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建業新生活有限公司

Central China New Life Limited

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 9983)

**ANNOUNCEMENT OF ANNUAL RESULTS
FOR THE YEAR ENDED 31 DECEMBER 2025
AND
CHANGE IN USE OF PROCEEDS FROM
THE LISTING**

FINANCIAL HIGHLIGHTS

- Revenue for the year ended 31 December 2025 amounted to RMB2,768.5 million, a decrease of 6.2% compared with 2024.
- Gross profit for the year ended 31 December 2025 amounted to RMB543.9 million, a decrease of 15.1% compared with 2024. Gross profit margin for the year ended 31 December 2025 was 19.6%, a decrease of 2.1 percentage points compared with 2024.
- Net profit for the year ended 31 December 2025 amounted to RMB167.1 million, as compared with net profit of RMB238.2 million in 2024. Net profit margin for the year ended 31 December 2025 was 6.0%, as compared with net profit margin of 8.1% in 2024.
- Profit attributable to shareholders of the Company for the year ended 31 December 2025 amounted to RMB157.5 million, as compared with profit attributable to shareholders of RMB214.6 million in 2024.

- Core net profit attributable to the shareholders of the Company¹ for the year ended 31 December 2025 amounted to RMB280.4 million, as compared with RMB294.0 million in 2024.
- GFA under management reached 194.6 million sq.m. as of 31 December 2025, representing a decrease of 1.2% as compared with that as of 31 December 2024.
- Basic earnings per share for the year ended 31 December 2025 was RMB0.12, as compared with basic earnings per share of RMB0.17 in 2024.

(1) calculated based on profit attributable to the shareholders of the Company, adjusted by the net impairment losses on financial and contract assets, fair value gains or losses from financial assets at fair value through profit or loss, gains or losses from disposal of subsidiaries, share-based payments and related income tax effect.

ANNUAL RESULTS

The board (the “**Board**”) of directors (the “**Directors**” and each a “**Director**”) of Central China New Life Limited (the “**Company**”) hereby announces the consolidated results of the Company and its subsidiaries (collectively, the “**Group**”) for the year ended 31 December 2025 with comparative figures for the year ended 31 December 2024 as follows:

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

		Year ended 31 December	
		2025	2024
	Notes	RMB'000	RMB'000
Revenue	4	2,768,451	2,952,227
Cost of sales	5	<u>(2,224,502)</u>	<u>(2,311,489)</u>
Gross profit		543,949	640,738
Selling and marketing expenses	5	(10,924)	(16,238)
Administrative expenses	5	(156,830)	(187,009)
Net impairment losses on financial and contract assets		(138,197)	(74,907)
Other income		5,496	6,561
Other losses — net		<u>(3,960)</u>	<u>(9,337)</u>
Operating profit		239,534	359,808
Finance cost — net		(1,132)	(868)
Share of net profit/(loss) of associates accounted for using the equity method		<u>962</u>	<u>(9)</u>
Profit before income tax		239,364	358,931
Income tax expenses	6	<u>(72,239)</u>	<u>(120,759)</u>
Profit for the year		<u>167,125</u>	<u>238,172</u>

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)

For the year ended 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

		Year ended 31 December	
		2025	2024
	Notes	RMB'000	RMB'000
Profit for the year attributable to:			
— Shareholders of the Company		157,484	214,594
— Non-controlling interests		9,641	23,578
		<u>167,125</u>	<u>238,172</u>
Other comprehensive income/(expense) for the year, net of tax			
Items that may be reclassified to profit or loss			
— Currency translation differences		7,089	(9,672)
		<u>174,214</u>	<u>228,500</u>
Total comprehensive income for the year		<u>174,214</u>	<u>228,500</u>
Total comprehensive income for the year attributable to:			
— Shareholders of the Company		164,573	204,922
— Non-controlling interests		9,641	23,578
		<u>174,214</u>	<u>228,500</u>
Earnings per share for profit attributable to the shareholders of the Company (expressed in RMB per share)			
— Basic	7	0.12	0.17
— Diluted	7	0.12	0.17

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

		As at 31 December	
		2025	2024
	Notes	RMB'000	RMB'000
Assets			
Non-current assets			
Investments in associates		5,718	4,756
Property, plant and equipment	9	95,088	65,975
Intangible assets	10	248,711	231,986
Other receivables and prepayments	11	60,920	59,084
Deferred income tax assets		366,822	345,184
		<u>777,259</u>	<u>706,985</u>
Current assets			
Inventories		7,194	11,249
Contract assets		3,687	11,336
Trade and other receivables and prepayments	11	3,119,064	2,794,783
Financial assets at fair value through profit or loss		2,116	4,589
Restricted cash		8,591	7,871
Cash and cash equivalents		413,398	1,190,148
		<u>3,554,050</u>	<u>4,019,976</u>
Total assets		<u><u>4,331,309</u></u>	<u><u>4,726,961</u></u>
Equity			
Equity attributable to shareholders of the Company			
Share capital	12	11,527	11,527
Other reserves	13	466,018	584,868
Retained earnings		1,414,877	1,266,759
		<u>1,892,422</u>	<u>1,863,154</u>
Non-controlling interests		<u>74,178</u>	<u>126,219</u>
Total equity		<u><u>1,966,600</u></u>	<u><u>1,989,373</u></u>

CONSOLIDATED STATEMENT OF FINANCIAL POSITION (CONTINUED)

As at 31 December 2025

(All amounts in RMB thousands unless otherwise stated)

		As at 31 December	
		2025	2024
	Notes	RMB'000	RMB'000
Liabilities			
Non-current liabilities			
Borrowings		52,000	52,000
Lease liabilities		1,119	6,299
Deferred income tax liabilities		16,107	21,817
Other payables	14	816	1,090
Contract liabilities		48,145	97,990
		<u>118,187</u>	<u>179,196</u>
Current liabilities			
Lease liabilities		6,381	8,661
Trade and other payables	14	1,287,140	1,359,425
Contract liabilities		661,102	863,676
Current income tax liabilities		291,899	326,630
		<u>2,246,522</u>	<u>2,558,392</u>
Total liabilities		<u>2,364,709</u>	<u>2,737,588</u>
Total equity and liabilities		<u>4,331,309</u>	<u>4,726,961</u>

NOTES

1 GENERAL INFORMATION

The Company was incorporated in the Cayman Islands on 16 October 2018 as an exempted company with limited liability under the Companies Law CAP.22 of the Cayman Islands. The address of the Company's registered office is Cricket Square, Hutchins Drive, P.O. Box 2681, Grand Cayman, KY1-1111, Cayman Islands.

The Company was listed on the Main Board of The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") on 15 May 2020.

The Company is an investment holding company. The Company and its subsidiaries (together, the "**Group**") are principally engaged in provision of property management services, community value-added services and value-added services to non-property owners in the People's Republic of China (the "**PRC**"). The controlling shareholders of the Company are Enjoy Start Limited ("**Enjoy Start**"), a company incorporated under the laws of British Virgin Islands ("**BVI**") and Mr. Wu Po Sum (collectively "**Mr. Wu**" or the "**Controlling Shareholder**").

These consolidated financial statements are presented in Renminbi ("**RMB**"), unless otherwise stated. These consolidated financial statements have been approved for issue by the board of directors of the Company on 20 March 2026.

2 BASIS OF PREPARATION

(a) Compliance with HKFRS Accounting Standards and Hong Kong Company Ordinance

The consolidated financial statements of the Group have been prepared in accordance with HKFRS Accounting Standards (which include all Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards ("**HKASs**") and interpretations) as issued by Hong Kong Institute of Certified Public Accountants ("**HKICPA**"), accounting principles generally accepted in Hong Kong and the disclosure requirements of the Hong Kong Companies Ordinance.

(b) Historical cost convention

The financial statements have been prepared on a historical cost basis, except for certain financial assets measured at fair value.

(c) Changes in accounting policies and disclosures

The Group has applied the following amendments to an HKFRS Accounting Standard issued by the HKICPA for the first time, which are mandatorily effective for the annual period beginning on 1 January 2025 for the preparation of the consolidated financial statements:

- Lack of Exchangeability — Amendments to HKAS 21

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 on the disclosures set out in these consolidated financial statements.

(d) Issued but not effective HKFRS Accounting Standards

Up to the date of issue of these consolidated financial statements, the HKICPA has issued a number of new standards and amendments to standards, which are not yet effective for the year ended 31 December 2025 and which have not been adopted in these consolidated financial statements. The Group has not early applied the following which may be relevant to the Group:

	Effective for accounting periods beginning on or after
Annual Improvements to HKFRS Accounting Standards — Volume 11	1 January 2026
Amendments to HKFRS 9 and HKFRS 7 — Contracts Referencing Nature-dependent Electricity	1 January 2026
Amendments to HKFRS 9 and HKFRS 7 — Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
HKFRS 18 — Presentation and Disclosure in Financial Statements	1 January 2027
HKFRS 19 — Subsidiaries without Public Accountability: Disclosures	1 January 2027
Amendments to HKAS 21 — Translation to a Hyperinflationary Presentation Currency	1 January 2027
Amendments to HKFRS 10 and HKAS 28 — Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	To be determined by the HKICPA

The directors of the Company are in the process of making an assessment of what the impacts of these new standards and amendments to standards are expected to be in the period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the consolidated financial statements except for the following:

HKFRS 18 “Presentation and Disclosure in Financial Statements”

HKFRS 18 will replace HKAS 1 “Presentation of financial statements”, introducing new requirements that will help to achieve comparability of the financial performance of similar entities and provide more relevant information and transparency to users. Even though HKFRS 18 will not impact the recognition or measurement of items in the consolidated financial statements, HKFRS 18 introduces significant changes to the presentation of financial statements, with a focus on information about financial performance present in the statement of profit or loss, which will affect how the Group present and disclose financial performance in the financial statements. The key changes introduced in HKFRS 18 relate to (i) the structure of the statement of profit or loss, (ii) required disclosures for management-defined performance measures (which are referred to alternative or non-GAAP performance measures), and (iii) enhanced requirements for aggregation and disaggregation of information.

The directors of the Company are currently assessing the impact of applying HKFRS 18 on the presentation and the disclosures of the consolidated financial statements.

3 SEGMENT INFORMATION

Management has determined the operating segments based on the reports reviewed by the chief operating decision-maker (“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 year ended 31 December 2025 and 2024, the Group was principally engaged in the provision of property management services, community value-added services and value-added services to non-property owners in the PRC. The CODM of the Company reviews the operating results of the integrated business as a whole to make decisions about resources to be allocated. Therefore, the CODM of the Company regards that there is only one reportable segment, which is used to make strategic decisions.

The Group mainly operates its businesses in the PRC and earns substantially all of the revenue from external customers attributed to the PRC. As at 31 December 2025 and 2024, substantially all of the non-current assets of the Group were located in the PRC. Therefore, no geographical segments are presented.

4 REVENUE

The Group derives revenue from the transfer of goods and services over time and at a point in time in the following major service lines:

	Year ended 31 December	
	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Property management and related services	2,429,551	2,493,824
Installation and decoration services	49,837	85,983
Sales of goods	230,676	277,290
Consulting services and commercial property management income	13,032	38,878
Commission income	8,837	21,886
Others	36,518	34,366
	<u>2,768,451</u>	<u>2,952,227</u>
Timing of revenue recognition		
— over time	2,433,750	2,514,263
— at a point in time	334,701	437,964
	<u>2,768,451</u>	<u>2,952,227</u>

The Group has a large number of customers, none of whom contributed 10% or more of the Group’s revenue, for the year ended 31 December 2025 and 2024.

5 EXPENSES BY NATURE

	Year ended 31 December	
	2025	2024
	RMB'000	RMB'000
Employee benefit expenses	576,029	615,453
Security charges	470,196	467,299
Greening and cleaning expenses	496,701	506,496
Construction and installation costs	46,131	72,961
Cost of goods sold	224,682	278,772
Utilities	222,116	227,104
Maintenance costs	138,168	131,308
Depreciation and amortisation charges (<i>Note 9 and 10</i>)	41,833	43,668
Professional service fees	50,385	40,840
Office expenses	17,041	24,697
Traveling and entertainment expenses	7,550	10,618
Taxes and other levies	8,708	12,029
Auditor's remuneration	2,360	2,960
Others	90,356	80,531
	<u>2,392,256</u>	<u>2,514,736</u>

6 INCOME TAX EXPENSES

Overseas income tax

The Company was incorporated in the Cayman Islands as an exempted company with limited liability and accordingly, is exempted from Cayman Islands income tax. The Company's direct subsidiary in the BVI was incorporated under the International Business Companies Act of the BVI and, accordingly, is exempted from British Virgin Islands income tax.

Hong Kong profits tax

Hong Kong profits tax rate is 16.5%. No provision for Hong Kong profits tax was provided as the Group did not have assessable profit in Hong Kong for the year ended 31 December 2025 and 2024.

PRC withholding income tax

According to the Corporate Income Tax Law of the PRC (the "CIT Law"), starting from 1 January 2008, a withholding tax of 10% will be levied on the immediate holding companies outside the PRC when their PRC subsidiaries declare dividend out of profits earned after 1 January 2008. A lower of 5% withholding tax rate may be applied when the immediate holding companies of the PRC subsidiaries are established in Hong Kong and fulfil requirements under the tax treaty arrangements between the PRC and Hong Kong.

For the year ended 31 December 2025 and 2024, the immediate holding company of the PRC subsidiaries of the Group became qualified as Hong Kong resident enterprises and has been fulfilling the requirements under the tax treaty arrangements between the PRC and Hong Kong. Therefore 5% withholding tax rate has been applied.

PRC corporate income tax

Income tax provision of the Group in respect of operations in Mainland China has been calculated at the applicable tax rate on the estimated assessable profits for the period, based on the existing legislation, interpretations and practices in respect thereof.

The general corporate income tax rate in the PRC is 25% according to the CIT Law effective on 1 January 2008. One subsidiaries of the Group are qualified as “High and New Technology Enterprise” and can enjoy a preferential income tax rate of 15% (2024:15%). Certain of the Group’s subsidiaries enjoy the preferential income tax treatment for Small and Micro Enterprise with the income tax rate of 20% and are eligible to have their tax calculated based on 12.5% or 25% of their taxable income.

	Year ended 31 December	
	2025	2024
	<i>RMB’000</i>	<i>RMB’000</i>
Current income tax		
— PRC corporate income tax	105,505	129,963
— PRC withholding income tax	7,923	20,000
Deferred income tax		
— PRC corporate income tax	<u>(41,189)</u>	<u>(29,204)</u>
Income tax expenses	<u>72,239</u>	<u>120,759</u>

The tax on the Group's profit before tax differs from the theoretical amount that would arise using the weighted average tax rate applicable to profits of the group entities as follows:

	Year ended 31 December	
	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Profit before income tax	<u>239,364</u>	<u>358,931</u>
Tax charge at effective rate applicable to profits in the respective group entities	57,233	91,556
Tax effects of:		
— Additional tax deductions for research and development costs	(883)	(1,396)
— Tax losses and deductible temporary differences for which no deferred income tax asset was recognised	4,662	6,019
— Expenses not deductible for tax purposes	2,410	2,101
— Share-based compensation	1,243	2,611
— Additional tax deductions for salaries for the disabled hiring	(108)	(132)
— Associates' results reported net of tax	(241)	–
— Withholding tax	<u>7,923</u>	<u>20,000</u>
Income tax expenses	<u><u>72,239</u></u>	<u><u>120,759</u></u>

The effective income tax rate was 26.9% and 28.1% excluding the effect of withholding tax for the years ended 31 December 2025 and 2024, respectively.

7 EARNINGS PER SHARE

(a) Basic earnings per share

The basic earnings per share is calculated by dividing the profit attributable to shareholders of the Company by the weighted average number of ordinary shares in issue during the years ended 31 December 2025 and 2024 (excluding treasury shares (Note 13)).

	Year ended 31 December	
	2025	2024
Profit attributable to shareholders of the Company (<i>RMB'000</i>)	<u>157,484</u>	<u>214,594</u>
Weighted average number of ordinary shares in issue (<i>'000</i>)	<u>1,286,600</u>	<u>1,280,814</u>
Basic earnings per share attributable to shareholders of the Company during the year (expressed in RMB per share)	<u>0.12</u>	<u>0.17</u>

(b) Diluted earnings per share

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares arising from share options granted by the Company.

For the years ended 31 December 2025 and 2024, the Company has one category of potentially dilutive shares, share base payments. The calculation for share base payments is determined by the number of shares that could have been acquired at fair value (determined as the average annual market share price of the Company's shares) based on the purchase price of the awarded shares. The number of shares calculated as above is compared with the number of shares that would have been issued assuming the exercise of the share base payments. The number of shares that would have been issued assuming the exercise of the share options less the number of shares that could have been issued at fair value (determined as the average market price per share for the year) for the same total proceeds is the number of shares issued for no consideration. The resulting number of shares issued for no consideration is included in the weighted average number of ordinary shares as the denominator for calculating diluted earnings per share.

	Year ended 31 December	
	2025	2024
Profit attributable to shareholders of the Company (<i>RMB'000</i>)	<u>157,484</u>	<u>214,594</u>
Weighted average number of ordinary shares in issue (<i>'000</i>)	1,286,600	1,280,814
Adjustments for share award (<i>'000</i>)	<u>12,557</u>	<u>18,462</u>
Weighted average number of ordinary shares for the calculation of diluted earnings per share (<i>'000</i>)	<u>1,299,157</u>	<u>1,299,276</u>
Diluted earnings per share attributable to shareholders of the Company during the year (expressed in RMB per share)	<u>0.12</u>	<u>0.17</u>

8 DIVIDENDS

	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Final dividend paid (<i>Note (a)</i>)	87,634	–
Special dividend paid (<i>Note (b)</i>)	–	286,262
Interim dividend paid (<i>Note (c)</i>)	<u>39,125</u>	<u>125,698</u>
	<u><u>126,759</u></u>	<u><u>411,960</u></u>

- (a) A final dividend in respect of the year ended 31 December 2024 of HK\$0.0736 per ordinary share, approximately HK\$95,627,000 (equivalent to RMB87,634,000) was declared by the Board and approved by the Company's Shareholders at the Annual General Meeting held on 2 June 2025. The final dividend has been distributed out of the Company's share premium and paid in cash.
- (b) A special dividend in respect of the year ended 31 December 2023 of HK\$0.2410 per ordinary share, approximately HK\$313,427,000 (equivalent to RMB286,262,000) was declared by the Board and approved by the Company's Shareholders at the Annual General Meeting held on 28 June 2024. The special dividend has been distributed out of the Company's share premium and paid in cash.
- (c) An interim dividend in respect of six months ended 30 June 2025 of HK\$0.033 per ordinary share, approximately HK\$42,876,000 (equivalent to RMB39,125,000) was proposed by the Board at the Board Meeting held on 26 August 2025. The interim dividend has been distributed out of the Company's share premium and paid in cash during the year ended 31 December 2025.

An interim dividend in respect of six months ended 30 June 2024 of HK\$0.1059 per ordinary share, approximately HK\$137,726,000 (equivalent to RMB125,698,000) was proposed by the Board at the Board Meeting held on 26 August 2024. The interim dividend has been distributed out of the Company's share premium and paid in cash during the year ended 31 December 2024.

- (d) The Board resolved not to recommend a final dividend for the year ended 31 December 2025 at the board meeting held on 20 March 2026.

9 PROPERTY, PLANT AND EQUIPMENT

	Equipment and furniture	Machinery	Vehicles	Right-of- use assets	Total
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
Year ended 31 December 2024					
Opening net book amount	12,356	11,104	6,338	22,621	52,419
Additions	4,269	2,207	1,906	33,309	41,691
Disposals	–	(27)	(8)	(4,730)	(4,765)
Depreciation charge	(7,394)	(4,821)	(3,033)	(7,973)	(23,221)
Currency translation	–	–	–	(149)	(149)
Closing net book amount	<u>9,231</u>	<u>8,463</u>	<u>5,203</u>	<u>43,078</u>	<u>65,975</u>
As at 31 December 2024					
Cost	71,825	28,224	18,645	114,574	233,268
Accumulated depreciation	<u>(62,594)</u>	<u>(19,761)</u>	<u>(13,442)</u>	<u>(71,496)</u>	<u>(167,293)</u>
Net book amount	<u><u>9,231</u></u>	<u><u>8,463</u></u>	<u><u>5,203</u></u>	<u><u>43,078</u></u>	<u><u>65,975</u></u>
Year ended 31 December 2025					
Opening net book amount	9,231	8,463	5,203	43,078	65,975
Additions	1,559	1,255	–	52,833	55,647
Disposals	(1,287)	(657)	–	(1,696)	(3,640)
Depreciation charge	(4,710)	(3,214)	(1,671)	(13,125)	(22,720)
Currency translation	–	–	–	(174)	(174)
Closing net book amount	<u>4,793</u>	<u>5,847</u>	<u>3,532</u>	<u>80,916</u>	<u>95,088</u>
As at 31 December 2025					
Cost	72,097	28,822	18,645	165,711	285,275
Accumulated depreciation	<u>(67,304)</u>	<u>(22,975)</u>	<u>(15,113)</u>	<u>(84,795)</u>	<u>(190,187)</u>
Net book amount	<u><u>4,793</u></u>	<u><u>5,847</u></u>	<u><u>3,532</u></u>	<u><u>80,916</u></u>	<u><u>95,088</u></u>

As at 31 December 2025 and 2024, no property, plant and equipment is restricted or pledged as security for borrowing.

10 INTANGIBLE ASSETS

	Goodwill	Platform and knowhow	Order- Backlog and customer relationships	Software and others	Total
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
Year ended 31 December 2024					
Opening net book amount	114,589	24,233	104,831	8,240	251,893
Additions	–	–	–	540	540
Amortisation	–	(3,935)	(14,945)	(1,567)	(20,447)
Closing net book amount	<u>114,589</u>	<u>20,298</u>	<u>89,886</u>	<u>7,213</u>	<u>231,986</u>
As at 31 December 2024					
Cost	137,085	38,027	151,608	15,838	342,558
Accumulated amortisation and impairment	(22,496)	(17,729)	(61,722)	(8,625)	(110,572)
Net book amount	<u>114,589</u>	<u>20,298</u>	<u>89,886</u>	<u>7,213</u>	<u>231,986</u>
Year ended 31 December 2025					
Opening net book amount	114,589	20,298	89,886	7,213	231,986
Additions	–	54,702	–	–	54,702
Disposal	(7,748)	–	(10,305)	(811)	(18,864)
Amortisation	–	(4,817)	(13,227)	(1,069)	(19,113)
Closing net book amount	<u>106,841</u>	<u>70,183</u>	<u>66,354</u>	<u>5,333</u>	<u>248,711</u>
As at 31 December 2025					
Cost	129,337	92,729	141,303	15,027	378,396
Accumulated amortisation and impairment	(22,496)	(22,546)	(74,949)	(9,694)	(129,685)
Net book amount	<u>106,841</u>	<u>70,183</u>	<u>66,354</u>	<u>5,333</u>	<u>248,711</u>

11 TRADE AND OTHER RECEIVABLES AND PREPAYMENTS

	As at 31 December	
	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Trade receivables (<i>Note (a)</i>)		
— Related parties	1,604,208	1,640,198
— Third parties	<u>2,023,642</u>	<u>1,686,451</u>
	3,627,850	3,326,649
Less: allowance for impairment of trade receivables	<u>(1,358,415)</u>	<u>(1,364,627)</u>
	<u>2,269,435</u>	<u>1,962,022</u>
Other receivables		
— Deposits (<i>Note (c)</i>)	489,862	464,917
— Amounts due from related parties	145,206	140,121
— Loans to third parties (<i>Note (b)</i>)	56,344	55,870
— Utilities	45,964	55,910
— Amounts due from the non-controlling interests of subsidiaries	1,769	3,506
— Receivable from disposal of subsidiaries	26,000	—
— Others	<u>83,842</u>	<u>57,087</u>
	848,987	777,411
Less: allowance for impairment of other receivables	<u>(173,446)</u>	<u>(124,987)</u>
	<u>675,541</u>	<u>652,424</u>
Prepayments		
— Security charges and cleaning expenses	186,319	198,077
— Others	<u>48,689</u>	<u>41,344</u>
	235,008	239,421
Total	<u>3,179,984</u>	<u>2,853,867</u>
Less: non-current portion of other receivables and prepayments	<u>(60,920)</u>	<u>(59,084)</u>
Current portion of trade and other receivables and prepayments	<u><u>3,119,064</u></u>	<u><u>2,794,783</u></u>

Notes:

- (a) Trade receivables mainly arise from property management services and related value-added services.

Property management services income are received in accordance with the terms of the relevant services agreements. Service income from property management service is due for payment by the residents upon the issuance of demand note.

The related value-added services to property developers are usually due for payment upon the issuance of document of settlement.

As at 31 December 2025 and 2024, the aging analysis of the trade receivables based on recognition date of trade receivables were as follows:

	As at 31 December	
	2025	2024
	RMB'000	RMB'000
Less than 1 year	1,457,082	1,221,935
1 to 2 years	489,646	555,280
2 to 3 years	416,520	1,075,687
3 to 4 years	890,055	392,699
Over 4 years	374,547	81,048
	<u>3,627,850</u>	<u>3,326,649</u>

As at 31 December 2025 and 2024, trade and other receivables were mainly denominated in RMB.

As at 31 December 2025 and 2024, the carrying amounts of trade and other receivables approximated their fair values.

- (b) As at 31 December 2025, the Group provided loans to third parties totally amounted to RMB56,344,000 (31 December 2024: RMB55,870,000), which bear interest rates ranging from 3.45% to 4.25% (2024: 4.25% to 12%) per annum. Of this amount, RMB4,344,000 and RMB52,000,000 will mature within one year and two years, respectively (31 December 2024: RMB3,870,000, RMB25,000,000 and RMB27,000,000 will mature within one year, two years and three years, respectively).

- (c) During the year ended 31 December 2025, the Group, through its subsidiaries, entered into several Exclusive Property Sales Agency Services Agreements with various independent third-party property developers. These agreements granted the Group exclusive rights to market and sell residential units, parking spaces, and retail outlets developed by these third parties. Under the terms of these agreements, the Group was required to place deposits to guarantee performance and adherence to the exclusivity provisions of the agreements. Such deposits are unsecured and refundable upon the termination or expiry of the agreements.

12 SHARE CAPITAL

	Number of ordinary shares	Share capital HK\$'000	Equivalent share capital RMB'000
Authorised			
As at 31 December 2024 and 2025	<u>5,000,000,000</u>	<u>50,000</u>	<u>42,795</u>
Issued			
As at 1 January 2024	1,300,526,000	12,626	11,538
Cancellation of shares (<i>Note 13</i>)	(1,250,000)	(12)	(11)
As at 31 December 2024	<u>1,299,276,000</u>	<u>12,614</u>	<u>11,527</u>
As at 1 January 2025	1,299,276,000	12,614	11,527
Cancellation of shares (<i>Note 13</i>)	–	–	–
As at 31 December 2025	<u>1,299,276,000</u>	<u>12,614</u>	<u>11,527</u>

13 OTHER RESERVES

	Share premium <i>RMB'000</i>	Treasury shares <i>RMB'000</i>	Capital reserves <i>RMB'000</i>	Employee share-based compensation reserves <i>RMB'000</i>	Statutory reserves <i>RMB'000</i>	Foreign currency translation <i>RMB'000</i>	Total other reserves <i>RMB'000</i>
Balance at 1 January 2024	760,099	(3,134)	81,023	14,223	217,184	(110,788)	958,607
Share award scheme-value of employee services	-	-	-	15,824	-	-	15,824
Vesting of awarded shares	11,400	52	-	(11,452)	-	-	-
Cancellation of shares <i>(Note (b))</i>	(2,922)	2,933	-	-	-	-	11
Currency translation differences	-	-	-	-	-	(9,672)	(9,672)
Dividend distribution to shareholders <i>(Note 8)</i>	(411,960)	-	-	-	-	-	(411,960)
Appropriation of statutory reserves <i>(Note (a))</i>	-	-	-	-	32,058	-	32,058
Balance at 31 December 2024	<u>356,617</u>	<u>(149)</u>	<u>81,023</u>	<u>18,595</u>	<u>249,242</u>	<u>(120,460)</u>	<u>584,868</u>
Balance at 1 January 2025	356,617	(149)	81,023	18,595	249,242	(120,460)	584,868
Share award scheme-value of employee services	-	-	-	7,532	-	-	7,532
Vesting of awarded shares	10,738	56	-	(10,794)	-	-	-
Currency translation differences	-	-	-	-	-	7,089	7,089
Dividend distribution to shareholders <i>(Note 8)</i>	(126,759)	-	-	-	-	-	(126,759)
Appropriation of statutory reserves <i>(Note (a))</i>	-	-	-	-	9,366	-	9,366
Repurchase of the Company's shares <i>(Note b)</i>	-	(140)	-	-	-	-	(140)
Disposal of subsidiaries	-	-	239	-	-	-	239
Purchase of non-controlling interests in subsidiaries	(16,177)	-	-	-	-	-	(16,177)
Balance at 31 December 2025	<u>224,419</u>	<u>(233)</u>	<u>81,262</u>	<u>15,333</u>	<u>258,608</u>	<u>(113,371)</u>	<u>466,018</u>

(a) **PRC statutory reserves**

In accordance with relevant rules and regulations in the PRC, except for sino-foreign equity joint venture enterprises, all PRC companies are required to transfer 10% of their profit after taxation calculated under PRC accounting rules and regulations to the statutory reserve fund, until the accumulated total of the fund reaches 50% of their registered capital. The statutory reserve fund can only be used, upon approval by the relevant authority, to offset losses carried forward from previous years or to increase capital of the respective companies.

(b) **Treasury shares**

	As at 31 December			
	2025		2024	
	Number of treasury shares	Amounts RMB'000	Number of treasury shares	Amounts RMB'000
At the beginning of the year	16,160,000	149	23,050,000	3,134
Share issued and held by a trustee under 2023 Share Award Scheme	–	–	–	–
Share transferred to and held by directors and certain employees under 2023 Share Award Scheme	(6,060,000)	(56)	(5,640,000)	(52)
Shares repurchased (<i>Note</i>)	138,000	140	–	–
Shares cancelled (<i>Note</i>)	–	–	(1,250,000)	(2,933)
	<u>10,238,000</u>	<u>233</u>	<u>16,160,000</u>	<u>149</u>

Note:

The Company repurchase 138,000 shares (2024: Nil) of its own ordinary shares during the year ended 31 December 2025. The total purchased consideration was approximately HK\$151,000 (equivalent to RMB140,000) and was recognised as treasury shares in other reserves. These shares were not cancelled by the Company during the year ended 31 December 2025.

During the year ended 31 December 2024, the Company cancelled 1,250,000 treasury ordinary shares repurchased in the year ended 31 December 2023, with an aggregate purchase consideration of approximately HK\$3,316,000 (equivalent to RMB2,933,000) which had been recognised as treasury shares within other reserves. Accordingly, the issued share capital and share premium were reduced by the amounts attributable to the shares cancelled.

14 TRADE AND OTHER PAYABLES

	As at 31 December	
	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Trade payables (<i>Note (a)</i>)		
— Related parties	23,410	13,776
— Third parties	<u>580,212</u>	<u>559,772</u>
	<u>603,622</u>	<u>573,548</u>
Other payables		
— Deposits	149,265	234,964
— Amounts due to related parties (<i>Note (b)</i>)	18,853	21,711
— Payables for acquisition of subsidiaries	3,458	4,905
— Other third parties	<u>258,238</u>	<u>276,018</u>
	<u>429,814</u>	<u>537,598</u>
Accrued payroll	166,654	162,671
Other taxes payables	<u>87,866</u>	<u>86,698</u>
	<u>1,287,956</u>	<u>1,360,515</u>
Less: non-current portion of other payables	<u>(816)</u>	<u>(1,090)</u>
Current portion of trade and other payables	<u><u>1,287,140</u></u>	<u><u>1,359,425</u></u>

As at 31 December 2025 and 2024, the carrying amounts of trade and other payables approximated their fair values.

(a) As at 31 December 2025 and 2024, the aging analysis of the trade payables based on invoice date were as follows:

	As at 31 December	
	2025	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Less than 1 year	385,123	427,004
1 to 2 years	126,129	37,214
2 to 3 years	35,994	66,193
Over 3 year	<u>56,376</u>	<u>43,137</u>
	<u><u>603,622</u></u>	<u><u>573,548</u></u>

(b) The amounts due to related parties were unsecured, interest-free and repayable on demand.

EXTRACT OF INDEPENDENT AUDITOR’S REPORT

The following is an extract from a report of Prism Hong Kong Limited (“**Prism**”), an independent auditor, on the Group’s consolidated financial statements for the year ended 31 December 2025.

Opinion

In Prism’s 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.

BUSINESS REVIEW

Over the years, the Group is dedicated to providing services to clients to meet their diverse needs. Our business now consists of three major business lines, including property management services, community value-added services and value-added services to non-property owners. For the year ended 31 December 2025, the Group continuously optimised its income structure. During the year ended 31 December 2025, the Group’s revenue amounted to RMB2,768.5 million, representing a decrease of 6.2% as compared with that of RMB2,952.2 million for the year ended 31 December 2024. Net profit was RMB167.1 million, representing a decrease of 29.8% as compared with that of RMB238.2 million for the year ended 31 December 2024.

Property management services: The Group has been providing traditional property management services such as security, cleaning, maintenance and greening services since 1994. In 2025, the Group continued to strengthen the quality of its property services, enhance the service experience of owners, and provide refined, precise and people-oriented services around the “security, cleaning, landscaping, warranty and customer services”. We strive to provide owners with a higher-quality, more comfortable and sustainable living environment, to truly care for the owners and serve the owners. As at 31 December 2025, the Group’s property management services covered all 18 prefecture-level cities in Henan province as well as multiple provinces and cities such as Hebei Province, and the Group served more than 2.6 million property owners and residents in more than 1,000 properties. The Group manages a diversified portfolio of properties, including residential and commercial properties, office

buildings, themed towns, rural complexes, schools, parks, the “Three Supplies and Property Management” project, urban services and industrial parks. As at 31 December 2025, the GFA under management reached 194.6 million sq.m., representing a decrease of 1.2% as compared with that as at 31 December 2024.

Community value-added services: In terms of community value-added services, the Group integrates resources and builds platforms to fulfil its mission of providing diversified living services based on customers’ needs. Focusing on the entire process of customers from property acquisition to moving in to their daily lives, the Group extends relevant service offerings, and gradually perfects the online and offline scenes to continuously improve customer satisfaction and enhance the value of its services. Community value-added services include the provision of smart community solutions by the Group to property developers and residents for the creation of modern, interactive and intelligent environments within the community. In addition, the Group focuses on online platform operation and offline scenario-based community retailing. Through the Jianye+ platform online, the Group focuses on product categories based on customer needs to create a localised living platform of Central China that is “nice to look at, fun to play, and easy to use”, and to build a new retail business system for the Jianye+ community in an all-round way. At the same time, the Group integrates high quality resources to provide owners with one-stop whole-house renovation, basic decoration, balcony sealing services, etc., to meet the expectations of owners in the new lifestyle of home services, providing owners with time-saving, worry-saving, energy-saving, money-saving, trouble-saving new experience services, to create a happy home life for owners. During the year ended 31 December 2025, the Group established a new arena, i.e. “property + group catering”, providing a variety of community catering services such as “community canteens, convenient food trucks and special products” to satisfy the owners’ diverse catering demands. The Group also provides group catering services and canteen operation solutions to government agencies, corporations, public institutions, and other entities by integrating high quality catering resources.

Value-added services to non-property owners: The Group’s value-added services to non-property owners focus on enhancing the value of properties by meeting customers’ requirements through professional services. Value-added services to non-property owners include early intervention services, that is, according to the industry management and customer requirements, upon accepting an entrustment for product development, we will participate in the whole process of it, such as project design, construction, marketing, acceptance, delivery and repair, and put forward rationalisation proposals from the perspective of customers, developers and properties, so as to maximise the customers’ satisfaction to products to meet their needs and facilitate the use of customers in the later stage and the operation of the property, and thus enhance the brand image of the real estate and the customer’s loyalty. In addition, with the service concept of “Dignity — Perfection”, the

Group, relying on years of service experience, defines the new standard of the industry with craftsmanship and continues to optimise and innovate its service model, covering five high-end service scenes, namely, sales sites, 4S flagship stores, high-end clubs, exhibitions and medical check-up centres, with tailor-made service solutions to satisfy the diverse needs of its partners.

OUTLOOK

At present, the property management industry is undergoing a profound transformation from “scale worship” to a “return to capability”. The adjustment of the real estate cycle, together with the upgrading of consumption habits, has made “trust” and “quality experience” the scarcest assets in a more mature market environment.

In the face of market scrutiny over “value for money” and operating pressure to “reduce costs and enhance efficiency”, we have come to recognise that our true moat lies not in cold scale figures, but in the professionalism and warmth that customers experience at every touchpoint. In 2026, we will rebuild the foundation of trust through craftsmanship in service, activate neighbourhood ecosystems through precise and timely responses, redefine the boundaries of efficiency through human-machine collaboration, and practise long-termism through deep regional cultivation. By embedding standardisation into trust and transforming our supply chain into vitality, we are committed to forging our own growth path that is “high-quality, warm and resilient” amid the industry’s transformation.

In 2026, the Group will focus on implementing the following key strategic initiatives:

I. Enhancing Service Quality: Delivering “Perceivable” Craftsmanship in Service

With customer experience at the core, we will roll out the “Service Refresh” programme, making workflows such as facility inspections and environmental maintenance visible and traceable. We will reconstruct frontline operating standards and implement “millimetre-level” precision management in fundamental services such as cleaning and repairs, responding to trust challenges with sincerity and rebuilding customer confidence that service quality matches pricing.

II. Strengthening Lifestyle Services: Rooted in Communities with “Precise” Responses

Focusing on “high-frequency essential needs”, we will deepen our presence in segments such as elderly care, secondary property transactions, housekeeping and catering, and build professional supply chains and dedicated in-house teams. Leveraging “instant delivery” to address last-mile challenges, we will apply professional standards above market norms, transforming lifestyle services from a “nice-to-have add-on” into a sustainable second growth curve.

III. Comprehensive Cost Reduction and Efficiency Enhancement: Unlocking Organisational Effectiveness through “Human-Machine Collaboration”

We will break away from the vicious cycle in which cost reductions necessarily lead to a decline in service quality. We will scale the adoption of intelligent equipment in repetitive roles such as cleaning and security, freeing up manpower to focus on warm, customer-facing services and emergency handling. We will deepen the integration of business and finance and leverage data intelligence to unlock efficiency potential in every role, achieving both “efficiency” and “warmth”.

IV. Deepening Regional Operations: Driving High-quality Growth through “Value Discovery”

We will remain regionally focused and increase project density in our advantaged regions to enable resource sharing and achieve economies of scale. We will proactively capture policy opportunities arising from urban renewal and the renovation of old residential communities, and explore operating models that are “low-margin but sustainable”. We would rather leave room for selectivity than compromise, ensuring that every newly onboarded project meets high-quality and sustainability standards.

FINANCIAL REVIEW

Revenue

The Group is principally engaged in the provision of property management services and related value-added services. For the year ended 31 December 2025, the Group recorded a revenue of RMB2,768.5 million (2024: RMB2,952.2 million), representing a year-on-year decrease of 6.2%. The revenue of the Group were generated from three main business lines: (i) property management services; (ii) community value-added services; and (iii) value-added services to non-property owners.

The following table sets forth a breakdown of the Group's revenue from each business line during the years indicated.

	For the year ended 31 December			
	2025		2024	
	Revenue		Revenue	
	<i>RMB'000</i>	<i>%</i>	<i>RMB'000</i>	<i>%</i>
Property management services	2,299,539	83.1	2,298,829	77.9
Community value-added services	430,342	15.5	544,757	18.4
Value-added services to non-property owners	38,570	1.4	108,641	3.7
Total/Overall	<u>2,768,451</u>	<u>100.0</u>	<u>2,952,227</u>	<u>100.0</u>

Property Management Services

During the year, the revenue from our property management services amounted to RMB2,299.5 million (2024: RMB2,298.8 million), remaining basically flat compare with the previous year.

As of 31 December 2025, the total GFA under management of the Group was 194.6 million sq.m., representing a decrease of 2.3 million sq.m. or 1.2% as compared with that as of 31 December 2024. The decrease in GFA under management of the Group was primarily attributed to the strategic exit from several unprofitable projects. During the year, the average property management fee rate charged by the Group at approximately RMB1.77 per sq.m./month (2024: RMB1.75 per sq.m./month), which was in line with the previous year.

The table below sets out the breakdown of our total GFA under management for our property management services attributable to the properties developed by Central China Real Estate Limited (“CCRE”) and its subsidiaries (the “CCRE Group”) (and its associates or joint ventures) and third-party property developers as at the dates indicated.

	As at 31 December 2025		As at 31 December 2024	
	GFA '000 sq.m.	%	GFA '000 sq.m.	%
The CCRE Group and its associates or joint ventures	80,975	41.6	78,340	39.8
Third-party property developers	113,603	58.4	118,533	60.2
Total	194,578	100.0	196,873	100.0

Community Value-Added Services

The Group provides a range of community value-added services, primarily including intelligent community solutions, in-park sales, turnkey and move-in furnishing and lifestyle services. During the year, revenue from community value-added services amounted to RMB430.3 million (2024: RMB544.8 million), representing a year-on-year decline of 21.0%. This decrease was mainly attributable to the persistent downturn in the domestic real estate market, which led to a reduction in decoration-related services such as balcony sealing and decoration inspections. Concurrently, due to weak consumer confidence in the domestic market, the Group’s revenue from in-park sales also declined.

Value-Added Services to Non-Property Owners

The Group provides a range of value-added services to non-property owners, primarily including pre-launch intermediary services and on-site management. During the year, revenue from value-added services to non-property owners amounted to RMB38.6 million (2024: RMB108.6 million), representing a year-on-year decrease of 64.5%. This decrease was mainly attributable to the ongoing adjustments in the real estate industry, leading the Group to proactively make business adjustment to scale down its value-added services to non-property owners, of which the revenue from pre-launch intermediary services, on-site management and property agency sales decreased by RMB54.6 million.

Cost of Sales

The Group's cost of sales primarily consists of employee benefit expenses, greening and cleaning expenses, cost of goods sold, utilities, maintenance business costs, professional service fees, security charges, depreciation and amortisation charges, travelling and entertainment expenses, office expenses, taxes and other levies and other costs.

During the year, cost of sales of the Group amounted to RMB2,224.5 million (2024: RMB2,311.5 million), representing a year-on-year decrease of 3.8%. Such decrease was mainly due to the decline in revenue from community value-added services and value-added services to non-property owners, with a corresponding reduction in costs.

Gross Profit And Gross Profit Margin

The following table sets forth the Group's gross profit and gross profit margin by each business line for the years indicated.

	For the year ended 31 December			
	2025		2024	
	Gross profit	Gross profit	Gross profit	Gross profit
	margin	margin	margin	margin
	<i>RMB'000</i>	<i>%</i>	<i>RMB'000</i>	<i>%</i>
Property management services	442,509	19.2	488,886	21.3
Community value-added services	94,422	21.9	130,066	23.9
Value-added services to non-property owners	7,018	18.2	21,786	20.1
Total	543,949	19.6	640,738	21.7

During the year, the gross profit of the Group was RMB543.9 million (2024: RMB640.7 million), representing a year-on-year decrease of 15.1%. This decrease in gross profit was mainly due to the decrease in gross profit of property management services. The gross profit margin of the Group decreased from approximately 21.7% as of 31 December 2024 to approximately 19.6% as of 31 December 2025, representing year-on-year decrease of 2.1 percentage points. Such decrease in gross profit margin was mainly due to the decrease in gross profit margin of property management services.

The gross profit margin of property management services decreased by 2.1 percentage points from approximately 21.3% as of 31 December 2024 to approximately 19.2% as of 31 December 2025, which was mainly attributable to the increased cost of high quality services to enhance customer satisfaction.

The gross profit margin of community value-added services of the Group decreased to approximately 21.9% as of 31 December 2025 from approximately 23.9% as of 31 December 2024. This decrease was mainly due to a change in revenue structure, particularly a decrease in higher-margin revenues (such as smart community solutions, renovation management and inspection, and public operation services).

The gross profit margin of value-added services to non-property owners decreased to approximately 18.2% as of 31 December 2025 from approximately 20.1% as of 31 December 2024. This decrease was mainly due to a decline in higher-margin revenues (such as pre-launch intermediary services and on-site management) resulting from the scaling down of the Group's value-added services to non-property owners.

Selling and Marketing Expenses

During the year, the selling and marketing expenses of the Group amounted to RMB10.9 million, representing a decrease of 32.7% as compared with RMB16.2 million in 2024. This decrease was mainly attributable to a cautious approach to the business environment, with stringent control of various expenses, resulting in cost reduction and efficiency improvement. During the year, the selling and marketing expenses of the Group accounted for approximately 0.4% of the revenue, representing a decrease of 0.2 percentage points from 2024.

Administrative Expenses

During the year, the administrative expenses of the Group amounted to RMB156.8 million, representing a decrease of 16.1% as compared with RMB187.0 million in 2024, and accounting for approximately 5.7% of the revenue, which was a decrease of 0.6 percentage points from 2024. This decrease was mainly attributable to the stringent expenditures control, leading to cost reduction and efficiency improvement.

Net Impairment Losses on Financial and Contract Assets

During the year, the net impairment losses on financial and contract assets of the Group amounted to RMB138.2 million (2024: RMB74.9 million), representing an increase of 84.5% as compared to the previous year. This increase was mainly due to the impact of weak domestic real estate market and insufficient domestic consumer confidence, which led to an increase in property management fees due from individual owners and slower collection of receivables, resulting in a corresponding increase in impairment provisions.

Other Income

During the year, other income of the Group amounted to RMB5.5 million (2024: RMB6.6 million), representing a decrease of 16.2% as compared to the previous year. This decrease was mainly due to a reduction in interest income during the year.

Other Losses — Net

During the year, the net other losses of the Group amounted to RMB4.0 million (2024: RMB9.3 million), which was mainly due to the decrease in the fair value of the US dollar-denominated bonds held by the Group during the year.

Income Tax Expenses

During the year, the Group's income tax expenses amounted to RMB72.2 million (2024: RMB120.8 million) representing a decrease of 40.2% as compared to the previous year. The income tax rate for the year was 30.2% (2024: 33.6%). The decrease in the tax rate was mainly due to a reduction in dividends distributed to overseas companies during the year as compared to the previous year, resulting in a decrease in withholding tax provisions.

Profit

During the year, the Group recorded a net profit of RMB167.1 million (2024: RMB238.2 million). The net profit ratio was 6.0% (2024: 8.1%), representing a decrease of 2.1 percentage points compared with 2024. The profit attributable to shareholders of the Company for the year amounted to RMB157.5 million (2024: RMB214.6 million). Excluding the net impairment losses on financial and contract assets, fair value gains or losses from financial assets at fair value through profit or loss, gains or losses from disposal of subsidiaries, share-based payments and related income tax effect, the core net profit attributable to owners of the Company for the year was approximately RMB280.4 million (2024: RMB294.0). This decrease in the core net profit attributable to owners of the Company was mainly attributable to the decrease in gross profit margin of property management services, and the Group's proactive business adjustment to its value-added services in response to the ongoing adjustments in the real estate industry and a reduced number of housing deliveries, leading to a scale-down of value-added services, especially those for smart community solutions and non-property owner value-added services with property developers. Basic earnings per share amounted to RMB0.12 (2024: RMB0.17).

Financial Resources Management and Capital Structure

We have adopted comprehensive treasury policies and internal control measures to review and monitor our financial resources. As at 31 December 2025, the Group's cash and cash equivalents amounted to approximately RMB413.4 million (31 December 2024: approximately RMB1,190.1 million). As at 31 December 2025, the Group's bank borrowings amounted to RMB52.0 million (31 December 2024: RMB52.0 million). The Board did not recommend to declare any final dividend for the year ended 31 December 2025 to the shareholders of the Company (31 December 2024: RMB88.3 million).

The gearing ratio is calculated as total borrowings divided by total equity, and the sum of long-term and short-term interest bearing bank loans and other loans as of the corresponding date divided by the total equity as of the same date. As of 31 December 2025, the gearing ratio was 2.6% (31 December 2024: 2.6%).

Trade and Other Receivables and Prepayments

As at 31 December 2025, trade and other receivables and prepayments amounted to RMB3,180.0 million, representing an increase of 11.4% as compared with RMB2,853.9 million as at 31 December 2024. This growth was mainly due to an increase in amounts due from property owners.

Trade and Other Payables

As at 31 December 2025, trade and other payables amounted to RMB1,288.0 million, representing a decrease of 5.3% as compared with RMB1,360.5 million as at 31 December 2024, which mainly due to a decrease in renovation deposits.

Borrowings

As at 31 December 2025, the borrowings were RMB52.0 million, remaining stable as compared to RMB52.0 million as at 31 December 2024, which was a bank loan incurred by Henan Tianming Property Management Co., Ltd. ("**Henan Tianming**") prior to its acquisition by the Group, and since the equity interest of the company was acquired by the Group in 2022, its results were included in the Group's consolidated statement of accounts in that year.

PROCEEDS FROM THE LISTING

References are made to (i) the prospectus (the “**Prospectus**”) of the Company dated 5 May 2020 in relation to the listing (the “**Listing**”) of the shares of the Company on the Main Board of the Stock Exchange, which sets out the intended use of the net proceeds (the “**Net Proceeds**”) from the Listing, (ii) the Company’s announcements (the “**Previous Announcements**”) dated 8 July 2021, 16 March 2022 and 14 November 2023 relating to updates on the expected timeline for use of the unutilised Net Proceeds; (iii) the announcement (the “**1st Revised Allocation Announcement**”) of the Company dated 26 August 2024 regarding the revised allocation (the “**1st Revised Allocation**”) of the unutilised Net Proceeds; and (iv) the interim results announcement dated 26 August 2025 (the “**2025 Interim Results Announcement**”), which disclosed the status on the unutilised Net Proceeds up to 30 June 2025.

Previous change in use of proceeds

The original intended use of the Net Proceeds, which amounted to approximately HK\$2,280.8 million (equivalent to approximately RMB2,088.7 million) after deducting the underwriting fees and relevant expenses, was set out in the section headed “Future Plans and Use of Proceeds” in the Prospectus. As of 26 August 2024, an amount of approximately HK\$1,491.1 million, being the unutilised Net Proceeds, was reallocated in the manner set out in the 1st Revised Allocation Announcement. As disclosed in the 2025 Interim Results Announcement, as of 30 June 2025, the Group had utilised approximately RMB1,432.8 million of the Net Proceeds, with approximately RMB655.9 million remaining unutilised.

Further Change in use of proceeds and update on expected timeline

As at 31 December 2025, the Company had utilised approximately RMB1,736.3 million of the Net Proceeds, remaining approximately RMB352.4 million unutilised. Having considered the reasons set out in “Reasons for and benefits of the proposed further change in use of proceeds and expected timeline” below, the Board resolved to further revise the allocation (the “**2nd Revised Allocation**”) of the unutilised Net Proceeds.

The table below sets forth the 1st Revised Allocation, the 2nd Revised Allocation and status of utilisation of the Net Proceeds and the expected timeline of the use of the unutilised Net Proceeds from the date of the Listing and up to 31 December 2025:

Major categories	Sub-categories	Respective percentage of total proceeds	Respective amount of total proceeds RMB'000	1 st Revised Allocation of amount of the Net Proceeds RMB'000	Net Proceeds used during 2025 RMB'000	Actual expenditures as at 31 December 2025 RMB'000	Unutilised Net Proceeds as at 31 December 2025 RMB'000	2 nd Revised Allocation of amount of the unutilised Net Proceeds RMB'000	Timeline (as disclosed in the Previous Announcements)	Updated timeline (as disclosed in the 1 st Revised Allocation Announcement)	Latest updated timeline
1. Strategic investment, cooperation and acquisition		60%	1,253,216	132,723	–	132,723	–	–			
	1.1 Acquiring property management service providers	40%	835,478	114,531	–	114,531	–	–	Between one year to four and a half years after Listing		
	1.2 Acquiring companies that will expand our portfolio	10%	208,869	–	–	–	–	–	Between one year to four and a half years after Listing		
	1.3 Acquiring other companies that can bring synergies to our business, in particular, our value-added services	10%	208,869	18,192	–	18,192	–	–	Between one year to four and a half years after Listing		
2. Enhancement of Jianye+ platform to optimise user experience		15%	313,304	505,889	205,659	343,189	162,700	72,700			
	2.1 Developing and optimising software and our cloud system	5%	104,435	159,465	16,485	92,910	66,555	16,555	Between one year to four and a half years after Listing	By end of December 2025	By end of December 2027
	2.2 Improving and expanding our facilities and equipment	4%	83,548	83,548	29,818	31,808	51,740	11,740	Between one year to four and a half years after Listing	By end of December 2025	By end of December 2027
	2.3 Expansion of scale and diversity of membership resources	4%	83,548	137,199	61,779	111,653	25,546	25,546	Between one year to four and a half years after Listing	By end of December 2025	By end of December 2027
	2.4 Expansion of our user base	2%	41,773	125,677	97,577	106,818	18,859	18,859	Between one year to four and a half years after Listing	By end of December 2025	By end of December 2027

Major categories	Sub-categories	Respective percentage of total proceeds	Respective amount of total proceeds RMB'000	1 st Revised Allocation of amount of the Net Proceeds RMB'000	Net Proceeds used during 2025 RMB'000	Actual expenditures as at 31 December 2025 RMB'000	Unutilised Net Proceeds as at 31 December 2025 RMB'000	2 nd Revised Allocation of amount of the unutilised Net Proceeds RMB'000	Timeline (as disclosed in the Previous Announcements)	Updated timeline (as disclosed in the 1 st Revised Allocation Announcement)	Latest updated timeline
3.	Investment in advanced information technology systems	15%	313,304	346,575	92,585	238,696	107,879	107,879			
	3.1 Building intelligence communities and upgrading facilities	7%	146,209	179,480	44,954	179,480	–	70,000	Between one year to four and a half years after Listing	By end of December 2025	By end of December 2027
	3.2 Developing our financial sharing system	2.5%	52,217	52,217	2,931	13,299	38,918	8,918	Between one year to four and a half years after Listing	By end of December 2025	By end of December 2027
	3.3 Developing a process control and KPI integration system	4%	83,548	83,548	24,500	25,508	58,040	18,040	Between one year to four and a half years after Listing	By end of December 2025	By end of December 2027
	3.4 Achieving digitalised Documentation	1.5%	31,330	31,330	20,200	20,409	10,921	10,921	Between one year to four and a half years after Listing	By end of December 2025	By end of December 2027
4.	General working capital										
	Working capital and other general corporate purposes	10%	208,870	656,189	119,594	656,189	–	–	Between one year to four and a half years after Listing	By end of December 2025	
5.	Renovating and improving the quality of the old residential communities	–	–	149,106	62,139	67,270	81,836	81,836		By end of December 2025	By end of December 2027
6.	Development of value-added services business	–	–	298,212	77,486	298,212	–	90,000		By end of December 2025	By end of December 2027
		<u>100%</u>	<u>2,088,694</u>	<u>2,088,694</u>	<u>557,464</u>	<u>1,736,280</u>	<u>352,414</u>	<u>352,414</u>			

Save as disclosed in this announcement, the intended use of other categories of the Net Proceeds remains unchanged. For details, please refer to the section headed “Future Plans and Use of Proceeds” in the Prospectus, the Previous Announcements and the 1st Revised Allocation Announcement.

Reasons for and benefits of the proposed further change in use of proceeds and expected timeline

The Company has been listed on the Main Board of the Stock Exchange for over five years and has closely monitored the status on use of the Net Proceeds in line with the Group’s business strategy as set out in the Prospectus.

Since the 1st Revised Allocation, the real estate market has remained challenging, consumer sentiment has continued to be subdued, and the pace of resident consumption conversion and community commercialisation has been more prudent than expected. The recovery cycle for the Group's certain receivables has lengthened in the current economic climate. Having considered prevailing market conditions and the Group's business strategy, the Board has decided to further reallocate the unutilised Net Proceeds to (i) investment in advanced information technology systems, (ii) enhancement of the Jianye+ platform to optimise user experience and (iii) development of value-added services business, in the manner as set out in the table above.

Investment in advanced information technology systems

As disclosed in the table above, the Net Proceeds allocated for building intelligence communities and upgrading facilities were fully utilised as at 31 December 2025. Nationally and locally, smart community development is strongly promoted as a key element of modern grassroots governance and the construction of complete communities. By leveraging technology to substitute manual labour, we envisage that the Group can significantly enhance management efficiency. Furthermore, the deployment of intelligent sensors, facial-recognition access control, fire escape blockage detection, high-altitude object-throwing surveillance cameras and other advanced systems enables a shift from passive response to proactive, comprehensive monitoring and early warning, achieving “no-blind-spot” community safety. We consider that these initiatives will enhance resident satisfaction and support the Group's strategic transformation from a traditional property service provider to a modern lifestyle service provider. As a result, the Company intends to allocate RMB70.0 million of the unutilised Net Proceeds to continue funding building intelligence communities and related facilities upgrades.

As at 31 December 2025, the Group had utilised approximately RMB13.3 million for developing our financial sharing system, leaving approximately RMB38.9 million unutilised; we had also utilised approximately RMB25.5 million to develop a process control and KPI integration system, with remaining approximately RMB58.0 million unutilised. Since Listing, the Group has developed certain foundational functional modules, platform optimisations, and digital support work. The Company has conducted a review of the progress of the financial sharing system and the process control and KPI integration system, and considers that, after years of development, both systems basically achieved the Group's intended objectives. Accordingly, the Company considers that future investment in these two areas can be appropriately reduced.

In addition, the urgency for large-scale additional investment in certain platform expansions initiatives and back-office information technology systems has decreased compared to earlier expectations. Development of digitalised documentation remain ongoing and continues to require funding.

Save as disclosed above, there are no other changes in the use of the unutilised Net Proceeds under the category of investment in advanced information technology systems.

Enhancement of Jianye+ platform to optimise user experience

Since the 1st Revised Allocation, the Group has continued to advance the development of the “Jianye+” platform and has completed various foundational functional modules, platform optimisations and digital support work.

As at the date of this announcement, the “Jianye+” platform has reached a certain scale of development and has provided technological and systematic support for resident services, community operations and the Group’s day-to-day business management. Having reviewed the latest progress and performance of the “Jianye+” platform, the Board considers that the relevant investment in developing and optimising software and cloud systems (amounting to approximately RMB92.9 million as at 31 December 2025) and improving and expanding facilities and equipment (amounting to approximately RMB31.8 million as at 31 December 2025) has already largely achieved its current-stage objectives. In light of the current market conditions and the Group’s business priorities, the Board is of the view that the relevant resources may be more effectively deployed to other business areas, including the development of value-added services business, which are expected to generate more direct commercial returns and better align with the Group’s present development needs. As such, the Company has resolved to reduce the allocation of unutilised Net Proceeds to this category.

Save as disclosed above, there are no other changes to the use of the unutilised Net Proceeds under the category of enhancement of Jianye+ platform to optimise user experience.

Development of value-added services business

As disclosed in the 1st Revised Allocation Announcement, the Board considered that the development of value-added services business was in line with the prevailing industry trend of property management companies in the PRC seeking to provide a wider range of services to enhance the lifestyle and living experience of residents, while concurrently preserving or enhancing the quality and value of the properties under the management. In this connection, the Company has allocated part of the unutilised Net Proceeds under the 1st Revised Allocation to fund the development of value-added services business.

As the date of this announcement, the Net Proceeds previously reallocated to the development of value-added services business was fully utilised. The Board remains of the view that the development and optimisation of diversified community value-added services continue to be an important business direction for the Group and are closely aligned with the Group's current development strategy.

In light of the prevailing market conditions, the Group adopts a very prudent approach to prioritising resource allocation towards business initiatives that can more directly and timely drive revenue growth, strengthen resident loyalty and improve cash flow stability.

The Board considers that intensifying investment in the development and optimisation of diversified value-added services would enable the Group to better respond to residents' evolving needs within our managed communities. This would also allow us to fully leverage existing property management scenarios, capture greater cross-selling and monetisation opportunities, improve overall revenue mix, and enhance the resilience and profitability of the Group's revenue base. As a result, the Company has resolved to reallocate a total amount of RMB90.0 million from the unutilised Net Proceeds to continue the development of value-added services business.

The Board considers the above change in the use of the unutilised Net Proceeds is fair and reasonable. The Board also confirms that there is no material change in the principal business nature of the Group as set out in the Prospectus and considered that the 2nd Revised Allocation is in line with the business strategy of the Group and will not have any material adverse impact on its operations and is in the best interests of the Company and its shareholders as a whole.

Pledge of Assets

As of 31 December 2025, the Group did not have any pledged assets for its loan guarantee.

Major Acquisition and Disposals

The Group did not have any major acquisition and disposals of subsidiaries and associated companies during the year.

Major Investment or Future Plans For Major Investment

As of 31 December 2025, the Group did not hold any significant investment and had no specific plan for significant investments or capital assets.

Contingent Liabilities and Capital Commitment

As of 31 December 2025, the Group did not have any significant contingent liabilities and capital commitment.

Events after the Reporting Period

There are no significant events subsequent to 31 December 2025 which would materially affect the Group's operating and financial performance as of the date of this announcement.

Foreign Exchange Risk

The principal activities of the Group are conducted in the PRC, and a majority of the Group's income and expenses were denominated in Renminbi. Therefore, the Group is not exposed to material risk directly relating to foreign exchange rate fluctuation except certain bank balances were denominated in Hong Kong dollars, which were held by the Company in its own functional currency. Currently, the Group has not entered into contracts to hedge its exposure to foreign exchange risk, but the management will continue to monitor the foreign exchange exposure, and take prudent measures to reduce the foreign exchange risk.

Employees And Remuneration Policy

As of 31 December 2025, we had 5,089 full time employees, substantially all of whom were located in Henan province.

During the year, the Company continued to promote the flattening of its organisational structure, aiming to enhance the overall effectiveness and responsiveness of the organisation and significantly strengthen decision-making efficiency and execution by shortening communication channels. To continuously improve efficiency, the Company has been comprehensively and meticulously defining and optimising its internal authority and responsibility processes based on daily work requirements. This aims to achieve seamless integration of management from top to bottom, while also simplifying workflows, accelerating business processes, and significantly enhancing work efficiency.

In terms of talent management, the Company has always adhered to the principle of selection that emphasises both professional ethics and work ability, as we regard the professionalism and ethics of our employees as the cornerstones of the Company's sustainable development. To this end, the Company not only strengthens its internal training system, but also actively encourages its employees to participate in various further education programs, helping them enhance their personal capabilities and overall quality. In addition, for the career development of its employees, the Company has designed a clear promotion path. According to each employee's unique strengths and the Company's strategic development direction, we customise a personalised development path to help them achieve their career goals.

Regarding the remuneration package, the Company closely monitors market trends and makes timely adjustments to salary levels to ensure competitiveness and fairness. At the same time, the Company has established an efficient performance appraisal system that closely links employee performance with salary, effectively motivating employees and fostering creativity through specific, quantifiable performance indicators. Furthermore, the Company has implemented strong incentives to create a performance-based compensation system, further strengthening its competitive edge.

CORPORATE GOVERNANCE PRACTICES

The Company has always valued the superiority, steadiness and rationality of having a sound system of corporate governance and is committed to continuously improving its corporate governance and disclosure practices. During the year ended 31 December 2025, except the following deviation, the Company had complied with all code provisions and mandatory disclosure requirements and, where appropriate, adopted the recommended best practices set out in the Corporate Governance Code in Appendix C1 to the Rules Governing the Listing of Securities on the Stock Exchange (the "**Listing Rules**").

Under code provision C.2.1 of the CG Code (the "**CG Code Provision**"), the roles of chairman and chief executive should be separate and should not be performed by the same individual. The division of responsibilities between the chairman and the chief executive should be clearly established and set out in writing. Following the resignation of Ms. Dai Jiling as an executive Director and the Chief Executive Officer (the "**CEO**") of the Company on 30 April 2025, the Company appointed Mr. Wang Jun, the executive Director and the Chairman of the Board, as the CEO, resulting in deviation of the CG Code Provision.

Since Mr. Wang has been playing a leadership role in the Group, who is familiar with the Company's business operation and possess superior knowledge and experience of the Company's business, the Board believed that vesting the roles of both chairman and chief executive officer in the same person has the benefit of ensuring consistency and continuous leadership within the Group and also maximised the effectiveness and efficiency of overall planning and execution of its strategies. The Board considered that the balance of power and authority, accountability and independent decision-making under its present arrangement would not be impaired in light of checks and balances provided by its three independent non-executive Directors with diverse background and experience. Further, the audit committee of the Company comprised exclusively of independent non-executive Directors had free and direct access to the Company's external auditors and independent professional advisers when it considered necessary. Therefore, the Directors considered that the deviation from the CG Code Provision was appropriate in such circumstances. Nevertheless, the Board had been reviewing the structure and composition of the Board from time to time in light of prevailing circumstances.

Upon the change in the CEO taking effect on 20 January 2026 and as at the date of this announcement, the roles of chairman of the Board and chief executive officer of the Company had been clearly separated and performed by Mr. Wang and Mr. Yan Xuewen (閻學文), respectively. Accordingly, the Company had complied with code provision C.2.1 of the CG Code since 20 January 2026.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “**Model Code**”) in Appendix C3 to the Listing Rules as the code of conduct for the Directors in their dealings in the Company's securities. Having made specific enquires with each Director, the Company confirmed that the Directors had complied with the required standard as set out in the Model Code during the year ended 31 December 2025.

PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES OF THE COMPANY

During the year ended 31 December 2025, the Company repurchased a total of 138,000 Shares on the Stock Exchange. As at 31 December 2025, an outstanding number of 138,000 Shares that were repurchased had not been cancelled yet. Particulars of the shares repurchased during the year ended 31 December 2025 are as follows:

Date of repurchase	Number of Shares repurchased	Price per Share		Aggregate consideration (HK\$)
		Highest price paid (HK\$)	Lowest price paid (HK\$)	
20 February 2025	90,000	1.08	1.07	97,110
21 February 2025	48,000	1.12	1.08	53,390
Total	138,000			150,500

Save as disclosed above, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's securities listed on the Stock Exchange during the year ended 31 December 2025.

REVIEW OF ANNUAL RESULTS BY AUDIT COMMITTEE

The audit committee of the Company (the "Audit Committee") has discussed with the management and the external auditor of the Company and has reviewed the annual results of the Group for the year ended 31 December 2025 together with the accounting standards and practices adopted by the Group. The Audit Committee has agreed with the management of the Company on the annual results of the Group for the year ended 31 December 2025.

SCOPE OF WORK OF PRISM

The figures in respect of the Group's consolidated statement of comprehensive income, consolidated statement of financial position, and the related notes thereto for the year ended 31 December 2025 as set out in this announcement have been agreed by the Group's external auditor, Prism, to the amounts set out in the Group's audited consolidated financial statements for the year. The work performed by Prism in this respect did not constitute an assurance engagement in accordance with Hong Kong Standards on Auditing, Hong Kong Standards on Review Engagements or Hong Kong Standards on Assurance Engagements issued by the Hong Kong Institute of Certified Public Accountants and consequently no assurance has been expressed by Prism on this announcement.

FINAL DIVIDEND

The Board resolved not to recommend the payment of a final dividend for the year ended 31 December 2025 (2024: HK7.36 cents per share).

ANNUAL GENERAL MEETING

The annual general meeting of the Company (the "2026 AGM") will be held on Monday, 1 June 2026. Shareholders should refer to details regarding the 2026 AGM in the circular of the Company, the notice of 2026 AGM and form of proxy accompanying thereto, which will be published and despatched to the shareholders of the Company in a manner as required by the Listing Rules.

CLOSURE OF REGISTER OF MEMBERS

For the purposes of determining shareholders' eligibility to attend and vote at the 2026 AGM, the register of members of the Company will be closed from Wednesday, 27 May 2026 to Monday, 1 June 2026 (both days inclusive), during which no transfer of shares will be registered. All properly completed share transfer forms accompanied by the relevant share certificates must be lodged with the Company's Hong Kong branch share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712–1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, no later than 4:30 p.m. on Tuesday, 26 May 2026, for registration.

PUBLICATION OF ANNUAL RESULTS ANNOUNCEMENT AND ANNUAL REPORT

This annual results announcement is published on the websites of the Company (www.ccnewlife.com.cn) and the Stock Exchange (<http://www.hkexnews.hk>). The Company's annual report for the year ended 31 December 2025 will be despatched to the shareholders and published on the aforesaid websites in due course.

By Order of the Board
Central China New Life Limited
Wang Jun
Chairman

Hong Kong, 20 March 2026

As at the date of this announcement, the Board comprises: (i) Mr. Wang Jun (Chairman), Mr. Yan Xuewen and Mr. Guo Liyuan as executive Directors; and (ii) Mr. Leong Chong, Ms. Luo Laura Ying and Ms. Xin Zhu as independent non-executive Directors.