Group		Proportion of voting power held by the Group		Principal activities
			2025	2024	2025	2024	
Qingdao Haihui Wanjia City Services Co., Ltd.* ("Qingdao Haihui") (note d)	PRC	PRC	10%	10%	10%	10%	Property management in the PRC

	2025 RMB'000	2024 RMB'000
Current assets	60,786	54,503
Non-current assets	3,900	5,854
Current liabilities	56,939	55,173
Non-current liabilities	266	3,599
Revenue	58,583	53,312
Profit (loss) and total comprehensive income (expense) for the year	5,896	(18,759)

Notes:

- During the year ended 31 December 2025, the Group made total investment of RMB490,000 (2024: RMB2,450,000) to establish and acquire certain associates. The associates mainly act as investment holdings companies and invest in community-related services.
- During the year ended 31 December 2025, the Group has disposed of its interests in certain associates to independent third parties at a total consideration of RMB4,826,000, with insignificant loss recognised in the consolidated statement of profit or loss and other comprehensive income.
- During the year ended 31 December 2025, dividend amounting to RMB300,000 (2024: nil) was received from associates.
- Pursuant to the shareholders' agreement, the Group has 10% voting right at the shareholders' meeting and the board of directors of Qingdao Haihui, the governing body which directs the relevant activities that significantly affect the returns, consists of seven directors of which the Group and other two shareholders can appoint two directors, four directors and one director, respectively. The approval of relevant activities require a simple majority of directors' votes, therefore, Qingdao Haihui is accounted for as an associate of the Group.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

18. INTERESTS IN ASSOCIATES *(Continued)*

Summarised financial information in respect of the Group's associates prepared in accordance with HKFRS Accounting Standard which is immaterial is set out below:

	2025 RMB'000	2024 RMB'000
Information of the associates that is not material:		
The Group's share of (loss) profit and other comprehensive (expenses) income	(578)	1,323

19. INTERESTS IN JOINT VENTURES

	2025 RMB'000	2024 RMB'000
Cost of investments, unlisted	100,121	100,121
Share of post-acquisition results, net of dividends received	(17,832)	(16,896)
	82,289	83,225

Particulars of the Group's interests in principal joint ventures at the reporting dates are as follows:

Name of entities	Place of incorporation/ establishment	Place of operation	Equity interest attributable to the Group		Proportion of voting power held by the Group		Principal activities
			2025	2024	2025	2024	
Shenzhen Yixuan Technology Co., Ltd. ("Shenzhen Yixuan")(note a)	PRC	PRC	46%	46%	46%	46%	Provision of parking services
					Shenzhen Yixuan		
					2025 RMB'000	2024 RMB'000	
Current assets					221,355	273,407	
Non-current assets					304,852	308,737	
Current liabilities					461,909	515,348	
Non-current liabilities					-	-	
Revenue					3,826	4,356	
Loss and total comprehensive expense for the year					(2,498)	(5,832)	



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

19. INTERESTS IN JOINT VENTURES *(Continued)*

Notes:

Pursuant to the amended shareholder's agreement, the Group has 46% voting right at the shareholder's meeting of Shenzhen Yixuan, the governing body which directs the relevant activities that significantly affect the returns of Shenzhen Yixuan. Other than the Group, Shenzhen Yixuan has another two shareholders, which hold the 44% and 10% equity interests in Shenzhen Yixuan, respectively. The approval of relevant activities require two-third of the voting power in the shareholders' meeting, therefore, Shenzhen Yixuan is jointly controlled by the Group and the 44% shareholder Shenzhen Yixuan Technology Co., Ltd.

Summarised financial information in respect of the Group's joint ventures prepared in accordance with HKFRS Accounting Standard which is immaterial is set out below:

	2025 RMB'000	2024 RMB'000
Information of the joint ventures that is not material:		
The Group's share of profit (loss) and other comprehensive income (expenses)	213	(30,082)

20. EQUITY INSTRUMENTS DESIGNATED AT FVTOCI

	Note	2025 RMB'000	2024 RMB'000
Unlisted equity investments	(a)	14,256	13,566

Note:

- (a) These unlisted equity securities represented the investments in certain private entities, which represented the equity interests ranging from 1% to 20% in the investees as at 31 December 2025 and 2024. The investees are mainly engaged in property management services. These investments are not regarded as associate or joint venture of the Group because the Group has no right to appoint directors under such investment arrangements. Details of the fair value measurement of the investments are set out in note 37(c).





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

21. GOODWILL

	RMB'000
COST	
At 1 January 2024	907,814
Acquisition of subsidiaries (note a)	2,541
Disposal/deregistration of subsidiaries	(29,141)
At 31 December 2024	881,214
Disposal/deregistration of subsidiaries	(1,299)
At 31 December 2025	879,915
ACCUMULATED IMPAIRMENT	
At 1 January 2024, 31 December 2024 and 31 December 2025	870
CARRYING VALUES	
At 31 December 2025	879,045
At 31 December 2024	880,344

Notes:

- (a) During the year ended 31 December 2024, the Group acquired a subsidiary, which engages in property management services in PRC, at a total consideration of RMB1, after consideration of the insignificant net assets acquired, goodwill amounting to approximately RMB2,541,000 was arose on the aforesaid acquisitions.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

21. GOODWILL *(Continued)*

For the purpose of impairment testing, goodwill above has been allocated to certain groups of cash-generating units ("CGU"), comprising Shenzhen region, Southern China, Eastern China, Southwestern China, Northwestern China, Northeastern China, Northern China and Central China. As at 31 December 2025 and 2024, the carrying amounts of goodwill (net of accumulated impairment losses) allocated to these groups of CGU are as follows:

	2025	2024
	RMB'000	RMB'000
Shenzhen region	9,707	9,707
Southern China	199,331	199,331
Eastern China	275,791	277,090
Southwestern China	248,512	248,512
Northwestern China	13,827	13,827
Northeastern China	3,512	3,512
Northern China	71,099	71,099
Central China	57,266	57,266
	879,045	880,344

During the years ended 31 December 2025 and 2024, the management of the Group determined that there is no impairment of any of these groups of CGU containing goodwill arising from the acquisition of businesses and/or business combination under non-common control.

The recoverable amounts of the above groups of CGU have been determined based on a value-in-use calculation. The calculation uses cash flow projection based on financial budgets approved by the management covering a five-year period, growth rates in revenue, estimated gross profit, estimated profit before tax and discount rates as at 31 December 2025 and 2024.

Cash flow projections during the budget period for the groups of CGU are based on the management's key estimation of future cash flows including the growth rates in revenue, estimated gross profit, estimated profit before tax and discount rates.

The discount rates reflect specific risks relating to the relevant group of CGU. The growth rates within the five-year period have been based on past experience and management's expectation of market development. The cash flows beyond the five-year period are extrapolated using zero growth rate.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

21. GOODWILL *(Continued)*

	2025	2024
Discount rates	13.6%	14.6%
Growth rate within the five-year period	2%-5%	2%-8%

The management of the Group believes that any reasonably possible change in the key estimation of the value-in-use calculation would not cause the carrying amounts to exceed its recoverable amounts.

22. INTANGIBLE ASSETS

	Property management contracts and customers' relationship RMB'000
COST	
At 1 January 2024, 31 December 2024 and 2025	168,686
AMORTISATION	
At 1 January 2024, 31 December 2024 and 2025	168,686
CARRYING AMOUNT	
At 31 December 2024 and 2025	–



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

23. CONTRACT ASSETS

	2025 RMB'000	2024 RMB'000
Unbilled revenue of equipment installation services	57,492	61,514
Less: allowance for credit losses	(40,000)	(36,061)
	17,492	25,453

As at 1 January 2024, contract assets amounted to RMB32,328,000.

Contract assets mainly represent unbilled revenue of equipment installation services. The unbilled revenue of equipment installation services relate to the installation of energy-saving lighting systems for the communities managed by the Group. The Group allows the customers to settle the installation fee over a 48-month interest-free period. According to the agreements between the Group and the customers, the energy-saving systems are installed in these residential communities and the Group would bill the residential communities at the end of each month over the 48-month period. Upon the rights to consideration for the equipment installation services become unconditional, the amounts are transferred out of contract assets to trade receivables.

Movements of allowance for credit losses

	Lifetime ECL (not credit- impaired) RMB'000	Lifetime ECL (credit- impaired) RMB'000	Total RMB'000
Balance at 1 January 2024	10,680	20,094	30,774
Impairment loss, net of reversal	5,287	–	5,287
Transfer to credit-impaired	(5)	5	–
Balance at 31 December 2024	15,962	20,099	36,061
Impairment loss, net of reversal	3,939	–	3,939
Transfer to credit-impaired	(10,035)	10,035	–
Balance at 31 December 2025	9,866	30,134	40,000

Details of the impairment assessment are set out in note 37(b).





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

24. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS

	2025 RMB'000	2024 RMB'000
Trade receivables	946,585	933,882
Less: allowance for credit losses	(169,123)	(185,360)
	777,462	748,522
Other receivables and prepayments:		
Refundable deposits	994,157	958,420
Advances to staffs	81,611	90,404
Prepayments to suppliers	415,148	310,623
Consideration receivables for disposal of subsidiaries and other equity investments	95,546	97,159
Receivables for residential and commercial units rental assistance services on behalf of customers	75,969	79,828
Others	161,625	169,058
	1,824,056	1,705,492
Less: allowance for credit losses	(187,022)	(169,688)
	1,637,034	1,535,804
	2,414,496	2,284,326
Classified as:		
Non-current		
Other receivables	4,935	5,482
Current		
Trade receivables	777,462	748,522
Other receivables and prepayments	1,632,099	1,530,322
	2,409,561	2,278,844
	2,414,496	2,284,326



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

24. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS *(Continued)*

Trade receivables are mainly arisen from property management services income from communities under lump sum basis, value-added services income and engineering services income.

Revenue from property management services from communities under lump sum basis are due for payment by property owners upon the issue of demand note, the receiving pattern is normally within 30 days to 1 year after the issue of demand notes to the residents.

Revenue from value-added services are received in accordance with the terms of the relevant service agreements, normally within 30 to 90 days from the issue of demand note.

Revenue from engineering services are received in accordance with the terms of relevant service agreements, normally within 30 to 90 days from the issue of payment requests.

The following is an aging analysis of trade receivables net of allowance for credit losses presented based on the invoice date or date of demand note at the end of the reporting period, which the invoice date or the date of demand note represented the payment due date:

	2025	2024
	RMB'000	RMB'000
0-30 days	158,110	149,984
31-90 days	116,050	118,570
91-180 days	158,144	146,846
181-365 days	202,387	176,282
Over 1 year	142,771	156,840
	777,462	748,522

The Group does not hold any collateral over these balances as at 31 December 2025 and 2024.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

24. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS *(Continued)*

Movements of allowance for credit losses in relation to trade receivables

	Lifetime ECL (not credit impaired) RMB'000	Lifetime ECL (credit- impaired) RMB'000	Total RMB'000
Balance at 1 January 2024	3,742	202,772	206,514
Impairment loss, net of reversal	678	(523)	155
Amounts written off	–	(21,309)	(21,309)
Balance at 31 December 2024	4,420	180,940	185,360
Impairment loss, net of reversal	(36)	9,244	9,208
Amounts written off	–	(25,445)	(25,445)
Balance at 31 December 2025	4,384	164,739	169,123

The Group writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery or when the trade receivables are over two years past due, whichever occurs earlier.

Movements of allowance for credit losses in relation to other receivables

	2025 RMB'000	2024 RMB'000
Balance at the beginning of the year	(169,688)	(156,835)
Impairment loss, net of reversal	(17,334)	(12,853)
Balance at the end of the year	(187,022)	(169,688)

Details of the impairment assessment are set out in note 37(b).



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

25. LOAN RECEIVABLES

	Note	2025 RMB'000	2024 RMB'000
Fixed-rate loans provided to			
– online platform and community-related service companies	(a)	194,737	194,737
Less: allowance for credit losses		(139,435)	(90,952)
		55,302	103,785

Notes:

- (a) As at 31 December 2025, the Group has entered into loan agreements with certain independent third parties, which engages in provision of online platform and community-related services, regarding the fund provision of RMB194,737,000 (2024: RMB194,737,000). The loans carry interests ranging from 5% to 15% per annum and will mature in one year and are classified as current assets.

Movements of allowance for credit losses under lifetime ECL in relation to loan receivables

	Lifetime ECL (credit- impaired) RMB'000
Balance at 1 January 2024	52,798
Impairment loss, net of reversal	38,154
Balance at 31 December 2024	90,952
Impairment loss, net of reversal	48,483
Balance at 31 December 2025	139,435

Details of the impairment assessment are set out in note 37(b).





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

26. DEFERRED TAXATION

The following are the major deferred tax assets (liabilities) recognised and movements thereon during the years ended 31 December 2025 and 2024:

	Allowance for credit losses	Temporary difference on contract assets and others	Fair value adjustments of properties	Fair value adjustments of equity instrument designated at FVTOCI	Total
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
At 1 January 2024	121,739	13,839	(5,034)	(1,371)	129,173
Credit to profit or loss	1,046	1,270	470	–	2,786
Charge to other comprehensive income	–	–	–	(71)	(71)
At 31 December 2024	122,785	15,109	(4,564)	(1,442)	131,888
Credit to profit or loss	(5,839)	5,816	315	–	292
Charge to other comprehensive income	–	–	–	(173)	(173)
At 31 December 2025	116,946	20,925	(4,249)	(1,615)	132,007

For the purpose of presentation in the consolidated financial statements, certain deferred tax assets and liabilities have been offset. The following is the analysis of the deferred tax balance for financial reporting purposes:

	2025 RMB'000	2024 RMB'000
Deferred tax assets	132,541	132,354
Deferred tax liabilities	(534)	(466)
	132,007	131,888

The Group had unutilised tax losses of RMB199,788,000 (2024: RMB194,896,000). No deferred tax asset has been recognised in respect of these tax losses due to the unpredictability of future profits streams. The unrecognised tax losses will expire by year 2026-2030.

The Group had deductible temporary difference of RMB1,154,432,000 (2024: RMB1,105,584,000). A deferred tax asset has been recognised in respect of RMB491,888,000 (2024: RMB491,140,000). No deferred tax asset has been recognised for the remaining amounts of RMB662,544,000 (2024: RMB564,444,000), as it is not probable that taxable profit will be available against which the deductible temporary differences can be utilised.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

27. DEPOSITS PAID FOR POTENTIAL ACQUISITION OF SUBSIDIARIES

As at 31 December 2025, the Group has made deposits of RMB120,725,000 (2024: RMB123,475,000) in relation to the proposed acquisition of business through acquisition of certain property management companies from independent third parties. Pursuant to the sale and purchase agreements, in case the aforesaid acquisition is not completed, the deposit would be fully refunded to the Group by the vendors.

28. PAYMENTS/RECEIPTS ON BEHALF OF RESIDENTS

	Notes	2025 RMB'000	2024 RMB'000
Payments on behalf of residents	(a)		
– under commission basis	(c)	1,110,187	1,160,759
– under lump sum basis	(d)	63,140	66,564
– under consultancy services arrangements	(e)	295	295
		1,173,622	1,227,618
Less: allowance for credit losses		(412,593)	(406,934)
		761,029	820,684
Receipts on behalf of residents	(b)		
– under commission basis	(c)	35,072	35,423
– under lump sum basis	(d)	8,268	12,299
		43,340	47,722

Notes:

- (a) The balances represent the current accounts with the property management offices of communities, which are the representatives of the residents of communities, managed by the Group. These property management offices of communities usually have no separate bank accounts because these property management offices have no separate legal identity. For the daily management of these property management offices of the communities, all transactions of these property management offices, including the collection of property management fees and the settlement of daily expenditures, were settled through the treasury function of the group entities.
- (b) The balances represent the current accounts with individual residents of the communities managed by the Group.
- (c) The balances represent the current accounts with the property management companies under commission basis services arrangement, including provision of treasury function by the Group for their management of the communities.
- (d) A net receivable balance represents expenditures paid by the Group on behalf of the community, individual residents or property management companies in excess of the property management fees/reimbursements collected from the residents of that community. A net payable balance represents property management fee/reimbursements collected from residents of the community in excess of the expenditures paid by the Group on behalf of the community, individual residents or property management companies.
- (e) The balances represent the current accounts with the property management companies under consultancy services management, including provision of treasury function by the Group for their management of the communities.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

28. PAYMENTS/RECEIPTS ON BEHALF OF RESIDENTS *(Continued)*

Movements of allowance for credit losses under lifetime ECL in relation to payments on behalf of residents

	Lifetime ECL (not credit impaired)	Lifetime ECL (credit- impaired)	Total
	RMB'000	RMB'000	RMB'000
Balance at 1 January 2024	9,015	397,590	406,605
Impairment loss, net of reversal	2,848	(2,519)	329
Transfer to credit-impaired	(403)	403	–
Balance at 31 December 2024	11,460	395,474	406,934
Impairment loss, net of reversal	(1,127)	6,786	5,659
Transfer to credit-impaired	(930)	930	–
Balance at 31 December 2025	9,403	403,190	412,593

The Group writes off payments on behalf of residents for a community when there is information indicating that the community is in severe financial difficulty and there is no realistic prospect of recovery.

Details of the impairment assessment are set out in note 37(b).

29. RESTRICTED BANK DEPOSITS AND BANK BALANCES AND CASH

For both the year ended 31 December 2025 and 2024, the Group's pledged bank deposits and bank balances carry interest at rates which range from 0.05% to 1.35% (2024: from 0.10% to 1.35%) per annum, respectively.

At 31 December 2025, the restricted bank balances represented the balance of RMB32,965,000 (2024: RMB55,084,000) which was frozen under court notice in relation to the unfinished legal proceedings.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

30. TRADE AND OTHER PAYABLES AND ACCRUALS

	2025 RMB'000	2024 RMB'000
Trade payables	493,412	500,012
Other payables and accruals:		
Deposits received	64,383	45,580
Accrued staff costs	128,929	128,097
Provision for social insurance contributions	20,505	20,031
Other tax payable	10,210	9,777
Other payables and accruals	29,807	13,679
	253,834	217,164
Total	747,246	717,176

The credit period granted by suppliers to the Group ranges from 30 to 180 days. The following is an aging analysis of trade payables presented based on the invoice date at the end of each reporting period:

	2025 RMB'000	2024 RMB'000
0-60 days	208,441	240,934
61-180 days	179,256	165,423
181-365 days	90,877	81,005
Over 1 year	14,838	12,650
	493,412	500,012





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

31. CONTRACT LIABILITIES

	2025 RMB'000	2024 RMB'000
Advances from customers:		
Property management services	362,033	326,645
Engineering services	8,544	10,246
	370,577	336,891

As at 1 January 2024, contract liabilities amounted to RMB253,342,000.

The following table shows how much of the revenue recognised in the both reporting periods relates to carried-forward contract liabilities.

	Property management services RMB'000	Engineering services RMB'000	Total RMB'000
Revenue recognised that was included in the contract liabilities at the beginning of the year ended 31 December 2025	326,645	10,246	336,891

	Property management services RMB'000	Engineering services RMB'000	Total RMB'000
Revenue recognised that was included in the contract liabilities at the beginning of the year ended 31 December 2024	249,366	3,976	253,342

Typical payment terms which impact on the amount of contract liabilities recognised are as follows:

When the Group receives the monthly property management services fee from customers in advance, it will give rise to contract liabilities, until the revenue recognised on the relevant contract upon provision of property management services, which are expected to be completed within one year from the date of advance payment made by customers.

When the Group receives a deposit before equipment installation commences, this will give rise to contract liabilities at the start of a contract, until the revenue recognised on the relevant contract exceeds the amount of the deposit, which are expected to be completed within two year from the date of advance payment made by customers.

The Group has applied the practical expedient in HKFRS 15 and has not considered the financing component of contracts within services are expected to be rendered within one year from the date of payment made by customers.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

32. LEASE LIABILITIES

	2025 RMB'000	2024 RMB'000
Lease liabilities payable:		
Within one year	5,009	9,416
More than one year but not more than two years	3,270	5,255
More than two years but not more than five years	10,066	10,558
More than five years	873	3,945
	19,218	29,174
Less: Amount due for settlement within one year shown under current liabilities	(5,009)	(9,416)
Amount due for settlement after one year shown under non-current liabilities	14,209	19,758

33. SHARE CAPITAL

	Number of shares '000	Amount HK\$'000
Ordinary shares of HKD0.1 each		
Authorised:		
At 1 January 2024, 31 December 2024 and 2025	50,000,000	5,000,000
Issued and fully paid:		
At 1 January 2024 and 2025	1,487,526	148,753
Rights issue (<i>note</i>)	371,881	37,188
At 31 December 2025	1,859,407	185,941

Note: During the year ended 31 December 2025, the rights shares were allotted to qualified shareholders on the basis of one rights share for every four existing shares. 371,881,438 new rights shares were issued at a price of HK\$0.165 per share, raising approximately HK\$61,360,000 (equivalent to approximately RMB55,785,000, after deducting the issuance cost). The new shares were listed on the Stock Exchange on 26 March 2025. The fund raised in excess of the par value of the new shares (net of issuance cost) was credited to share premium.

	Amount RMB'000
Shown in the consolidated statement of financial position:	
At 31 December 2025	155,070
At 31 December 2024	120,750





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

34. SHARE OPTION SCHEMES

The Company's share option scheme (the "Colour Life's Scheme") was adopted pursuant to a resolution passed on 11 June 2014 for the primary purposes of providing incentives to directors of the Company, certain employees of the Group and non-controlling shareholders of certain subsidiaries ("Eligible Persons"). Under the Colour Life's Scheme, the Board of Directors of the Company is authorised to grant options at a consideration of HKD1 per option to the Eligible Persons to subscribe for shares in the Company.

The maximum number of shares which may be issued upon exercise of all options to be granted under the Colour Life's Scheme ("Colour Life's Options") and any other share option schemes of the Company shall not, in the absence of shareholders' approval, in aggregate exceed 10% of the shares of the Company in issue at any point in time. Colour Life's Options granted to a substantial shareholder or an independent non-executive director in excess of 0.1% of the Company's share capital or with a value in excess of HKD5 million must be approved in advance by the Company's shareholders.

The exercisable period of an option is determined by the directors at their discretion. The expiry date of the option may be determined by the Board of Directors of the Company which shall not be later than the expiry day of the Colour Life's Scheme.

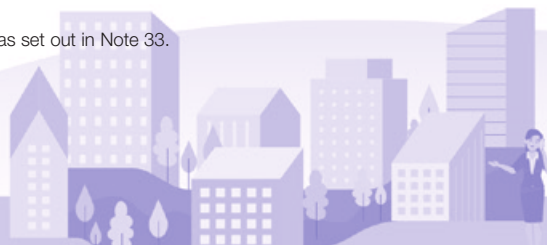
The exercise price is determined by the directors of the Company, and will not be less than the greater of: (i) the closing price of the Company on the offer date; (ii) the average of the closing price of the Company's shares for the five trading days immediately preceding the offer of the options and (iii) the nominal value per share of the Company.

As at 31 December 2025, the total number of shares to be issued upon the exercise of all options granted under the Colour Life's Scheme is 26,376,000 (2024: 34,960,000) of HKD0.1 each, representing 1.42% (2024: 2.35%) of the issued share capital of the Company.

Details of the share options granted under the Colour Life's Scheme is as follows:

Category of grantees	Date of grant	Exercise price per share (note)	Vesting period	Exercisable period
Directors	30 April 2015	HKD10.97	30/4/2015-29/4/2016	30/4/2016-29/4/2025
			30/4/2015-29/4/2017	30/4/2017-29/4/2025
			30/4/2015-29/4/2018	30/4/2018-29/4/2025
	18 March 2016	HKD5.75	18/3/2016-17/3/2017	18/3/2017-17/3/2026
			18/3/2016-17/3/2018	18/3/2018-17/3/2026
			18/3/2016-17/3/2019	18/3/2019-17/3/2026
	27 November 2018	HKD4.10	27/11/2018-26/11/2019	27/11/2019-26/11/2028
			27/11/2018-26/11/2020	27/11/2020-26/11/2028
			27/11/2018-26/11/2021	27/11/2021-26/11/2028
Employees and non-controlling shareholders of certain subsidiaries	30 April 2015	HKD10.97	30/4/2015-29/4/2016	30/4/2016-29/4/2025
			30/4/2015-29/4/2017	30/4/2017-29/4/2025
			30/4/2015-29/4/2018	30/4/2018-29/4/2025
	18 March 2016	HKD5.75	18/3/2016-17/3/2017	18/3/2017-17/3/2026
			18/3/2016-17/3/2018	18/3/2018-17/3/2026
			18/3/2016-17/3/2019	18/3/2019-17/3/2026
	27 November 2018	HKD4.10	27/11/2018-26/11/2019	27/11/2019-26/11/2028
			27/11/2018-26/11/2020	27/11/2020-26/11/2028
			27/11/2018-26/11/2021	27/11/2021-26/11/2028

Note: The exercise price of share option has been adjusted for the effect of the rights issue as set out in Note 33.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

34. SHARE OPTION SCHEMES (Continued)

The following table discloses movements of the Company's share options held by directors of the company, employees of the Group and non-controlling shareholders of certain subsidiaries during the years ended 31 December 2025 and 2024:

Category of grantees	Date of grant	Vesting period	Outstanding at 1 January 2024	Lapsed during the year	Cancelled during the year	Outstanding at 31 December 2024	Share issues during the year	Lapsed during the year	Cancelled during the year	Outstanding at 31 December 2025	
			'000	'000	'000	'000	'000	'000	'000	'000	
Directors	29 September 2014	29/9/2014-28/9/2015	471	-	(471)	-	-	-	-	-	
		29/9/2014-28/9/2016	472	-	(472)	-	-	-	-	-	
		29/9/2014-28/9/2017	265	-	(265)	-	-	-	-	-	
	30 April 2015	30/4/2015-29/4/2016	49	-	-	49	-	-	-	(49)	-
		30/4/2015-29/4/2017	49	-	-	49	-	-	-	(49)	-
		30/4/2015-29/4/2018	70	-	-	70	-	-	-	(70)	-
	18 March 2016	18/3/2016-17/3/2017	41	-	-	41	-*	-	-	-	41
		18/3/2016-17/3/2018	40	-	-	40	-*	-	-	-	40
		18/3/2016-17/3/2019	41	-	-	41	-*	-	-	-	41
	27 November 2018	27/11/2018-26/11/2019	746	-	-	746	2	-	-	-	748
		27/11/2018-26/11/2020	745	-	-	745	2	-	-	-	747
		27/11/2018-26/11/2021	776	-	-	776	2	-	-	-	778
			3,765	-	(1,208)	2,557	6	-	(168)	2,395	
Employees and non-controlling shareholders of certain subsidiaries	29 September 2014	N/A	839	-	(839)	-	-	-	-	-	
		29/9/2014-28/9/2015	3,359	-	(3,359)	-	-	-	-	-	
		29/9/2014-28/9/2016	3,359	-	(3,359)	-	-	-	-	-	
	30 April 2015	29/9/2014-28/9/2017	1,672	-	(1,672)	-	-	-	-	-	-
		30/4/2015-29/4/2016	2,857	(30)	-	2,827	7	-	-	(2,834)	-
		30/4/2015-29/4/2017	2,856	(30)	-	2,826	7	-	-	(2,833)	-
	18 March 2016	30/4/2015-29/4/2018	2,856	(30)	-	2,826	7	-	-	(2,833)	-
		18/3/2016-17/3/2017	3,126	(15)	-	3,111	7	-	-	-	3,118
		18/3/2016-17/3/2018	3,125	(15)	-	3,110	7	-	-	-	3,117
	27 November 2018	18/3/2016-17/3/2019	3,123	(15)	-	3,108	7	-	-	-	3,115
		27/11/2018-26/11/2019	4,865	-	-	4,865	12	-	-	-	4,877
		27/11/2018-26/11/2020	4,865	-	-	4,865	12	-	-	-	4,877
				4,865	-	-	4,865	12	-	-	4,877
				41,767	(135)	(9,229)	32,403	78	-	(8,500)	23,981
	Total			45,532	(135)	(10,437)	34,960	84	-	(8,668)	26,376
Exercisable at the end of the year			45,532			34,960				26,376	
Weighted average exercise price (HKD)			6.36			6.26				4.69	

* The number of share issues for the year is less than 1,000.

Note:

- (a) The number of share option during the year ended 31 December 2025 has been adjusted for the effect of the rights issue as set out in Note 33.
- (b) During the year ended 31 December 2025, no (2024: 135,000) share options to employees were lapsed and 8,668,000 (2024: 10,437,000) share options to employees were cancelled.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

34. SHARE OPTION SCHEMES *(Continued)*

The closing price of the shares on the date of grant was HKD6.66 on 29 September 2014, HKD10.88 on 30 April 2015, HKD5.76 on 18 March 2016 and HKD4.11 on 27 November 2018, respectively. Binomial Option – Pricing Model had been used to estimate the fair value of the options. The variables and assumptions used in computing the fair value of the share options are based on the Company's best estimate. The value of an option varies with different variables of certain subjective assumptions. The inputs into the model are as follows:

	27 November 2018	18 March 2016	30 April 2015	29 September 2014
Market price	HKD4.11	HKD5.76	HKD10.88	HKD6.66
Exercise price	HKD4.11	HKD5.76	HKD11.00	HKD6.66
Expected volatility	50.79%	46.2%	46.26%	48.82%
Expected life	10 years	10 years	10 years	10 years
Risk-free rate	2.28%	1.27%	1.63%	2.01%
Expected dividend yield	3.65%	1.55%	0.83%	0.01%

Expected volatility was determined by using the historical volatility of the daily share price of comparable companies.

The estimated fair value of the options at the date of grant was RMB114,820,000 on 29 September 2014, RMB104,714,000 on 30 April 2015, RMB72,023,000 on 18 March 2016 and RMB24,625,000 on 27 November 2018, respectively. No expense was recognised for the year ended 31 December 2025 (2024: Nil) in relation to share options granted by the Company.

35. SHARE AWARD SCHEME

The Board of Directors of the Company has adopted a share award scheme (the "Share Award Scheme") on 4 July 2016 for certain employees of the Group and consultants to the Group as incentives or rewards for their contribution to the Group by way of the Company's shares acquired by and held through an independent trustee appointed by the Company (the "Trustee") until fulfilment of special conditions before vesting.

During the years ended 31 December 2025 and 2024, no shares held for the Share Award Scheme were awarded.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

36. CAPITAL RISK MANAGEMENT

The Group manages its capital to ensure that entities in the Group will be able to continue as a going concern while maximising the return to shareholders through the optimisation of the debt and equity balance. The Group's overall strategy remains unchanged from prior year. The capital structure of the Group consists of net debts, amounts due to related parties as disclosed in note 45(b), net of cash and cash equivalents, and equity attributable to owners of the Company comprising share capital and reserves. In managing the Group's capital structure, the management will also monitor the utilisation of borrowings to ensure compliance with financial covenants.

The management of the Group reviews the capital structure periodically and considers the cost of capital and the risks associated with each class of capital. Based on recommendations of the management, the directors of the Company will balance its overall capital structure through new share issues and payment of dividends as well as the issue of new debt or the redemption of existing debt.

37. FINANCIAL INSTRUMENTS

(a) Categories of financial instruments

	2025 RMB'000	2024 RMB'000
Financial assets		
Financial assets at amortised cost	3,956,683	3,957,509
Equity instruments designated at FVTOCI	14,256	13,566
Financial liabilities		
Amortised cost	705,047	719,187

(b) Financial risk management objectives and policies

The Group's major financial instruments include trade and other receivables, loan receivables, amounts due from related parties, equity instruments designated at FVTOCI, restricted bank deposits, bank balances and cash, receipts/payments on behalf of residents, trade and other payables, amounts due to related parties and lease liabilities. Details of these financial instruments are disclosed in respective notes.

The management of the Group monitors and manages the financial risks relating to the operations of the Group through internal risk assessment which analyses exposures by degree and magnitude of risks. The risks included market risk (including currency risk and interest rate risk), credit risk and liquidity risk. The policies on how to mitigate these risks are set out below. The management manages and monitors these exposures to ensure appropriate measures are implemented on a timely and effective manner.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

37. FINANCIAL INSTRUMENTS *(Continued)*

(b) Financial risk management objectives and policies *(Continued)*

Market risk

(i) Currency risk

The Group has bank balances which are denominated in foreign currencies of the relevant group entities, hence is exposed to exchange rate fluctuations.

The carrying amount of the Group's foreign currency denominated monetary assets and liabilities at the respective reporting period are as follows:

	2025 RMB'000	2024 RMB'000
Assets		
HKD	434	9,878

The Group currently does not enter into any derivative contracts to minimise the currency risk exposure. However, the management will consider hedging significant currency risk should the need arise.

Sensitivity analysis

The Group mainly exposes to the effects of fluctuation in HKD and USD against RMB.

The following table details the Group's sensitivity to a 10% (2024: 10%) increase and decrease in the RMB against the relevant foreign currencies. 10% (2024: 10%) is the sensitivity rate used in the current year in respect of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes outstanding foreign currency denominated monetary items and adjusts their translation at the year-end for a 10% change in foreign currency rates. The sensitivity analysis includes bank balances. A negative number indicates a decrease in profit for the year where the RMB strengthens 10% against the relevant currencies. For a 10% weakening of the RMB against the relevant currencies, there would be an equal and opposite impact on the loss.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

37. FINANCIAL INSTRUMENTS *(Continued)*

(b) Financial risk management objectives and policies *(Continued)*

Market risk (Continued)

(i) Currency risk *(Continued)*

Foreign currency sensitivity analysis

	2025 RMB'000	2024 RMB'000
HKD		
Increase in loss for the year	(43)	(988)

In management's opinion, the sensitivity analysis is unrepresentative of the inherent foreign exchange risk as the year end exposure does not reflect the exposure during the years.

(ii) Interest rate risk

The Group is exposed to cash flow interest rate risks due to the fluctuation of the prevailing market interest rate on restricted bank deposits and bank balances. It is the Group's policy to keep its borrowings at floating rate of interests so as to minimise the fair value interest rate risk. The Group's exposures to interest rates on financial liabilities are detailed in liquidity risk management section of this note. The Group's cash flow interest risk is mainly concentrated on the fluctuation of benchmark quoted by the leading banks for the borrowings.

The Group is exposed to fair value interest rate risk in relation to, lease liabilities and fixed-rate loan receivables (see notes 32, 25). The Group currently does not have interest rate hedging policy. However, the Group monitors interest rate exposure and will consider hedging significant interest rate exposure should the need arise.

Sensitivity analysis

Bank balances and restricted bank deposits

The sensitivity analysis below has been determined based on the exposure to interest rate for the bank balances and restricted bank deposits at the end of the reporting period. A 25 basis points increase or decrease for the year ended 31 December 2025 (2024: 25 basis points) is used and represents management's assessment of the reasonably possible change in interest rates.

If the interest rates had been higher/lower by 25 basis points during the year and all other variables were held constant, the Group's loss for the year would have increased/decreased by RMB2,895,000 (2024: RMB2,495,000).





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

37. FINANCIAL INSTRUMENTS *(Continued)*

(b) Financial risk management objectives and policies *(Continued)*

Credit risk and impairment assessment

As at 31 December 2025 and 2024, the Group's maximum exposure to credit risk which will cause a financial loss to the Group due to failure to discharge an obligation by the counterparties is arising from the carrying amount of the respective recognised financial assets as stated in the consolidated statement of financial position.

Trade receivables arising from contracts with customers

In order to minimise the credit risk, the Group uses debtors' aging to assess the customers' abilities to settle the debtors in accordance with the contractual terms on a timely basis and monitoring procedures to ensure that follow-up action is taken to recover overdue debts. In addition, the Group performs impairment assessment under ECL model on trade receivables based on provision matrix. In this regard, the directors of the Company consider that the Group's credit risk is significantly reduced.

The Group had no concentration of credit risk in respect of trade receivables with exposure spread over a number of customers.

Payments on behalf of residents and contract assets

In order to minimise the credit risk, the Group applies internal credit rating for its customers on payments on behalf of residents and contract assets on a timely basis and has monitoring procedures to ensure that followup action is taken to recover overdue debts. In addition, the Group performs impairment assessment under ECL model on payments on behalf of residents and contract assets based on collective basis. In this regard, the directors of the Company consider that the Group's credit risk is significantly reduced.

The Group had no concentration of credit risk in respect of the payments on behalf of residents and contract assets with exposure spread over a number of counterparties. The payments on behalf of residents and contract assets from each counterparty contributed less than 10% of payments on behalf of residents and contract assets at the end of the reporting period.

Other receivables, loan receivables and amounts due from related parties and bank balances

The credit risk of other receivables, loan receivables, amounts due from related parties are managed through an internal process. The credit quality of each counterparty is investigated before an advance is made. The Group also actively monitors the outstanding amounts owed by each debtor and identifies any credit risks in a timely manner in order to reduce the risk of a credit related loss. Further, the Group closely monitors the financial performance of the related parties, including fellow subsidiaries, non-controlling shareholders of the subsidiaries, associates, joint ventures and other related parties.

The loan receivables and amount due from a joint venture are assessed for ECL individually.

The Group's credit risk on liquid funds is limited because the counterparties are banks with high credit ratings and good reputation established in the PRC and Hong Kong.

In addition, the directors of the Company reviewed and assessed the Group's existing financial assets for impairment using reasonable and supportable information, including historical experience and forward-looking information that is available without undue cost or effort in accordance with the requirements of HKFRS 9.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

37. FINANCIAL INSTRUMENTS *(Continued)*

(b) Financial risk management objectives and policies *(Continued)*

Credit risk and impairment assessment (Continued)

The tables below detail the credit risk exposures of the Group's financial assets and contract assets, which are subject to ECL assessment:

	External credit rating	Internal credit rating	Notes	12m or life-time ECL	2025 Gross carrying amount RMB'000	2024 Gross carrying amount RMB'000
Financial assets at amortised cost						
- Trade receivables	N/A	(i)	24	Life-time ECL (provision matrix)	278,542	272,974
				Life-time ECL (credit-impaired and provision matrix)	668,043	660,908
					946,585	933,882
- Payments on behalf of residents	N/A	(ii)	28	Life-time ECL (collective basis)	492,644	541,523
				Life-time ECL (credit-impaired and collective basis)	680,978	686,095
					1,173,622	1,227,618
- Loan receivables	N/A	(v)	25	12m ECL	100,000	100,000
				Life-time ECL (credit-impaired)	94,737	94,737
					194,737	194,737
- Amount due from related parties	N/A	(iv)	45b	Life-time ECL (credit-impaired)	356,696	358,941
- Other receivables	N/A	(vi)	24/45(b)	12m ECL	1,303,661	1,394,869
- Restricted bank balances and bank balances	AAA	N/A	29	12m ECL	1,157,840	1,049,203
Contract assets	N/A	(iii)	23	Life-time ECL (collective basis)	25,772	40,357
				Life-time ECL (credit-impaired and collective basis)	31,720	21,157
					57,492	61,514





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

37. FINANCIAL INSTRUMENTS *(Continued)*

(b) Financial risk management objectives and policies *(Continued)*

Credit risk and impairment assessment (Continued)

Notes:

(i) Trade receivables

As part of the Group's credit risk management, the Group applies internal credit rating for trade receivables based on debtors' aging to assess the impairment for its customers because these customers consist of a large number of individual customers with common risk characteristics that are representative of the customers' abilities to pay all amounts due in accordance with the contractual terms. The following table provides information about the exposure to credit risk and ECL for trade receivables which are assessed collectively based on provision matrix as at 31 December 2025 and 2024.

Category		2025			2024		
		Average loss rate	Gross carrying amount RMB'000	Impairment loss allowance RMB'000	Average loss rate	Gross carrying amount RMB'000	Impairment loss allowance RMB'000
0-30 days	Not credit-impaired	0.5%	158,903	794	0.5%	150,737	753
31-90 days	Not credit-impaired	3.0%	119,639	3,589	3.0%	122,237	3,667
91-180 days	Credit-impaired	6.0%	168,238	10,094	6.0%	156,219	9,373
181-365 days	Credit-impaired	15.0%	238,104	35,716	15.0%	207,391	31,109
1-2 years	Credit-impaired	35.0%	219,648	76,877	35.0%	241,293	84,453
Over 2 years	Credit-impaired	100.0%	42,053	42,053	100.0%	56,005	56,005
			946,585	169,123		933,882	185,360

The expected average loss rate are estimated based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking macroeconomic data that is available without undue cost or effort.

(ii) Payments on behalf of residents

As part of the Group's credit risk management, the Group applies internal credit rating for its customers on payments on behalf of residents on a timely basis. The Group uses four categories for those receivables which reflect their credit risk.

Category	Group definition of category
Type I	Communities which the Group have terminated or plan to terminate or non-renew of the related property management contracts because their financial performance does not meet the Group's expectations. The amounts are credit-impaired and there is no realistic prospect of recovery.
Type II	Communities to which the Group provides the pre-delivery property management services and settled with the property developers before the properties are delivered to owners. The property developer has stronger capability to meet contractual cash flows than individual residents and there is lower risk of default.
Type III	Communities where management offices' property management fee receivables due from residents exceed payments on behalf of residents of the relevant communities. The residents of the communities are diversified and have a low risk of default.
Type IV	Communities where payments on behalf of residents exceed management offices' property management fees receivables due from residents, which indicates the payments on behalf of residents are credit-impaired.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

37. FINANCIAL INSTRUMENTS *(Continued)*

(b) Financial risk management objectives and policies *(Continued)*

Credit risk and impairment assessment (Continued)

Notes: *(Continued)*

(ii) Payments on behalf of residents *(Continued)*

The following table provides information about the exposure to credit risk and ECL for payments on behalf of residents which are assessed on collective basis as at 31 December 2025 and 2024.

Category		2025			2024		
		Average loss rate	Gross carrying amount RMB'000	Impairment loss allowance RMB'000	Average loss rate	Gross carrying amount RMB'000	Impairment loss allowance RMB'000
Type I	Credit-impaired	95.0%	354,255	336,542	95.0%	344,340	327,123
Type II	Not credit-impaired	5.0%	144,481	7,224	5.0%	151,127	7,556
Type III	Not credit-impaired	1.0%	348,163	3,482	1.0%	390,396	3,904
Type IV	Credit-impaired	20.0%	326,723	65,345	20.0%	341,755	68,351
			1,173,622	412,593		1,227,618	406,934

The expected average loss rate are estimated based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking macroeconomic data that is available without undue cost or effort.

(iii) Contract assets

As part of the Group's credit risk management, the Group applies internal credit rating for its customers on contract assets on a timely basis. The Group uses three categories for those contract assets which reflect their credit risk.

Category	Group definition of category
Type I	Communities which the Group consider that low risk of default because the performance of installed engineering equipment meet the Group's expectations and no financial difficulty is identified.
Type II	Communities to which the Group provides the equipment installation services and settled with the property developers before the properties are delivered to owners. The property developer has stronger capability to meet contractual cash flows than individual property management offices and there is lower risk of default.
Type III	Communities which the Group consider that no realistic prospect of recovery because the performance of installed engineering equipment does not meet the Group's expectations or financial difficulty of the property management office is identified. The amounts are credit-impaired and there is no realistic prospect of recovery





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

37. FINANCIAL INSTRUMENTS *(Continued)*

(b) Financial risk management objectives and policies *(Continued)*

Credit risk and impairment assessment (Continued)

Notes: *(Continued)*

(iii) Contract assets *(Continued)*

The following table provides information about the exposure to credit risk and ECL for contract assets which are assessed on collective basis as at 31 December 2025 and 2024.

Category		2025			2024		
		Average loss rate	Gross carrying amount RMB'000	Impairment loss allowance RMB'000	Average loss rate	Gross carrying amount RMB'000	Impairment loss allowance RMB'000
Type I	Not credit-impaired	5%	11,475	573	5%	17,117	856
Type II	Not credit-impaired	65%	14,297	9,293	65%	23,240	15,106
Type III	Credit-impaired	95%	31,720	30,134	95%	21,157	20,099
			57,492	40,000		61,514	36,061

The expected average loss rate are estimated based on historical observed default rates over the expected life of the debtors and are adjusted for forward-looking macroeconomic data that is available without undue cost or effort.

(iv) Amount due from related parties

During the year ended 31 December 2025, some related parties suffered losses in the sub-leasing business and is in financial difficulty. The Group recognised RMB11,248,000 (2024: RMB2,997,000) credit loss allowance under life-time ECL during the year ended 31 December 2025.

As at 31 December 2025, the accumulated credit loss allowance under life-time ECL was RMB285,777,000 (2024: RMB274,529,000).

(v) Loan receivables

For the purposes of internal credit risk management, the Group applies internal credit rating of loan receivables based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable and supportive forwardlooking information. In the opinion of the directors of the Company, the risk of default by these counterparties is increased and provided RMB48,483,000 (2024: RMB38,154,000) credit loss allowances during the year ended 31 December 2025.

(vi) Other receivables

For the purposes of internal credit risk management, the Group applies internal credit rating of other receivables based on historical settlement records, past experience, and also quantitative and qualitative information that is reasonable and supportive forward-looking information. In the opinion of the directors of the Company, the risk of default by these counterparties is significantly increased and the Group provided RMB17,334,000 (2024: RMB12,853,000) credit losses allowances during the year ended 31 December 2025.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

37. FINANCIAL INSTRUMENTS *(Continued)*

(b) Financial risk management objectives and policies *(Continued)*

Liquidity risk

In the management of liquidity risk, the Group's management monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Group's operations and mitigate the effects of fluctuations in cash flows. The management monitors the utilisation of borrowings and ensures compliance with relative covenants.

The Group relies on borrowings as a significant source of liquidity.

Liquidity and interest risk tables

The following tables detail the Group's remaining contractual maturity for its financial liabilities based on the agreed repayment terms. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows. The undiscounted amount is derived from interest rate curve at the end of each reporting period.

	Weighted average effective interest rate %	On demand or less than 3 month RMB'000	3 months to 1 year RMB'000	1-5 years RMB'000	Over 5 years RMB'000	Total undiscounted cash flows RMB'000	Carrying amount RMB'000
As at 31 December 2025							
Trade and other payables	-	590,274	-	-	-	590,274	590,274
Receipts on behalf of residents	-	43,340	-	-	-	43,340	43,340
Amounts due to related parties							
- interest-free	-	40,420	-	-	-	40,420	40,420
Lease liabilities	4.2	5,684	808	16,405	931	23,828	19,218
		691,513	808	16,405	931	709,657	705,047
As at 31 December 2024							
Trade and other payables	-	553,870	-	-	-	553,870	553,870
Receipts on behalf of residents	-	47,722	-	-	-	47,722	47,722
Amounts due to related parties							
- interest-free	-	40,871	-	-	-	40,871	40,871
Lease liabilities	4.2	2,946	8,471	20,051	4,357	35,825	29,174
		645,409	8,471	20,051	4,357	678,288	671,637

The amounts included above for variable interest rate instruments for non-derivative financial liabilities is subject to change if changes in variable interest rates differ to those estimates of interest rate determined at the end of the reporting period.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

37. FINANCIAL INSTRUMENTS *(Continued)*

(c) Fair value

Fair values of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis

The following table gives information about the level of the fair value hierarchy into which the fair value measurements are categorised (levels 1 to 3) based on the degree to which the inputs to the fair value measurements is observable.

Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active market for identical assets or liabilities.

Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	Fair value as at 31 December		Fair value hierarchy as at 31 December	
	2025 RMB'000	2024 RMB'000	2025 RMB'000	2024 RMB'000
Equity instruments designated at FVTOCI	14,256	13,566	Level 3	Level 3

As at 31 December 2025 and 2024, the fair value of equity instruments designated at FVTOCI is estimated by an independent valuer through application of generally accepted pricing models based on discounted cash flow analysis, which involved key estimates of expected future financial performance and discount rates.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

38. ACQUISITIONS OF SUBSIDIARIES

For the year ended 31 December 2025

Name of subsidiary acquired	Consideration RMB'000	Acquisition date	Equity interest acquired	Principal activities
Shenzhen Xingchen International Travel Agency Co., Ltd. (the "Shenzhen Xingchen")	310	7-Apr-25	100%	Provision of travel related service

On 7 April 2025, Shenzhen Qicai Growth Consulting Co., Ltd., a subsidiary of the Company, entered into an equity transfer agreement with a wholly-owned subsidiary of Fantasia Holdings for the acquisition of 100% equity interest in Shenzhen Xingchen. After the completion of this acquisition, Shenzhen Xingchen became a wholly-owned subsidiary of the Group. As the Group and Shenzhen Xingchen are under the common control of the ultimate holding company, Fantasia Holdings, both before and after the acquisition, the transaction is accounted for as a business combination under common control using the principles of merger accounting.

The principal activities of acquired subsidiaries are engaged in provision of travel related services and the objectives of acquisition are expansion of travel services of the Group.

Total consideration transferred

	Shenzhen Xingchen RMB'000
Cash	310

Note:

Acquisition-related costs were insignificant and have been excluded from the cost of acquisition and were recognised as an expense in the year incurred within the "administrative expenses" line item in the consolidated statement of profit or loss and other comprehensive income.

Assets and liabilities recognised at the date of acquisition are as follows:

	Shenzhen Xingchen RMB'000
Trade receivables	323
Bank balances and cash	295
Other receivables and prepayments	766
Trade payables	(174)
Other payables and accruals	(1,840)
	(630)





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

38. ACQUISITIONS OF SUBSIDIARIES *(Continued)*

For the year ended 31 December 2024

Name of subsidiary acquired	Consideration RMB'000	Acquisition date	Equity interest acquired	Principal activities
Wuhan New Greenland Property Service Co., Ltd (the "Wuhan New Greenland")	-	08-April-24	100%	Provision of property management services

As 8 April 2024, Shenzhen Colour Life Services Group Co., Limited, a subsidiary of the Company entered into an equity transfer agreement with an independent third party for the acquisition of 100% equity interest in Wuhan New Greenland. After the completion of this acquisition, Wuhan New Greenland become a wholly-owned subsidiary of the Group.

The principal activities of acquired subsidiary are engaged in provision of property management services and value-added services and the objectives of acquisition are expansion of property management services and value-added services of the Group.

Total consideration transferred

	Wuhan New Greenland RMB'000
Cash	-

Note:

The cash consideration of an acquisition of Wuhan New Greenland was RMB1.

Acquisition-related costs were insignificant and have been excluded from the cost of acquisition and were recognised as an expense in the year incurred within the "administrative expenses" line item in the consolidated statement of profit or loss and other comprehensive income.

Assets and liabilities recognised at the date of acquisition are as follows:

	Wuhan New Greenland RMB'000
Property, plant and equipment	3
Other receivables and prepayments	224
Other payables and accruals	(2,768)
	(2,541)

The other receivables and prepayments acquired with a fair value of RMB224,000 as at the date of acquisition during the year ended 31 December 2024, are approximate to gross contractual amount, with no significant contractual cash flows not expected to be collected.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

38. ACQUISITIONS OF SUBSIDIARIES *(Continued)*

For the year ended 31 December 2024 *(Continued)*

Goodwill arising on acquisition

	Wuhan New Greenland RMB'000
Consideration transferred	–
Less: Fair value of net identifiable assets acquired	(2,541)
	(2,541)

Goodwill was arisen on the acquisition of subsidiary during the year ended 31 December 2024, because the cost of the combination included a control premium. In addition, the consideration paid for the combination effectively included amounts in relation to the benefits of expected synergies, revenue growth, future market development and the assembled workforce of the business.

None of the Intangible assets in relation to the acquisition of subsidiary under property management services have been recognised by the Group.

None of the goodwill arising on the acquisition are expected to be deductible for tax purposes.

Name of subsidiary acquired	Consideration RMB'000	Acquisition date	Equity interest acquired	Principal activities
Sichuan Sanyanghong Industrial Co., Ltd. (the "Sichuan Sanyanghong")	–	02-Jan-24	100%	Provision of elderly care and home care services

As 2 January 2024, Shenzhen Colour Life Network Co., Ltd., a subsidiary of the Company entered into an equity transfer agreement with a wholly-owned subsidiary of Fantasia for the acquisition of 100% equity interest in Sichuan Sanyanghong. After the completion of this acquisition, Sichuan Sanyanghong become a wholly-owned subsidiary of the Group.

The principal activities of acquired subsidiaries are engaged in provision of elderly care and home care services and value-added services and the objectives of acquisition are expansion of elderly care and home care services and value added services of the Group.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

38. ACQUISITIONS OF SUBSIDIARIES *(Continued)*

For the year ended 31 December 2024 *(Continued)*

Total consideration transferred

	Sichuan Sanyanghong RMB'000
Cash	3,400

Acquisition-related costs were insignificant and have been excluded from the cost of acquisition and were recognised as an expense in the year incurred within the “administrative expenses” line item in the consolidated statement of profit or loss and other comprehensive income.

Assets and liabilities recognised at the dates of acquisition are as follows:

	Sichuan Sanyanghong RMB'000
Property, plant and equipment	5,122
Right-of-use assets	8,257
Other receivables and prepayments	3,094
Trade payables	(50)
Lease liabilities	(9,803)
Contract liabilities	(523)
Other payables and accruals	(2,197)
	<u>3,900</u>



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

39. DISPOSAL OF SUBSIDIARIES

For the year ended 31 December 2025

During the year ended 31 December 2025, the Group had not disposed any subsidiary.

For the year ended 31 December 2024

During the year ended 31 December 2024, the Group disposed its equity interests in certain subsidiaries, which engaged in property management business in the PRC, to independent third parties at a total consideration of RMB1.

The above transactions are accounted for as disposal of subsidiaries. Details of the net assets disposed of in respect of these transactions are summarised below:

Huludao Wanxia Property Management Co., Ltd. (the “Huludao Wanxia”)	Property management services RMB'000
Analysis of assets and liabilities over which control was lost	
Property, plant and equipment	8
Trade and other receivables	390
Bank balances and cash	1
Trade and other payables	(3,763)
Tax liabilities	(443)
Net liabilities disposed of	(3,807)
Loss on disposal of Huludao Wanxia	
Cash consideration	–
Less: goodwill	1,680
Less: non-controlling interests	761
Less: net liabilities disposed of	(3,807)
Gain on disposal of Huludao Wanxia	1,366





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

39. DISPOSAL OF SUBSIDIARIES *(Continued)*

Hangzhou Zhuosheng Property Management Co., Ltd (the “Hangzhou Zhuosheng”)	Property management services RMB'000
Analysis of assets and liabilities over which control was lost	
Property, plant and equipment	72
Trade and other receivables	41,519
Bank balances and cash	697
Trade and other payables	(48,059)
Tax liabilities	(2,129)
Net liabilities disposed of	(7,900)
Loss on disposal of Hangzhou Zhuosheng	
Consideration transferred	2,667
Less: goodwill	24,840
Less: non-controlling interests	1,580
Less: net liabilities disposed of	(7,900)
Loss on disposal of Hangzhou Zhuosheng	(15,853)



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

40. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non cash changes. Liabilities arising from financing activities are those for which cash flows were, or the future cash flows will be, classified in the Group's consolidated statement of cash flows from financing activities.

	Lease liabilities	Amounts due to related parties (non-trade nature)	Dividend payables	Total
	RMB'000 (note 32)	RMB'000 (note 45(b))	RMB'000	RMB'000
At 1 January 2025	29,174	40,871	–	70,045
Financing cash flows	(11,997)	(451)	(17,249)	(29,697)
Finance costs incurred	2,041	–	–	2,041
Dividends declared	–	–	17,249	17,249
Inception of leases	–	–	–	–
At 31 December 2025	19,218	40,420	–	59,638
At 1 January 2024	27,751	40,501	–	68,252
Financing cash flows	(12,528)	370	(17,169)	(29,327)
Finance costs incurred	2,492	–	–	2,492
Dividends declared	–	–	17,169	17,169
Inception of leases	11,459	–	–	11,459
At 31 December 2024	29,174	40,871	–	70,045





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

41. MAJOR NON-CASH TRANSACTIONS

During the year ended 31 December 2025, the Group did not enter into any new lease agreements. In 2024, at the commencement date of the leases, the Group recognised right-of-use assets and lease liabilities of RMB1,179,000 and RMB1,179,000, respectively.

42. CAPITAL AND OTHER COMMITMENTS

	2025 RMB'000	2024 RMB'000
Consideration committed in respect of acquisition of subsidiaries contracted for but not provided in the consolidated financial statements	11,883	21,783
Capital expenditure in respect of the acquisition of property, plant and equipment contracted for but not provided in the consolidated financial statements	25,745	25,447

43. RETIREMENT BENEFITS SCHEME

The Group operates Mandatory Provident Fund Scheme for all qualifying employees in Hong Kong. The Group contributes certain percentage of relevant payroll costs to the Mandatory Provident Fund Scheme, which contribution is matched by employees.

The employees of the PRC entities are members of a state-managed retirement benefits scheme operated by the government of the PRC. The Group is required to contribute 10% to 24% of the total monthly basic salaries of its current employees to the retirement benefits scheme to fund the benefits. The only obligation of the Group with respect to the retirement benefits schemes is to make the specified contributions.

For the year ended 31 December 2025, the total expense recognised to the consolidated statement of profit or loss and other comprehensive income of RMB84,719,000 (2024: RMB79,736,000), represented contributions to the scheme.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

44. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY

(a) Material subsidiaries of the Company

Particulars of the principal subsidiaries of the Company at the respective reporting date are set out below:

Name of subsidiary	Place of incorporation/ registration/ operation	Issued and fully paid share/ registered capita RMB'000	Effective interest held by the Group		Principal activities	Legal form
			2025	2024		
Directly held: Tong Yuan Holdings Limited	BVI	828,880	100%	100%	Investment holding	Limited liability company
Indirectly held: 成都合力物業服務有限公司 Chengdu Heli Property Service Co., Ltd.	PRC	5,300	80%	80%	Provision of property management services	Limited liability company
蘇州易亞物業管理有限公司 Suzhou Yiya Property Management Co., Ltd.	PRC	5,000	50%	50%	Provision of property management services	Limited liability company
深圳市彩生活商業物業管理有限公司 Shenzhen Colorful Life Commercial Property Management Co., Ltd.	PRC	5,000	100%	100%	Provision of property management services	Limited liability company
深圳市彩生活物業管理有限公司 Shenzhen Colour Life Property Management Co., Ltd.	PRC	310,735	100%	100%	Provision of property management services	Limited liability company
重慶泓山物業管理有限公司 Chongqing Hongshan Property Management Co., Ltd.	PRC	7,500	97%	97%	Provision of property management services	Limited liability company
成都宏鵬物業管理有限公司 Chengdu Hongpeng Property Management Co., Ltd.	PRC	7,000	100%	100%	Provision of property management services	Limited liability company
上海欣周物業管理有限公司 Shanghai Xinzhou Property Management Co., Ltd.	PRC	3,000	70%	70%	Provision of property management services	Limited liability company
上海同沐物業管理有限公司 Shanghai Tonglai Property Management Co., Ltd.	PRC	50,000	100%	100%	Provision of property management services	Limited liability company
北京達爾文國際酒店物業管理有限公司 Beijing Darwin International Hotel Property Management Co., Ltd.	PRC	11,000	100%	100%	Provision of property management services	Limited liability company
廣西福來物業服務有限責任公司 Guangxi Fulai Property Services Co., Ltd.	PRC	5,000	80%	80%	Provision of property management services	Limited liability company
蘇州悅華置合物業服務有限公司 Shenzhen Colorful Life Commercial Property Management Co., Ltd.	PRC	5,000	85%	85%	Provision of property management services	Limited liability company

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

In these consolidated financial statements, the English name of companies established in the PRC are directly translated from their Chinese names and are furnished for identification purpose only. Should any inconsistencies between the Chinese names and the English names exist, the Chinese names shall prevail.

None of the subsidiaries had issued debt securities at the end of the year.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

44. PARTICULARS OF PRINCIPAL SUBSIDIARIES OF THE COMPANY *(Continued)*

(b) Composition of the Group

Information about the subsidiaries of the Company that are not material to the Group at the end of each reporting period is as follows:

Principal activities	Principal place of business	Number of subsidiaries	
		2025	2024
Investment holding	Cayman Islands	2	2
	BVI	2	2
	Hong Kong	3	3
	PRC	6	6
Provision of property management service	PRC	111	115
	Hong Kong	1	1
Provision of value-added services	PRC	26	24
		151	153

(c) Details of non-wholly owned subsidiaries of the Group that have material non-controlling interests

As at 31 December 2025 and 2024, no non-wholly owned subsidiary of the Group that have material non-controlling interests.

45. RELATED PARTY DISCLOSURES

(a) Related parties transactions

Apart from the related party transactions disclosed elsewhere in these consolidated financial statements, the Group had following significant transactions with related parties:

	2025 RMB'000	2024 RMB'000
Property management services income		
Fellow subsidiaries	9,177	2,162
A joint venture of Fantasia Holdings	60	224
Engineering services income		
Fellow subsidiaries	1,476	1,504
Other related parties	–	6
Value-added services income		
Other related parties	160	191



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

45. RELATED PARTY DISCLOSURES *(Continued)*

(b) Related party balances

At the end of the reporting period, the Group has the following significant balances with related parties:

	2025 RMB'000	2024 RMB'000
Amounts due from fellow subsidiaries	12,003	10,265
Amounts due from associates	7,006	18,294
Amounts due from joint ventures	27,800	31,538
Amounts due from other related parties	24,110	24,315
	70,919	84,412
	2025 RMB'000	2024 RMB'000
Amounts due from fellow subsidiaries		
Trade nature	12,003	10,265
	12,003	10,265
Amounts due from associates		
Non-trade nature	7,006	18,062
Trade nature	–	232
	7,006	18,294
Amounts due from joint ventures		
Non-trade nature	27,800	31,538
Amounts due from other related parties		
Non-trade nature	24,062	24,252
Trade nature	48	63
	24,110	24,315





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

45. RELATED PARTY DISCLOSURES *(Continued)*

(b) Related party balances *(Continued)*

	2025 RMB'000	2024 RMB'000
Amounts due to fellow subsidiaries	11,507	11,507
Amounts due to associates	26,624	27,057
Amounts due to joint ventures	2,164	2,164
Amounts due to other related parties	125	143
	40,420	40,871

	2025 RMB'000	2024 RMB'000
Amounts due to fellow subsidiaries		
Non-trade nature	11,507	11,507
Amounts due to associates		
Non-trade nature	26,624	27,057
Amounts due to joint ventures		
Non-trade nature	2,164	2,164
Amounts due to other related parties		
Non-trade nature	125	143

(c) Compensation of key management personnel

The remuneration of key management personnel during the years ended 31 December 2025 and 2024 were as follows:

	2025 RMB'000	2024 RMB'000
Short-term benefits	11,200	11,985
Post-employment benefits	732	652
	11,932	12,637

The remuneration of key management personnel is determined by reference to the performance of individuals and market trend.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

46. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY

Statement of Financial Position of the Company

	2025 RMB'000	2024 RMB'000
Non-Current Assets		
Investments in subsidiaries	523,092	553,032
Amounts due from subsidiaries	1,935,611	1,886,917
	2,458,703	2,439,949
Current Assets		
Other receivables and prepayments	8,832	7,058
Amount due from a related party	–	1
Bank balances and cash	1,357	3,915
	10,189	10,974
Current Liabilities		
Other payables	20,001	4,636
Amounts due to subsidiaries	204,233	206,809
	224,234	211,445
Net Current Liabilities	(214,045)	(200,471)
Total Assets Less Current Liabilities	2,244,658	2,239,478
Net Assets	2,244,658	2,239,478
Capital and Reserves		
Share capital	155,070	120,750
Reserves	2,089,588	2,118,728
Total equity	2,244,658	2,239,478





NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December 2025

46. STATEMENT OF FINANCIAL POSITION AND RESERVES OF THE COMPANY

(Continued)

Movements in reserves

	Share premium RMB'000	Share-based payments reserve RMB'000	Shares held for share award scheme RMB'000	Retained earnings RMB'000	Total RMB'000
At 1 January 2024	1,738,865	243,034	(6,795)	140,830	2,115,934
Loss and total comprehensive expense for the year	-	-	-	2,794	2,794
At 31 December 2024	1,738,865	243,034	(6,795)	143,624	2,118,728
Loss and total comprehensive expense for the year	21,465	-	-	(50,605)	(29,140)
At 31 December 2025	1,760,330	243,034	(6,795)	93,019	2,089,588

47. EVENTS AFTER REPORTING PERIOD

The Company was informed that a restructuring agreement entered into between Fantasia Holdings Group Co., Limited ("Fantasia Holdings"), TFI Securities and Futures Limited ("TFISF") and Splendid Fortune Enterprise Limited (the "Restructuring Agreement") on 12 March 2026, completion of the transactions contemplated under the Restructuring Agreement had occurred. Upon completion of the transactions contemplated under the Restructuring Agreement, among others, (i) Splendid Fortune Enterprise Limited acquired approximately 21.97% of the issued shares of the Company; (ii) approximately 10.0% of the issued shares of the Company were transferred to an entity designated by TFISF (as effective enforcement of the purported security); (iii) Fantasia Holdings retains approximately 9.98% of the issued shares of the Company free from any purported security or other claim; and (iv) the Company ceased to be a subsidiary of Fantasia Holdings. Immediately upon completion of the Restructuring Agreement, Ms. Zeng Jie, Baby indirectly owns approximately 59.99% of the issued shares of the Company through, among others, Splendid Fortune Enterprise Limited, Fantasia Holdings and Fantasy Pearl International Limited and she continues to be the controlling shareholder of the Company.





COLOURLIFE

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