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OVERVIEW

We are a comprehensive property management service provider, specialised in industrial parks in China. Since our inception in 2019, we have established deep roots in Zhejiang Province, specifically in the Jinhua-Yiwu Area (Yiwu City which is located in Jinhua, Zhejiang Province and its surrounding area), which is recognised as “home to the world’s largest small commodities market” by the World Bank and in accordance with the World Investment Report published by the United Nations. We differentiate ourselves through a strategic specialisation in industrial park management, distinguishing us from other competitors who primarily focus on residential properties. By establishing a dominant foothold in the Jinhua-Yiwu manufacturing hub, we offer a suite of services tailored specifically for enterprise occupants from various industries. Beyond basic property management services, we offer diversified value-added services including (i) operational support services; (ii) park ancillary services and (iii) energy-related services. We offer value-added services to property developers, property owners, tenants and occupants. Through the provision of these services, we can establish in-depth cooperative relationships with property developers and also offer a wide spectrum of park value-added services that address the occupants’ needs. As a result, our Directors consider it can foster deep customers stickiness that is difficult for traditional property management firms to replicate.

We provide a diversified range of services to property developers, owners, tenants, and occupants. Our comprehensive service scope comprises:

- **Basic property Management Services:** We offer a comprehensive suite of basic property management services designed to maintain the safety, functionality, and exterior of the public area of our managed properties. These services cover the full lifecycle of occupancy, from move-in to move-out, and include repair and maintenance, security and safety management, and cleaning and gardening services for all common areas.
- **Value-added Services:** Beyond the basic property management services, we provide diversified optional value-added services to accommodate the specific needs of property developers, owners, tenants and occupants and to enhance the value of commercial assets of our managed portfolio. We provide value-added services through our own employees or through our network of selected service providers. Our value-added services comprise (i) operational support services; (ii) park ancillary services and (iii) energy-related services.

As of 30 June 2026, our total GFA under management amounted to approximately 3.7 million sq.m. across 22 projects, primarily comprising industrial parks. For the details of our managed properties, please see “— Our Managed Properties” in this section.

According to Frost & Sullivan, as of 31 December 2025, the number of market participants in Zhejiang Province’s industrial park property management services market reached nearly 6,000. In terms of the total GFA under industrial park property management services, our Group accounted for approximately 1.4% in Zhejiang Province. In Jinhua City, the total GFA under management of industrial park property management services market reached approximately 33.9 million sq.m. in 2025. In terms of total GFA under industrial park property management services in Jinhua City in 2025, the top five providers of property management services accounted for approximately 39.6%, among which our Group ranked second, with a market share of approximately 8.0%.

While we maintained a cooperative relationship with our Parent Group during the Track Record Period, we have raised operational independence through active market expansion and customer diversification. By actively participating in public tenders and bidding processes, we have proven our ability to source projects independently from local governments and state-owned enterprises, such as the

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property management project of Lanxi Lanchuang Hongtu Smart Technology Industrial Park and the “Industry 4.0” Innovative Industrial Park in Taizhou. Consequently, revenue contributed from projects sourced from Independent Third Parties increased gradually. The revenue derived from projects sourced from Independent Third Parties increased from RMB15.7 million, representing 22.0% of our total revenue during FY2024, to RMB28.9 million, representing 36.3% of our total revenue during FY2025, and from RMB11.7 million, representing 32.2% of our total revenue during 1H2025, to RMB14.9 million, representing 37.0% of our total revenue during 1H2026, demonstrating an increasing degree of operational independence. Furthermore, we maintain independent financial, accounting, and human resource teams and hold all necessary licences to operate on a standalone basis.

We generated revenue of RMB71.7 million for FY2024 and RMB79.7 million for FY2025, and RMB36.3 million for 1H2025 and RMB40.2 million for 1H2026. Our aggregate GFA under management remained stable at 3.8 million sq.m., 3.7 million sq.m. and 3.7 million sq.m. as at 31 December 2024, 31 December 2025 and 30 June 2026, respectively.

OUR COMPETITIVE STRENGTHS

Specialised Property Management Service Provider Dedicated to Delivering Services for Industrial Properties

We differentiate ourselves through a strategic specialisation in industrial park management, distinguishing us from other competitors who primarily focus on residential properties. As at 30 June 2026, 21 out of 22 of our managed projects were industrial properties and the remaining one was a commercial property. By establishing a dominant foothold in the Jinhua-Yiwu Area, which is recognised as “the home to the world’s largest small commodities market” by the World Bank and in accordance with the World Investment Report published by the United Nations, we offer a suite of services tailored specifically for enterprise occupants from various industries.

We are dedicated to serving the growing market for industrial property management services in China. According to Frost & Sullivan, the total revenue of industrial park property management services market in China increased from RMB24.9 billion in 2021 to RMB31.4 billion in 2025, with a CAGR of 6.0%. It is expected to reach RMB42.1 billion in 2030, with a CAGR of 6.0% from 2025 to 2030.

Our managed industrial parks are primarily occupied by production and manufacturing enterprises, particularly in the machinery, equipment, and stationery sectors. Some of our enterprise occupants are “enterprises above designated size” and National High-tech Companies. The continuous expansion of these stable enterprise customers creates opportunities for us to broaden our service offerings, which in turn fuels our long-term business growth. In line with the growth of the occupants in our managed projects, it is expected that they will demand more value-added services, particularly the operational support services. By maintaining close relationships with our customers through our steward who remain as a dedicated contact person with them, we possess deep insights into their operational and commercial needs. This allows us to provide extensive value-added services that extend beyond traditional property management to actively support their business operations, thereby diversifying our revenue source and enhancing customer stickiness.

Leveraging our accumulated expertise in the industrial property sector, we provide diversified value-added services alongside our basic property management offerings. By aggregating occupants demand, occupants benefit from obtaining services at lower costs, while we diversify our revenue streams. A prime example of this strategy is our production safety management service, which addresses a critical need for industrial occupants. During the Track Record Period, we introduced safety production management to help occupants ensure regulatory compliance and optimise workplace protocols. By utilising our substantial enterprise resources and economies of scale, we select qualified third-party providers who offer these services at preferential rates due to the volume of services we

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procured from such service provider. Moving forward, we plan to build a comprehensive service platform for every industrial park we manage, introducing further customised solutions such as centralised procurement of packaging materials.

With a Deep-rooted Presence in the Jinhua-Yiwu Area, Strategic Geographical Focus on Zhejiang Province with a Platform for Strategic Expansion across Key Economic Regions

Since our inception in 2019, we have established deep roots in Zhejiang Province, specifically in the Jinhua-Yiwu Area (Yiwu City which is located in Jinhua, Zhejiang Province and its surrounding area), which is recognised as “home to the world’s largest small commodities market” by the World Bank and in accordance with the World Investment Report published by the United Nations, and have strategically expanded our footprint to other key regions including Hebei Province, Guangdong Province, and Hunan Province. We operate in a thriving market environment driven by the robust economic growth of Zhejiang Province. GDP in Zhejiang Province grew significantly from RMB7.4 trillion in 2021 to RMB9.5 trillion in 2025, representing a CAGR of 6.4%, which has in turn fueled the rapid expansion of the non-residential property management sector. The total revenue of industrial park property management service market in Zhejiang Province rose from RMB3.8 billion in 2021 to RMB6.1 billion in 2025, and further increase to approximately RMB10.5 billion in 2030. Specifically, Yiwu, known as the world’s largest small commodity market, recorded a total import and export volume of RMB836.5 billion in 2025, marking a substantial year-on-year growth of 25.1%. This vibrant trading activity has created sustained demand for high-quality supporting services within industrial parks, directly driving the expansion of the property management market. Capitalising on these favourable market dynamics, we have established a foothold in the region. As at the Latest Practicable Date, we managed 21 projects in Zhejiang Province, with a concentrated portfolio of 17 projects located in the strategic Jinhua-Yiwu Area.

Our long-term immersion in Jinhua-Yiwu Area, characterised by a dense concentration of manufacturing and trading enterprises, has enabled us to accumulate profound insights into specific occupants needs, such as safety consulting monitoring. The provision of value-added services diversifies our revenue stream and enhances customer stickiness.

As we maintain a high density of projects within Jinhua-Yiwu Area, we effectively share resources, management personnel, and technical equipment across multiple nearby parks. This density also affords us stronger bargaining power with subcontractors and vendors, enabling us to lower our operational costs while maintaining competitive pricing for our occupants. Consequently, this operational efficiency not only improves our profit margins but also strengthens our competitive position as we replicate this successful model in new regional markets, including Hebei, Guangdong, and Hunan Provinces. As at the Latest Practicable Date, we had secured 27 projects across four provinces and nine cities in China. Looking ahead, three of our secured projects sourced from the Parent Group and one secured project sourced from the Independent Third Party developers are pending delivery, all of which are expected to come under our management within the next three years, ensuring a stable pipeline for our continued expansion.

Benefiting from the Long-term Support of our Parent Group whilst Expanding our Reach to Independent Third-party Customers

According to Frost & Sullivan, our Parent Group is one of the established industrial park developers in Jinhua City. The industrial park development market in Jinhua City is fragmented, with numerous market participants and a relatively low overall market concentration. As an established industrial park developer, the Parent Group possesses mature development and operational capabilities. Since 2020, our Parent Group has developed more than ten industrial parks. As at 30 June 2026, to the best knowledge of our Directors after consulting our Parent Group, it had about six property projects under development or held for development in the PRC. As at the Latest Practicable Date, we have secured three additional industrial park projects developed by our Parent Group with a total GFA of approximately 0.4 million sq.m..

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As at 30 June 2026, we managed a total of 12 property projects developed by our Parent Group with a total GFA under management of approximately 1.8 million sq.m., representing 54.5% and 47.7% of our total number of projects and GFA under management as at the same date. In the course of providing property management services for the property projects developed by our Parent Group, we have gained extensive management experience, and strengthened our ability to attract projects from independent third-party property developers.

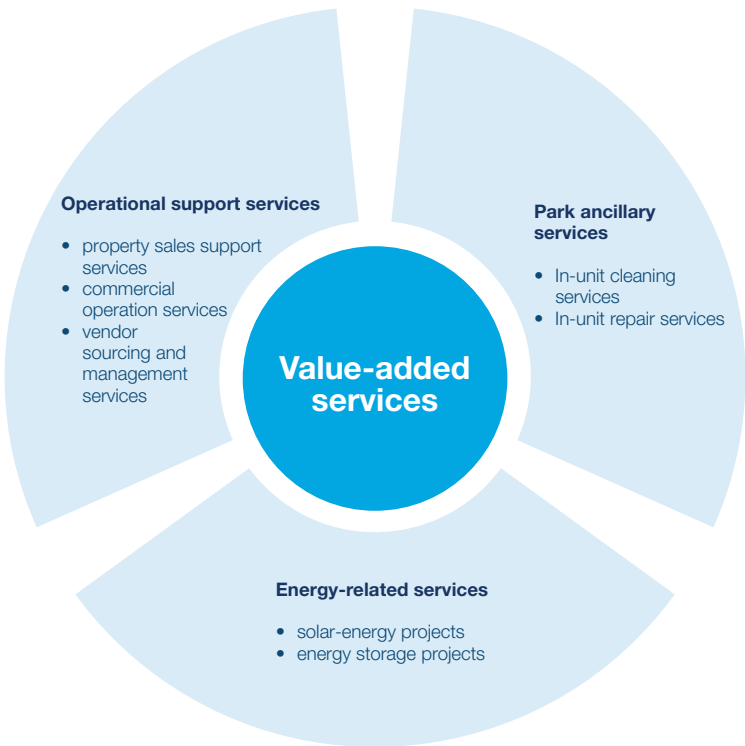
In addition to projects sourced from our Parent Group, we had stable cooperation with Independent Third-party developers. As at 31 December 2024, 31 December 2025 and 30 June 2026, we managed a total of 11, 10 and 10 property projects developed by independent third-party property developers, respectively. The GFA under management of the projects developed by independent third-party property developers accounted for 53.4%, 60.1% and 52.3% of our total GFA under management in FY2024, FY2025 and 1H2026, respectively. In FY2024, FY2025 and 1H2026, our revenue generated from projects developed by Independent Third-Party property developers were RMB15.7 million, RMB28.9 million and RMB14.9 million, respectively, accounting for 22.0%, 36.3% and 37.0% of our revenue in the respective period.

While we benefit from support of our Parent Group, we have also proven our ability to independently identify and capitalise on market opportunities. We believe that our long-term and stable relationship with our Parent Group will continue going forward and allow us to continue to benefit from its extensive property portfolio and abundant land reserves, enabling us to expand our business scale, diversify our portfolio and extend our geographical reach.

Diversified Service Portfolio with Proven Operational Capabilities

Along with our strategic focus and dedication to industrial property management, our services are built on property management and expand outward from that core. We explore the potential needs of enterprise occupants to continuously develop a diversified service portfolio.

The following diagram sets out the types of value-added services we provided:



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Operational Support Services

In the course of interactions with the extensive network of property developers and occupants, we have obtained first-hand information on their needs. Leveraging our resource integration capability, we offer operational support services that address our customers’ needs in cooperation with external service providers. Our operational support services comprise (i) property sales support services; (ii) commercial operation services; and (iii) vendor sourcing and management services. For example, we provide property sales support services by assisting the property developers with preliminary business planning, marketing and promotion, and providing assistance to guide and host property viewings, as well as facilitating property handover procedures. We also assist our occupants by sourcing qualified safety production management consultant to provide safety training and inspection. We refer building decoration companies to manufacturing occupants for furniture and equipment services tailored to their operational requirements. While we charge our external value-added service partners or property developers a specified percentage of their revenue or a service fee, our occupants benefit from bulk discounts and save time on supplier selection.

Park Ancillary Services

To support the operational excellence and daily quality of life within our industrial parks, we provide a wide range of optional services for our occupants. These services are delivered primarily by our own employees or subcontractors. By offering these park ancillary services, we empower occupants to optimise their focus on core operations, enhance workplace satisfaction, and improve overall operational convenience. For instance, we deliver a suite of in-unit support services, including cleaning, repair services. These services allow occupants to enjoy support without the administrative burden of external vendors, while we maintain close and supportive interactions with our customers.

Energy-related Services

Our energy-related services primarily comprise solar energy projects and energy storage projects which we cooperate with energy solution companies to invest in and install solar energy stations and storage devices in our managed projects, making use of the underutilised rooftop space. Through these services, we generate green energy as an alternative power source for our managed properties and enhance the value of the property owner’s rooftop by sharing part of the profit with them.

Experienced and Visionary Management Team

We have an experienced management team with a proven track record in providing property management and value-added services. Our management team is led by Ms. Liu, our chairperson of the Board and executive Director, who founded Zhejiang Panglong in 2016. She has extensive experience in entrepreneurship in various industries, including industrial park development and property management. Ms. Liu commenced our Company’s business since 2019 and was honoured as with the 2022 Jinhua City Women Entrepreneur of the Year “Perseverance of the Times Award” (金華市女企業家“時代堅毅獎”) and the honorary curator of Yiwu City Lei Feng Museum (義烏雷鋒館) in 2024. Our senior management has years of experience in the property management industry. For more details, please see the section headed “Directors and Senior Management”. We believe that the extensive industry knowledge and management skills of our management team are critical to our business expansion and promotion of our corporate culture. Our Directors and senior management’s industry insights and management experience elevate our chances of capturing different market opportunities and help us strengthen our talent pools and implement efficient corporate governance measures. With extensive expertise, we believe that our core management team provides insights into the industry trends and ultimately helps us achieve a steady and sustainable business growth.

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We provide comprehensive training for our staff, which in turn enhance our customer satisfaction. In order to optimise our management structure, we have adopted a comprehensive human resource system which integrates our employee management system, training system and talent pool system. Through our internal training programme and external cooperation for recruitment, we strive to enhance our team building. We believe that our operational team will enable us to improve service quality, achieve long-term growth and enhance our competitiveness and market position so as to enable us to expand to new markets.

OUR STRATEGIES

We aim to be a leading comprehensive property management services provider in China with the following strategies:

Expand our Business Scale and Solidify our Market Position

In order to achieve a more sustainable and efficient business model, we plan to expand our business scale and market share through the following ways, including cooperating with our Parent Group, securing projects with third parties, as well as forming strategic alliance with selected companies. Specifically:

Geographical Expansion

We commit to further expand our market share in the industrial property management industry. Leveraging on our strategic market position in the niche and specialised segment of management of industrial parks, we plan to expand our geographic coverage to new regions in industrial property management industry in China. According to Frost & Sullivan, in China, the total GFA under management of industrial park property management services market increased from 2.1 billion sq.m. in 2021 to 2.2 billion sq.m. in 2025, with a CAGR of 1.2%. In 2030, the total GFA under management of industrial property management services market in China is expected to reach 2.4 billion sq.m., with a CAGR of 1.8% from 2025 to 2030. Since our inception in Zhejiang Province in 2019, we have been expanded the geographical coverage by securing projects in Hebei Province, Guangdong Province and Hunan Province. We intend to leverage our experience in the management and operation of industrial parks in Jinhua-Yiwu Area and utilise our high service management quality and our diversified value-added services to expand our market share in our existing markets and further penetrate new markets. In particular, we target to focus on cities in Yangtze River Region such as Shanghai, Hangzhou and Suzhou and Pearl River Region such as Zhuhai, Guangzhou and Shenzhen, which are established manufacturing bases in China. According to Frost & Sullivan, in 2025, the total revenue of the industrial park property management services market in China's Yangtze River Delta Region and Pearl River Delta Region reached RMB15.2 billion and RMB8.6 billion, respectively. By 2030, it is expected to reach RMB21.3 billion and RMB11.7 billion, respectively, with a CAGR of 7.0% and 6.3% from 2025 to 2030. We believe that the continuous increase in industrial parks in these targeted regions will boost demands for our property management services and will in turn bring in new opportunities for our future growth.

Organic growth

We will continue to maintain our cooperative relationship with our Parent Group to strengthen our growth foundation and expand our business organically by capitalising on our synergies with our Parent Group. We believe that we will continue to benefit from business development and expansion of our Parent Group in terms of both stable sources of projects for our management and expansion of our geographical coverage. We expect that there will be at least three projects developed by our Parent

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Group which were expected to be completed within the next three years, including Linxiang Jicheng International Outdoor Leisure Industrial Park (臨湘吉成國際戶外休閒產業園) (in Yueyang County, Hunan Province), Guangdong Yangjiang Jicheng Smart Home Industrial Park (廣東陽江吉成智能家居產業園) (in Yangjiang City, Guangdong Province) and Xinchang Jicheng Innovative Manufacturing Industrial Park (新昌吉成創新製造產業園) (in Shaoxing City, Zhejiang Province). These new projects are expected to contribute to an additional 0.4 million sq.m. in aggregate of GFA under management if they are accomplished on schedule within the next three years. We believe that these new projects will pose a credible opportunity for us to expand our business.

Advancing Participation in Third Party Projects

In addition to collaboration with our Parent Group, we will actively participate in the public tender and bidding process and obtain new businesses from Independent Third Parties by leveraging on our business focus, diversified property management and value-added services and solid customer relations. Furthermore, besides industrial properties, through the experience and service portfolio accumulated over the years, we will continue to expand our market share in other commercial properties in order to enhance our overall market position in China’s industrial property management industry. We strive to cultivate our relationship with strategic third party project developers particularly those from state-owned enterprises or with governmental backgrounds, who have substantial project pipelines. We plan to form joint venture with targeted project developers for provision of preliminary management services such as sales planning at the early property development stage, which not only enhance the stickiness of the property developers but also enhance our understanding of the targeted projects and facilitate our subsequent tender process and service provision. We plan to utilise an aggregate of RMB[REDACTED] million to form joint venture companies with targeted property developers to pursue new engagements from Independent Third Party property developers. For details, please see “Future Plans and [REDACTED] — Implementation Plans — (4) Establishing Joint Venture Companies”.

Vertical integration

Since 2022, we have introduced energy technology companies to invest in and install solar energy stations (including solar panels and cells) in our managed projects and share profit of such solar energy service providers. For details of our solar energy services, please see “— Our Business Model — Value-added Services — Energy-related Services” in this section. We have, therefore, gained understanding and experience of the operational process and arrangement for constructing solar energy stations in our existing managed projects. As part of our business expansion, we plan to penetrate into upstream operations in our industrial chain with high profitability to expand our revenue stream. In particular, we plan to utilise an aggregate of RMB[REDACTED] million of the [REDACTED] of the [REDACTED] for setting up solar energy power stations in our managed projects. We intend to lease the rooftops of our managed properties for setting up solar energy power stations. Through the proposed investment of new solar energy stations, we believe we can broaden our revenue base and achieve sustainable recurring revenue from these new solar energy projects on three industrial parks by selling the electricity generated from such solar power stations to the tenants or property owners of our managed properties. Investment payback is considered to be achieved once the total future net cash flow generated from operating activities of a new solar energy station covers its total investment amount including rooftop leasing cost, construction cost and machinery and equipment acquisition and maintenance cost. The time required to achieve investment payback also depends on various factors, including those mentioned above and the actual capital expenditure such as costs of machinery and equipment. Based on our knowledge and experience, we estimate that the payback period for each solar energy station will be approximately four years. For details, please see “Future Plans and [REDACTED] — Implementation Plans — (2) Setting up Solar Energy Power Stations”.

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Enhance Service Quality and Customer Satisfaction

We are dedicated to satisfying our customers’ needs by further strengthening our capabilities to provide and diversify our value-added services, particularly park ancillary services.

We apply transferrable know-how obtained from basic property management to our value-added services and continuously upgrade and refine our value-added services. Focusing on the growing demand for industrial park services, we plan to explore new project opportunities and provide customised service for industrial parks. We will continue to understand the demands of occupants and seeking business opportunities in introduction of value-added services. We plan to position ourselves as a platform to integrate our enterprise resources for introduction and provision of cost-effective and high quality services to our managed projects. We strive to connect appropriate services providers to enterprises under our management. Besides, we will continue to efficiently adjust our services to cater our customers’ needs by expanding our service scope. We plan to further optimise our offering of comprehensive value-added services to our managed projects. For example, taking into account the business nature of our occupants (being manufacturers) and the specific features of our managed projects (for example stationery and sports industry and some small-and-micro enterprise), we are currently analysing possibility in centralised procurement of common materials, such as packaging materials, for our occupants.

We will also continuously enhance the quality of our value-added services. We intend to use a total of RMB[REDACTED] million of our [REDACTED] from the [REDACTED] for enhancement of our in-unit cleaning services, in-unit repair services and car-washing services. We plan to purchase new and additional equipment such as ride-on scrubbers, industrial humidifier and automatic car-washing machines in this regard. For details, please see “Future Plans and [REDACTED] — Implementation Plans — (3) Improving our Value-added Services”.

Invest in Technology Development to Bolster our Technology Capabilities and Promote our Degrees of Digitisation and Automation

We are dedicated to applying new technologies to our services. We believe that it is essential for us to make continuous investment in technology in order to enhance our operational efficiency and customer satisfaction in light of our business growth. We intend to engage third-party IT solution developer to develop the Smart Park System. The platform aims to introduce an integrated management model that centralises control and monitoring of multiple operational aspects including access control, security, personnel, vehicles, attendance, and energy consumption. By enabling real-time data display and back-end management, the solution enhances operational efficiency and user experience. Integrated with third-party messaging services such as WeChat and Alipay, the platform supports automated notifications and interactive features, strengthening user engagement. Designed to maximise commercial value at optimised cost, the platform supports the Company’s strategic focus on intelligent, resource-efficient park management solutions. We intend to initially deploy the Smart Park System across two of our managed projects as pilot sites.

We plan to use RMB[REDACTED] million of the [REDACTED] of the [REDACTED] for investing in technology development, which will be used for development of the Smart Park System, including construction of data centre and channelling and integration with third party service provider to develop the Smart Park System.

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For details, please see “Future Plans and [REDACTED] — Implementation Plans — (1) Developing Smart Park System”. We believe that the enhanced customer experience and improved management efficiency brought by our technology-backed services will help further distinguish us from our competitors and grow our business.

Continue to Attract, Recruit and Cultivate Talents to Support Business Growth

We are committed to build a highly skilled and professional team with strong and efficient execution capabilities that shares our value and corporate culture. We believe that our abilities to attract and retain talents are key to our growth and success. We plan to take various initiatives to attract and nurture talent in the industry with diverse backgrounds and skill sets to contribute to our growth and development, provide training programs and development opportunities, and offer competitive compensation, benefits and incentives to our employees. We have been and continue to develop our talent team in two key areas: (i) for senior management and technical professionals in specialised fields, we utilise recruitment platforms for hiring; and (ii) for mid-level management talent, we adopt a combination of internal development and external recruitment, with a primary focus on internal cultivation. This is achieved through open competitions, internal promotion recommendations, and cross-training in administrative and business departments, ensuring the development of well-rounded talent that meets the needs of the company’s growth. We aim to enhance the comprehensive capabilities and professional and technical skills of our staff to support our business growth.

OUR MANAGED PROPERTIES

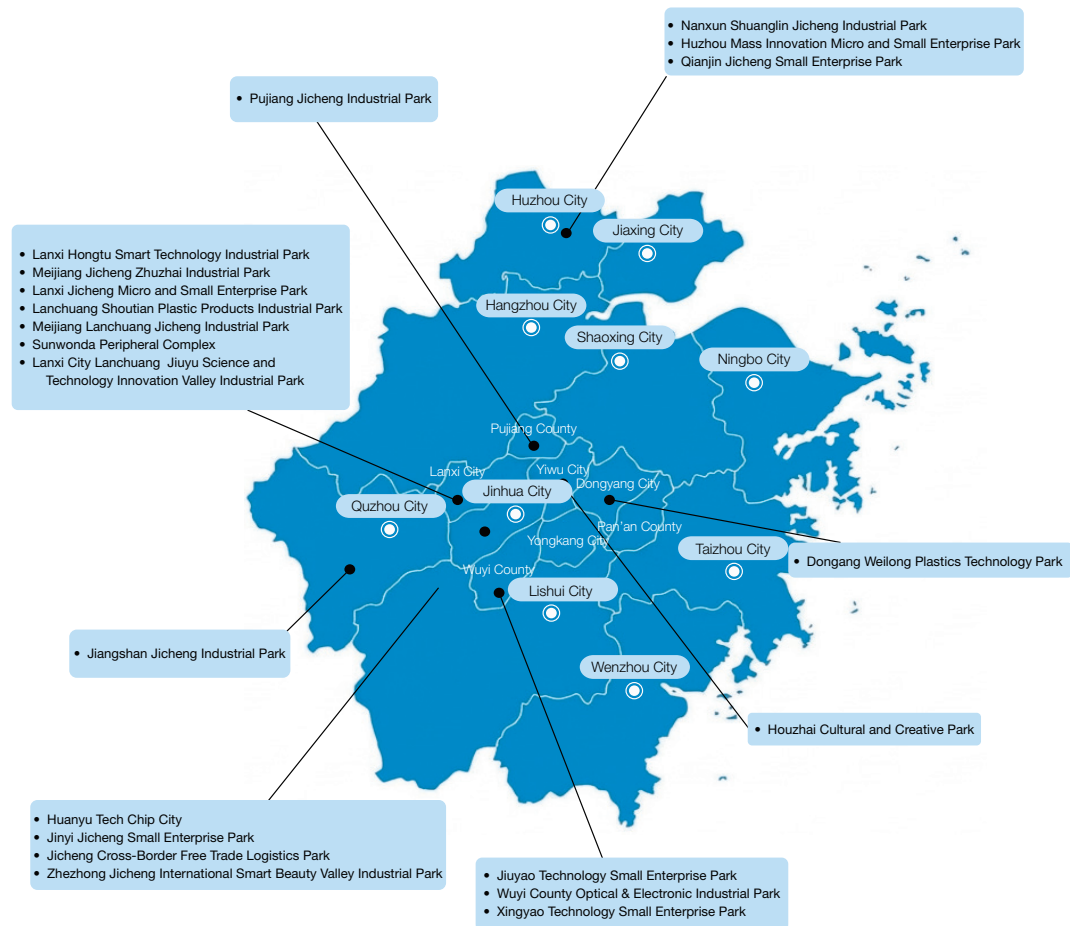
Geographical Coverage

We commenced our business by providing property management and value-added services for the industrial parks located in Zhejiang Province in 2019. We first expanded our business outside Zhejiang Province by providing property management and value-added services in Hebei Province in 2022. Leveraging our deep-rooted experience in property management and value-added services in Zhejiang Province, we have secured service agreements to expand our operations into Guangdong, Hunan, and Hebei Provinces in 2025.

We managed 23, 22 and 22 projects as at 31 December 2024, 31 December 2025 and 30 June 2026, respectively, of which 22, 21 and 21 projects were located in Zhejiang Province.

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The diagram below sets forth the geographical locations of our managed projects in Zhejiang Province as at 30 June 2026:



The table below sets forth a breakdown of the GFA under management and number of projects under management as of the dates indicated:

	As at 31 December 2024	As at 31 December 2025	As at 30 June 2026
GFA under management (<i>sq.m. '000</i>)	3,790	3,706	3,706
Number of projects under management	23	22	22

As at the Latest Practicable Date, we had secured 27 projects, which will in aggregate contribute 4.7 million sq.m. to our GFA under management upon delivery of all projects.

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The table below sets forth the movement of our project under management for the year/period or as of the dates indicated:

	For the year ended or as at 31 December 2024		For the year ended or as at 31 December 2025		For the period ended or as at 30 June 2026	
	Number of projects	GFA (sq.m. '000)	Number of projects	GFA (sq.m. '000)	Number of projects	GFA (sq.m. '000)
As of the beginning of the year	15	2,252	23	3,790	22	3,706
New engagements ^{Note 1}	8 ^{Note 2}	1,538	2 ^{Note 3}	640	—	—
Termination	—	—	3 ^{Note 3}	724	—	—
As of the end of the year	23	3,790	22	3,706	22	3,706

Notes:

1. Refer to new projects under our management and excludes the renewal of existing projects.
2. Among them, seven projects were sourced from Independent Third Party developers with an aggregate GFA of 1.3 million sq.m.
3. The projects were sourced from Independent Third Party developers.

During FY2025, three of our managed projects ceased. For details, see “Renewal and Retention Rates — Renewal Rate” in this section.

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Our Projects

The following table sets out the projects under our management as at 30 June 2026:

Name of industrial park/commercial property	Location	GFA under management (sq.m. '000)	Source of project ^(note 1)	Date of commencement of management contract	Expiry date of relevant basic property management service contract	Paying customer for basic property management services ^(note 3)	Monthly unit property management fee per contract ^(note 4)		Revenue contributed by the project of each type of service and percentage contribution of total revenue ^(note 5)										Gross profit(loss) and gross profit margin contributed by the project							
							Factories	Auxiliary dormitories, commercial units or offices	Average monthly basic property management revenue			FY2025			FY2026			FY2024			FY2025			FY2026		
									FY2024	FY2025	FY2026	(RMB per sq.m.)	(RMB'000)	(RMB'000)	(RMB'000)	FY2024	FY2025	FY2026	(RMB'000)	(RMB'000)	(RMB'000)	FY2024	FY2025	FY2026		
																									(%)	(%)
1.	Qianjin Jicheng Small Enterprise Park (千金吉成小微創業園)	Naxun District, Huzhou City, Zhejiang Province	Parent Group	2020	No later than July 2043 ^(note 6)	(i) Multiple Individual Property owners and tenants (ii) Parent Group	1.65	1.65	1.5	1.6	1.5	1.5	A: 1,404 B: 1,217 C: 195 D: 337 Total: 3,153 (4.4%)	A: 1,548 B: 429 C: 178 D: 340 Total: 2,495 (3.1%)	A: 706 B: 222 C: 41 D: 172 Total: 1,141 (2.8%)	1,085	34.4	1,166	46.7	473	41.5					
2.	Lanxi Jicheng Micro and Small Enterprise Park (蘭溪吉成小微企業園)	Jinhua-Yiwu Area (Lanxi City), Zhejiang Province	Parent Group	2021	No later than May 2043 ^(note 6)	(i) Multiple Individual Property owners and tenants (ii) Parent Group	1.56	2.1	1.4	1.6	1.6	1.6	A: 2,101 B: 2,021 C: 525 D: 388 Total: 5,035 (7.0%)	A: 2,298 B: 811 C: 531 D: 368 Total: 4,008 (5.0%)	A: 1,149 B: 284 C: 673 D: 234 Total: 2,340 (5.8%)	2,083	41.4	2,750	68.6	1,234	52.7					
3.	Lanxi Hongtu Smart Technology Industrial Park (蘭溪紅土智慧科技產業園)	Jinhua-Yiwu Area (Lanxi City), Zhejiang Province	Independent Third Party	2021	February 2027 ^(note 7)	Property developer	Property management company	1.73	2.0	1.0	0.9	2.1	A: 3,244 B: 92 C: 100 D: — Total: 3,436 (4.8%)	A: 2,929 B: 41 C: 344 D: — Total: 3,314 (4.2%)	A: 3,324 B: 41 C: 147 D: — Total: 3,498 (8.7%)	756	21.4	833	15.3	1,692	48.4					
4.	Jinyi Jicheng Small Enterprise Park (金義吉成小微企業園)	Jinhua-Yiwu Area (Jindong District, Jinhua City), Zhejiang Province	Parent Group	2021	No later than May 2043 ^(note 6)	(i) Multiple Individual Property owners and tenants (ii) Lanchuang Jicheng	1.7	2.1	1.5	1.6	1.6	1.6	A: 5,372 B: 7,902 C: 708 D: 1,365 Total: 15,347 (21.4%)	A: 5,710 B: 4,673 C: 620 D: 1,208 Total: 12,211 (15.3%)	A: 2,924 B: 1,366 C: 301 D: 490 Total: 5,081 (12.6%)	7,333	47.8	8,131	64.7	3,328	65.5					
5.	Meijiang Lanchuang Jicheng Industrial Park (梅江蘭創吉成產業園)	Jinhua-Yiwu Area (Lanxi City), Zhejiang Province	Parent Group ^(note 8)	2022	No later than May 2043 ^(note 6)	(i) Multiple Individual Property owners and tenants (ii) Parent Group	1.56	2.1	1.5	1.7	1.7	1.7	A: 1,313 B: 1,427 C: 107 D: 209 Total: 3,056 (4.3%)	A: 1,536 B: 331 C: 136 D: 162 Total: 2,165 (2.7%)	A: 767 B: 197 C: 45 D: 72 Total: 1,081 (2.1%)	1,228	40.2	1,157	53.4	572	52.9					

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Name of industrial park/commercial property	Location	GFA under management (sq.m. '000)	Source of project ^(Note 1)	Date of commencement of management contract	Expiry date of relevant basic property management service contract	Property Owner ^(Note 2)	Paying customer for basic property management services ^(Note 3)	Monthly unit property management fee per contract ^(Note 4)		Revenue contributed by the project of each type of service and percentage contribution of total revenue ^(Note 5)						Gross profit(loss) and gross profit margin contributed by the project							
								Factories	Auxiliary dormitories, commercial units or offices	Average monthly basic property management revenue		FY2024		FY2025		FY2026		FY2024		FY2025		FY2026	
										(RMB per sq.m.)		(RMB'000)		(RMB'000)		(RMB'000)		(RMB'000)		(RMB'000)		(RMB'000)	
6.	Pyijang Jichang Industrial Park (浙江吉成產業園)	280	Parent Group	2022	No later than January 2024 ^(Note 6)	(i) Multiple Individual owners (ii) Parent Group	Property owners and tenants	1.45	1.78	1.3	1.4	1.4	A: 4,359 B: 1,979 C: 306 D: 147 Total: 6,791 (9.5%)	A: 4,536 B: 1,092 C: 350 D: 144 Total: 6,322 (7.9%)	A: 2,308 B: 488 C: 286 D: 88 Total: 3,170 (7.9%)	A: 2,308 B: 488 C: 286 D: 88 Total: 3,170 (7.9%)	2,880	42.4	3,539	56.0	2,140	67.5	
7.	Meijiang Jichang Zhuzhai Industrial Park (浙江吉成祝宅產業園)	49	Parent Group	2023	No later than July 2023 ^(Note 6)	(i) Multiple Individual owners (ii) Parent Group	Property owners and tenants	1.56	2.1	1.5	1.6	1.6	A: 896 B: 1,083 C: 103 D: — Total: 2,082 (2.9%)	A: 925 B: 605 C: 122 D: — Total: 1,652 (2.1%)	A: 480 B: 303 C: 60 D: — Total: 843 (2.1%)	A: 480 B: 303 C: 60 D: — Total: 843 (2.1%)	353	17.0	850	51.5	345	40.9	
8.	Houhai Cultural and Creative Park (後街文創園)	58	Parent Group ^(Note 1)	2023	Until the date when an owners' association is established and enters into a property service contract	Multiple Individual owners	Tenant	1.7	2.1	1.7	1.7	1.7	A: 1,163 B: 63 C: 100 D: — Total: 1,326 (1.8%)	A: 1,163 B: 71 C: 266 D: — Total: 1,500 (1.9%)	A: 582 B: 17 C: 151 D: — Total: 749 (1.9%)	A: 582 B: 17 C: 151 D: — Total: 749 (1.9%)	738	55.7	657	43.8	507	67.7	
9.	Jichang Cross-Border Free Trade Logistics Park (吉成跨境自貿物流園)	69	Parent Group ^(Note 1)	2023	Until the date when an owners' association is established and enters into a property service contract	Jinhua Zhiyu E-commerce Co., Ltd. ⁴ (金華越電子商務有限公司), a member of the Parent Group	Property owner	2.0	2.0	1.9	1.9	1.9	A: 1,573 B: 57 C: 199 D: — Total: 1,829 (2.6%)	A: 1,573 B: 57 C: 348 D: — Total: 1,978 (2.5%)	A: 786 B: 28 C: 94 D: — Total: 908 (2.3%)	A: 786 B: 28 C: 94 D: — Total: 908 (2.3%)	965	52.8	811	41.0	465	51.2	
10.	Huzhou Mass Innovation Micro and Small Enterprise Park (湖州模創小微創業園)	153	Independent Third Party	2023	November 2026	Property management company	Property owner	1.87	2.0	1.5	1.6	1.6	A: 2,827 B: 54 C: 71 D: — Total: 2,952 (4.1%)	A: 2,952 B: 5 C: 19 D: — Total: 2,976 (3.7%)	A: 1,461 B: — C: 7 D: — Total: 1,468 (3.6%)	A: 1,461 B: — C: 7 D: — Total: 1,468 (3.6%)	904	30.6	732	24.6	357	24.3	
11.	Huanyu Tech Chip City (環宇科技芯城)	163	Independent Third Party	2023	September 2026 ^(Note 6)	Multiple Individual owners	Property owners	1.7	1.1-1.5	1.1	1.2	1.3	A: 2,188 B: 89 C: 138 D: — Total: 2,415 (3.4%)	A: 2,395 B: 75 C: 198 D: — Total: 2,668 (3.4%)	A: 1,318 B: — C: 57 D: — Total: 1,375 (3.4%)	A: 1,318 B: — C: 57 D: — Total: 1,375 (3.4%)	785	32.5	908	34.0	135	9.8	

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Name of industrial park/commercial property	Location	GFA under management	Source of project	Date of commencement of management	Expiry date of relevant basic property management service contract	Property Owner	Paying customer for basic property management services	Monthly unit property management fee per contract		Average monthly basic property management revenue	Revenue contributed by the project of each type of service and percentage contribution of total revenue														
								Factories	Auxiliary dormitories, commercial units or offices		FY2024	FY2025	HY2026	FY2024				FY2025				HY2026			
														(RMB per sq.m.)	(RMB per sq.m.)	(RMB'000)	(%)	(RMB'000)	(%)	(RMB'000)	(%)	(RMB'000)	(%)	(RMB'000)	(%)
12. Chengde Jicheng Industrial Park (承德吉成產業園)	Shuangqiao District, Chengde City, Hebei Province	161	Parent Group	2023	No later than September 2027	(i) Multiple Individual owners (ii) Parent Group	Property owners	1.3	1.5	0.5	0.8	0.8	A: 1,042 B: — C: — D: — Total: 1,042 (1.5%)	A: 1,470 B: — C: — D: — Total: 1,470 (1.8%)	A: 745 B: — C: — D: — Total: 745 (1.9%)	195	18.7	618	42.0	404	54.2				
13. Zhezong Jicheng International Smart Beauty Valley Industrial Park (新中吉成國際智慧美谷產業園)	Jinhua-Yiwu Area (Jinhua City), Zhejiang Province	172	Parent Group	2023	No later than October 2043	Zhejiang Guangji Industrial Co., Ltd.* (浙江冠吉實業有限公司), a member of the Parent Group	Property owners and tenants	1.7	2.1	1.6	1.6	1.3	A: 3,214 B: 4,233 C: 456 D: 634 Total: 8,537 (11.9%)	A: 3,231 B: 1,654 C: 388 D: 543 Total: 5,816 (7.3%)	A: 1,341 B: 810 C: 160 D: 199 Total: 2,510 (6.2%)	2,867	33.6	3,789	65.2	1,564	62.3				
14. Jiangshan Jicheng Industrial Park (江山吉成產業園)	Quzhou City, Jiangshan City, Zhejiang Province	205	Parent Group	2023	No later than September 2043	Property developer and tenants	Property owner	1.2	1.5	1.0	1.4	1.2	A: 2,555 B: 117 C: 104 D: 135 Total: 2,911 (4.1%)	A: 3,411 B: 45 C: 300 D: 1,025 Total: 4,781 (6.0%)	A: 1,490 B: 92 C: 65 D: 358 Total: 2,005 (5.0%)	1,469	50.4	3,044	63.7	1,089	54.3				
15. Sanwoda Peripheral Complex (依託連州總發台體)	Jinhua-Yiwu Area (Lanshi City), Zhejiang Province	82	Independent Third Party	2024	February 2027	Multiple Individual owners	Property management company	—	2.0	N/A	1.5	1.0	A: — B: 396 C: — D: — Total: 396 (0.6%)	A: 1,446 B: 1,866 C: 21 D: — Total: 3,333 (4.2%)	A: 512 B: 232 C: — D: — Total: 744 (1.8%)	275	69.4	1,704	51.1	(8)	N/A				
16. Wuyi County Optical & Electronic Industrial Park (武夷縣光電產業園)	Jinhua-Yiwu Area (Wuyi County), Zhejiang Province	103	Independent Third Party	2024	May 2027	Property developer	Property owner	—	—	0.4	0.4	0.3	A: 279 B: — C: 18 D: — Total: 297 (0.4%)	A: 476 B: 20 C: 202 D: — Total: 698 (0.9%)	A: 209 B: — C: 17 D: — Total: 226 (0.6%)	(254)	N/A	2	0.3	(146)	N/A				
17. Dongyang Weifeng Plastics Technology Park (東陽威豐塑料科技園)	Jinhua-Yiwu Area (Dongyang City), Zhejiang Province	141	Independent Third Party	2024	December 2028	Property developer	Property management company	—	—	0.6	1.0	1.1	A: 993 B: 30 C: 44 D: — Total: 1,067 (1.5%)	A: 1,665 B: 370 C: 84 D: — Total: 2,119 (2.7%)	A: 908 B: 15 C: 39 D: — Total: 962 (2.4%)	48	4.5	710	33.5	265	27.6				

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Notes:

1. Except for (i) Houzhai Cultural and Creative Park, for which our Parent Group has long-term usage rights, and (ii) Jicheng Cross-Border Free Trade Logistics Park, which our Parent Group owns but did not develop itself, the projects we sourced from our Parent Group are developed by the Parent Group and its associates. For projects we sourced from our Parent Group, our Parent Group retained the ownership or right of use for some of the units within the properties. Save for the role of the Parent Group described above, our Parent Group does not have other role in our managed projects.
2. Our managed projects are owned either by property developers (including our Parent Group) or by various individual owners in the industrial sector. If the properties are sold by the property developers, they become owned by many different individual owners. For projects developed by our Parent Group, our Parent Group is the owner of some of the units within those projects.
3. For basic property management services, some of the property owners lease the properties to the tenants under agreements that stipulate that the tenants shall make the payment to us. For the paying customers of value-added services, please refer to “Our Customers” in this section.
4. The monthly unit property management fee per contract refers to the unit basic property management fee per sq.m. per month as stated in the latest basic property management services agreements entered into by our Group. For the same property, the monthly unit property management fee per contract applies uniformly for the paying customers, whether they are Parent Group or Independent Third Parties. For Wuyi County Optical & Electronic Industrial Park, the property management fee is stated as a lump sum figure for the entire park in the contract. Dongyang Weilong Plastics Technology Park is charged on a commission basis. Hence, the unit property management fee per contracts are not applicable to these projects.
5. The type of services are denoted as follows:

A: basic property management services

B: operational support services

C: park ancillary services

D: energy-related services
6. The relevant contracts expired on the specified date or the date when an owners’ association is established and enters into a property service contract, whichever the earlier.
7. According to the tender document, the basic property management contract shall be renewed for an additional one year following its expiration.
8. Meijiang Lanchuang Jicheng Industrial Park was developed by Lanchuang Jicheng, which is an associate of Zhejiang Panglong.
9. Sunwonda Peripheral Complex is a commercial property.
10. We charge our basic property management service fee on a commission basis for Dongyang Weilong Plastics Technology Park. Pursuant to the relevant service agreement, the service fee is calculated based on the labour cost of our deployed staff, plus a 15% markup as our management fee. The property developer also reimburses our other costs incurred in the project. Save for the above, we charged our basic property management fees for our managed projects on a lump-sum basis during the Track Record Period.
11. During FY2024 and FY2025, we entered into the basic property management service agreement with a property management company which outsourced the property management services to us. In 2026, we entered into the basic property management service agreement directly with the property developer. For details, see “Our Customers” in this section.

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During the Track Record Period, for factories, the monthly unit property management fees per contracts for projects sourced from Parent Group ranged from RMB1.45 to RMB2.0 per sq.m., compared to RMB0.8 to RMB2.0 per sq.m. for projects sourced from Independent Third Parties. For ancillary dormitories, commercial units or offices, the monthly unit property management fees per contracts for projects sourced from Parent Group ranged from RMB1.5 to RMB2.1 per sq.m., compared to RMB2.0 to RMB2.1 per sq.m. for projects sourced from Independent Third Parties. According to Frost & Sullivan, the average property management fee for industrial parks in Jinhua City was approximately RMB1.64 per sq.m. per month, and that in Zhejiang Province was approximately RMB1.88 per sq.m. per month. The range of the monthly unit property management fee for projects sourced from our Parent Group is broadly consistent with the industry average. Excluding Xingyao Technology Small Enterprise Park and Jiuyao Technology Small Enterprise Park, the monthly unit property management fees we charged for projects sourced from Independent Third Parties ranged from RMB1.1 to RMB2.0 per sq.m. for factories. The monthly unit property management fees of these two excluded projects sourced from Independent Third Parties were relatively low, being RMB0.8 per sq.m., primarily due to their geographical location in Wuyi County, as further explained below. Apart from these two projects in Wuyi County, the range of monthly unit property management fees for projects sourced from Independent Third Parties is broadly consistent with the industry average.

The relatively wide range of average monthly basic property management revenue across our managed projects was primarily attributable to differences in geographical location, project development stage, occupancy conditions and commercial considerations of individual projects, notwithstanding that most of the projects managed by us are industrial parks located in Jinhua-Yiwu area.

Firstly, certain projects such as Jiuyao Technology Small Enterprise Park, Xingyao Technology Small Enterprise Park and Wuyi County Optical & Electronic Industrial Park are located in Wuyi County of Jinhua City. According to Frost & Sullivan, Wuyi County has a lower level of economic development than the national average in China, Zhejiang Province and Jinhua City. In 2025, Wuyi County’s per capita GDP was RMB89,251, below the national average of RMB99,665, average of Zhejiang Province of RMB141,418 and average of Jinhua City of RMB101,029, respectively. Accordingly, property management service fees of industrial properties in Wuyi County are generally lower than those in more economically developed areas due to local market conditions, tenant profiles and relatively lower operating costs in the region. In addition, Wuyi County Optical & Electronic Industrial Park was undertaken by the Group as a strategic project to establish a cooperative relationship with the project developer, which is a state-owned enterprise, and the property management fee was therefore set at a relatively lower level.

Secondly, the property management fees for certain projects were affected by the respective development stages of the projects. For example, the average monthly basic property management revenue for Lanchuang Shoutian Plastic Products Industrial Park were relatively lower during the Track Record Period as the second phase of the project was only delivered towards the end of 2025 and preferential management fee arrangements were granted to the project developer prior to the delivery of the units.

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Thirdly, we offered discounts to our management fees for certain projects with low occupancy rates which resulted in lower average monthly basic property management revenue including (i) certain projects, such as Wuyi County Optical & Electronic Industrial Park, Jiuyao Technology Small Enterprise Park, Xingyao Technology Small Enterprise Park, and Lanchuang Shoutian Plastic Products Industrial Park, which we only commenced services in 2024 and 2025, have a shorter history of service provision. As these industrial parks are not yet mature or fully developed, they have lower tenant occupancy rates; (ii) Huanyu Tech Chip City, which did not achieve full occupancy during the Track Record Period, and accordingly, a discounted fee rate was applied; and (iii) a portion of area of Lanxi Hongtu Smart Technology Industrial Park that had not been sold to individual property owners.

Fourthly, the average monthly basic property management revenue of projects which are outsourced to us by other property management service companies, namely Lanxi Hongtu Smart Technology Industrial Park, Lanchuang Shoutian Plastic Products Industrial Park, Sunwonda Peripheral Complex and Lanxi City Lanchuang Jiuyu Science and Technology Innovation Valley Industrial Park was relatively lower primarily because the outsourcing property management company, as an intermediary, needed to retain a profit margin, which resulted in a lower fee offered to us. For Lanxi City Lanchuang Jiuyu Science and Technology Innovation Valley Industrial Park, we were directly engaged by the property developer commencing in March 2026.

Fifthly, the average monthly basic property management revenue of Dongyang Weilong Plastics Technology Park was relatively lower during the Track Record Period as we charged on a commission basis to determine the service fee. Pursuant to the relevant service agreement, the service fee is calculated based on the labour cost of our deployed staff, plus a 15% markup as our management fee. Since we commenced management of this project only in 2024, the labour required at the preliminary stage was not substantial, and hence a lower amount of service fee.

The increase in gross profit margins of certain projects sourced from the Parent Group during the Track Record Period was primarily due to the following reasons:

- (i) transition from the sublease service model to the entrusted management service model, which benefits projects #1, #2, #4, #5, #6, #7, #13 and #19 (i.e., Qianjin Jicheng Small Enterprise Park, Lanxi Jicheng Micro and Small Enterprise Park, Jinyi Jicheng Small Enterprise Park, Meijiang Lanchuang Jicheng Industrial Park, Pujiang Jicheng Industrial Park, Meijiang Jicheng Zhuzhai Industrial Park, Zhezhong Jicheng International Smart Beauty Valley Industrial Park, Jiangshan Jicheng Industrial Park and Nanxun Shuanglin Jicheng Industrial Park), as commercial operation services contributed a substantial portion of the revenue of these projects;
- (ii) introduction of energy-related services, which applies to projects #14 and #19 (i.e. Jiangshan Jicheng Industrial Park and Nanxun Shuanglin Jicheng Industrial Park), as new solar-energy projects (which generate 100% gross profit margin) were introduced to these projects in late 2024 or 2025;
- (iii) improvement in cost control, which applies generally to all managed projects of the Group, as we optimise our operational efficiency by outsourcing labour-intensive functions such as security, cleaning and waste management to external providers; and

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During 1H2026, the profit margin of some of our managed projects changed compared to FY2025, which was primarily attributable to:

- (i) further improvement in cost control such as allocation of human resources, which applies to projects #2 and #8 (i.e. Lanxi Jicheng Micro and Small Enterprise Park and Houzhai Cultural and Creative Park), resulting in an increase of gross profit margin;
- (ii) the timing of repairment and maintenance or other costs incurred. For the increase in the profit margin for Project #9 (i.e. Jicheng Cross-Border Free Trade Logistics Park), this was due to a decrease in the cost of fire safety repair and maintenance work in 1H2026, as such work had been substantially carried out during FY2025. Conversely, the decrease in the gross profit margin for Project #11 (Huanyu Tech Chip City) was due to escalator maintenance occurring in 1H2026 and the decrease in the gross profit margin for Project #2 Lanxi Jicheng Micro and Small Enterprise Park was due to sewage pipe refurbishment in the property occurring in 1H2026;
- (iii) the provision of value-added services which depends on the demand of the customer during the relevant period. This applies to project #17 (i.e. Dongyang Weilong Plastics Technology Park) which the gross profit margin decreased in 1H2026 due to the decrease in revenue derived from operation support services in 1H2026;
- (iv) the recovery of basic property management services fees during previous engagement. For Lanxi Hongtu Smart Technology Industrial Park, under the previous service arrangement, settlement with the intermediary property management company was based on amounts collected by it from the ultimate property owners or occupants. Such outstanding fees were previously considered difficult to recover and no settlement was expected by the Group. During 1H2026, the Group assisted in recovering such fees from the relevant property owners or occupants, following which the intermediary property management company made the corresponding additional settlement to the Group, resulting in higher property management revenue during the period; and
- (v) the change of engagement. For Lanxi City Lanchuang Jiuyu Science and Technology Innovation Valley Industrial Park, we were directly engaged by the property developer commencing in March 2026, replacing the previous arrangement under which the Group provided services through an intermediary property management company and a portion of the service fees was retained by such intermediary.

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In addition, during the Track Record Period, we provided value-added services for some properties that we did not provide basic property management services. The following table sets out the projects for which we only provided value-added services during the Track Record Period.

Name of industrial park/ commercial property	Location	Source of project ^{Note 1}	Date of commencement of services	Expiry date of relevant contract	Property Owner	Revenue contributed by the project of each segment and percentage contribution of total revenue contribution ^{Note 1}				Gross profit/(loss) and gross profit margin contributed by the project			
						FY2024	FY2025	IH2026		FY2024	FY2025	IH2026	
						(RMB'000)	(RMB'000)	(RMB'000)		(RMB'000)	(RMB'000)	(RMB'000)	(%)
1. Ancillary Commercial Leasehold (Jinyi Section), Jinyidong Urban Rail Transit (金義東市域軌道交通(金義段)附屬商業租賃物業)	Jinhua City, Jinhua-Yiwu Area, Zhejiang Province	Independent Third Party	30 August 2022	29 February 2028	Jinhua Jinyidong Rail Transit Co., Ltd.* (金華市金義東軌道交通有限公司)	A: 508 B: — Total: 508 (0.7%)	A: 451 B: — Total: 451 (0.6%)	A: 397		268	215	279	47.7
2. Wuxing High-tech Zone Creative Life Plaza (吳興區高新區創意生活廣場)	Huzhou City, Zhejiang Province	Independent Third Party	1 August 2024	31 July 2034 ^{Note 2}	Huzhou South Taihu High-Tech Park Development and Management Co., Ltd.* (湖州南太湖高新園區開發管理有限公司)	A: 217 B: — Total: 217 (0.3%)	A: 627 B: 9 Total: 636 (0.8%)	—		(851)	(1,504)	—	(236.5)
3. Guangdong Yangjiang Ichang Smart Home Industrial Park (廣東陽江吉成智能家居產業園) ^{Note 3}	Yangjiang City, Guangdong Province	Parent Group	11 February 2025	Until the date when an owners' association is established and enters a service contract	Our Parent Group	A: — B: — Total: —	A: 773 B: — Total: 773 (1.0%)	A: 1,481		N/A	773	1,329	100
4. Xinchang Jicheng Innovative Manufacturing Industrial Park (新昌吉成創新製造產業園) ^{Note 3}	Shaoxing City, Zhejiang Province	Parent Group	5 December 2025	Until the date when an owners' association is established and enters into a service contract	Our Parent Group	—	—	A: 243		—	—	204	—
5. Taizhou Sanjiangkou Smart Manufacturing Valley (台州三江口智造谷)	Taizhou City, Zhejiang Province	Independent Third Party	13 November 2025	12 November 2033	台州市黃岩中環機械製造有限公司、Taizhou Huangyan Shuchuang Machinery Manufacturing Co., Ltd.* (台州市黃岩創械機械製造有限公司)	—	—	A: 990		—	—	699	—
6. Linxiang Jicheng International Outdoor Leisure Industrial Park (臨吉成國際戶外休閒產業園) ^{Note 3}	Linxiang City, Hunan Province	Parent Group	15 April 2025	Until the date when an owners' association is established and enters into a service contract	Our Parent Group	—	—	A: 92		—	—	(13)	(14.1)

Notes:

1. The types of value-added services are denoted as follows:
A: operational support services
B: park ancillary services
2. We terminated the value-added services contract for Wuxing High-tech Zone Creative Life Plaza in FY2025 due to the gross loss incurred by this project.
3. We entered into the basic property management service agreement with our Parent Group. As at the Latest Practicable Date, the property had not been delivered to us for management.

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Sources of Our Projects

During the Track Record Period, we managed properties developed by our Parent Group and Independent Third Parties developers. During the Track Record Period, we generally secured property management projects by participating in tenders, a process whereby local governments, public institutions and the Parent Group evaluate and select from multiple relevant service providers. For details, please see the paragraph headed “— Property Management Services — Tender, Competitive Bidding And Negotiation Process” in this section. The following tables set forth the breakdowns of the number of projects and GFA under our management and our revenue by source of projects for the year/period indicated:

	FY2024				FY2025				1H2026			
	GFA under management ⁽¹⁾ (sq.m. '000)	%	Revenue (RMB '000)	Number of projects under management ⁽¹⁾ %	GFA under management ⁽¹⁾ (sq.m. '000)	%	Revenue (RMB '000)	Number of projects under management ⁽¹⁾ %	GFA under management ⁽¹⁾ (sq.m. '000)	%	Revenue (RMB '000)	Number of projects under management ⁽¹⁾ %
Projects sourced from:												
Our Parent Group ⁽²⁾	1,768	46.6	55,939	78.0	1,768	39.9	50,748	63.7	1,768	47.7	25,350	63.0
Independent Third Parties	2,022	53.4	15,744	22.0	2,662	60.1	28,924	36.3	1,938	52.3	14,874	37.0
Total	3,790	100.0	71,683	100.0	4,430	100.0	79,672	100.0	3,706	100.0	40,224	100.0
				23				25⁽³⁾				22

Notes:

- Both GFA under management and number of projects under management refer to projects for which we provide basic property management services and exclude projects for which we are engaged to provide value-added services only.
- Refer to projects developed by Zhejiang Panglong, its subsidiaries and associates. The revenue derived from projects developed by our Parent Group was received from either the Parent Group or Independent Third Parties.
- During FY2025, we managed a total of 25 projects. The number of projects under our management was 22 as at 31 December 2025. For details, please see the table sets forth the movement of our project under management in the paragraph headed “Our Managed Properties”.

BUSINESS

During the Track Record Period, revenue contribution percentage from projects sourced from our Parent Group decreased, while revenue generated from projects sourced from Independent Third Parties as a percentage of our total revenue continued to increase. For FY2024, FY2025, 1H2025 and 1H2026, revenue generated from projects sourced from Independent Third Parties accounted for 22.0%, 36.3%, 32.2% and 37.0%, respectively, of our total revenue of property management and value-added services. Our GFA under management of projects sourced from Independent Third Parties increased from 2.0 million sq.m. for FY2024 to 2.7 million sq.m. for FY2025 and decreased to 1.9 million sq.m. for 1H2026, representing 53.4%, 60.1% and 52.3% of our GFA under management as at the year/period end, respectively. Revenue attributable to projects sourced from the Parent Group accounted for 78.0%, 63.8% and 63.0% of the Group’s total revenue for FY2024, FY2025 and 1H2026, respectively, despite such projects representing only 46.6%, 39.9% and 47.7% of the Group’s total GFA under management. This was mainly due to (i) lower average property management fees for projects sourced from independent third parties due to project-specific factors, and (ii) a greater contribution of value-added services from projects developed by the Parent Group, where the Group is able to leverage established relationships, and operational familiarity to deliver higher-margin services more efficiently.

The table below sets forth the breakdown of our revenue by paying customers during the Track Record Period:

	FY2024		FY2025		1H2026	
	RMB’000	%	RMB’000	%	RMB’000	%
Our Parent Group ^{Note}	7,448	10.4	21,369	26.8	11,604	28.8
Independent Third Parties	<u>64,235</u>	<u>89.6</u>	<u>58,303</u>	<u>73.2</u>	<u>28,620</u>	<u>71.2</u>
Total	<u>71,683</u>	<u>100.0</u>	<u>79,672</u>	<u>100.0</u>	<u>40,224</u>	<u>100.0</u>

Note: refers to Zhejiang Panglong, its subsidiaries and includes its associates

OUR BUSINESS MODEL

During the Track Record Period and up to the Latest Practicable Date, we generated revenue from two types of services, namely (i) basic property management services and (ii) value-added services.

Property Management and Value-added Services

The property management and value-added services we provide to property developers, property owners, and occupants primarily comprise: (i) basic property management services; and (ii) value-added services.

The table below sets forth the breakdown of our revenue by type of services during the Track Record Period:

	FY2024		FY2025		1H2026	
	RMB’000	%	RMB’000	%	RMB’000	%
Basic property management services	42,521	59.3	53,402	67.0	27,451	68.2
Value-added services	<u>29,162</u>	<u>40.7</u>	<u>26,270</u>	<u>33.0</u>	<u>12,773</u>	<u>31.8</u>
Total	<u>71,683</u>	<u>100.0</u>	<u>79,672</u>	<u>100.0</u>	<u>40,224</u>	<u>100.0</u>

BUSINESS

The table below sets forth the breakdown of our revenue and gross profit margin of value-added services by source of projects during the Track Record Period:

	FY2024				FY2025				H1 2026			
	Operational support services		Energy-related services ^{note}		Operational support services		Energy-related services ^{note}		Operational support services		Energy-related services ^{note}	
	Revenue	Gross profit margin (%)	Revenue	Gross profit margin (%)	Revenue	Gross profit margin (%)	Revenue	Gross profit margin (%)	Revenue	Gross profit margin (%)	Revenue	Gross profit margin (%)
Projects sourced from	(RMB'000)	%	(RMB'000)	%	(RMB'000)	%	(RMB'000)	%	(RMB'000)	%	(RMB'000)	%
Parent Group	21,020	93.4	3,282	100.0	2,892	85.6	44.7	11,182	66.9	72.5	4,574	100.0
Independent Third Parties	1,483	6.6	—	—	485	14.4	19.6	1,334	26.8	15.2	1,896	24.0
Total	22,503	100.0	3,282	100.0	3,377	100.0	41.1	16,715	100.0	55.5	6,470	100.0

Note: During the Track Record Period, we provided energy-related services for projects sourced from our Parent Group only.

During the Track Record Period, we primarily provided value-added services in projects sourced from our Parent Group as we generally have a longer history of providing property management services which allow us to have a better understanding of the value-added services required by tenants and property owners. In contrast, projects sourced from Independent Third Parties often require cooperation with multiple external services providers, which may reduce our operational flexibility and limit our ability to provide value-added services.

In FY2024, we recorded a gross profit margin of 24.6% for operational support services for projects sourced from our Parent Group compared to 1.3% for projects sourced from Independent Third Parties. This difference was primarily because we provided vendor sourcing and management services which generated 100.0% gross profit margin to projects sourced from our Parent Group, generating a gross profit of RMB1.7 million, whereas we recorded only RMB0.4 million in gross profit from such services for projects sourced from Independent Third Parties. Additionally, there was a loss-making subleasing arrangement in a project sourced from an Independent Third Party.

In FY2025, we recorded an increase in gross profit margin for operational support services for both projects sourced from our Parent Group and the Independent Third Parties. This was primarily because (i) a change from the service model to an entrusted management service model for commercial operation services for projects sourced from our Parent Group, which improved the gross profit margin; (ii) the commencement of property sales support services for projects sourced from both our Parent Group and Independent Third Parties, which generally carried a higher gross profit margin than the overall commercial operation services in FY2025; and (iii) an increase in revenue and gross profit from vendor sourcing and management services for projects sourced from both our Parent Group and Independent Third Parties. The gross profit margin for vendor sourcing and management services remained at 100.0%. Despite the increase in gross profit from property sales support services and vendor sourcing and management services, the gross profit and gross profit margin of projects sourced from Independent Third Parties remained lower than those from our Parent Group, primarily due to the loss-making sublease project sourced from an Independent Third Party.

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In 1H2026, the gross profit margin for operational support services and park ancillary services for projects sourced from the Parent Group remained stable while we recorded an increase in the gross profit margin for operational support services for projects sourced from the Independent Third Parties, which was primarily due to (i) an increase in the revenue from property sales support services and (ii) the termination of one loss-making sublease contract in August 2025, which reduced the losses incurred under the sublease contract and enabled the sublease business to return to profitability during 1H2026.

For park ancillary services, we recorded higher revenue and higher gross profit margin for projects sourced from the Parent Group than those sourced from Independent Third Parties during the Track Record Period. This is primarily because some of the projects developed by the Parent Group have a longer operational history. For example, we commenced management of the Qianjin Jicheng Small Enterprise Park, Lanxi Jicheng Micro and Small Enterprise Park, and Jinyi Jicheng Small Enterprise Park around 2020 and 2021. Our longer service provision history has resulted in greater customer stickiness among property occupants, which in turn allows us to provide more park ancillary services. In contrast, our management period for projects sourced from Independent Third Parties is generally shorter, and some Independent Third-Party developers provide ancillary park services themselves.

Basic Property Management Services

We provide property management services to property developers, property owners and property management companies of industrial parks and commercial properties. Our basic property management services typically include:

- *Repair and maintenance services.* The scope of our repair and maintenance services covers common area parts and facilities. We are generally responsible for ensuring that elevator systems, lighting facilities, air-conditioning systems, power supply and distribution systems, water supply and drainage systems, fire extinguishing systems and other facilities and equipment located in common areas are in good working order. We generally provide facility management, repair and maintenance services through our own employees. For elevator and fire extinguishing systems, we also provide facility management, repair and maintenance services through subcontractors.
- *Security and safety management services.* We seek to ensure that the properties we manage are safe and in good order. The security services we provide on a daily basis include, among others, traffic management, patrolling, video surveillance, emergency response, visitor management and fire safety. In addition, we monitor the safety of the manufacturing processes conducted by the occupants by regularly patrolling the area. We also provide car park security services, including car parking and access of vehicles. We provide our security services primarily through our own employees and technological solutions such as surveillance cameras and fire safety system.
- *Cleaning and gardening services.* We provide cleaning and hygiene maintenance services such as general cleaning, garbage collection and sewage clearing to common areas of properties including, among others, staircases, railings, hallways, basements and gardens. Our gardening and landscaping services include pruning, plant watering, fertilisation and pest control for the greenery of our managed properties. We seek to maintain the growth and beauty of greenery throughout our managed properties. We provide our cleaning and gardening services primarily through subcontractors.

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- *Ancillary services.* We provide ancillary services to property owners, tenants and occupants during the entire period of move-in to move-out, including, among others, (i) assisting with daily services for property owners, such as visitor reception and renovation management; (ii) handling customer complaints and suggestions, including follow-up and feedback; (iii) collecting property management fees and utility payments; (iv) gathering and maintaining records of property owners, tenants and occupants; and (v) establishing and maintaining communication with property owners, tenants and occupants.

Value-added Services

In addition to our basic property management services, we also provide a wide range of value-added services for property developers, owners, tenants and occupants of our managed properties at their option, including (i) operational support services; (ii) park ancillary services and (iii) energy-related services. We are also engaged by property developers and property management company to provide operational support services for properties that are not under our management.

Operational support services

Our operational support services comprise:

- Property sales support services

We generally assist the property developers for sale of its properties in the industrial parks. We are responsible for sales support, including (i) conducting market research and assisting in formulating the sales strategy, (ii) generating potential customer leads, conducting marketing and maintaining client relationship, such as initial site visits and hospitality to guiding client inspections and (iii) providing post-sales support such as handling property handover. An external agent is separately engaged by the property developer and acts as an authorised agent to negotiate with purchasers, facilitate transactions, and provide accurate property information without making unauthorized commitments. The agent is also responsible for providing end-to-end transaction support, including assisting with pre-sale registration, mortgage application. In addition, pursuant to the property sales support services, all parties confirm that we will not provide any real estate agency services, including acting as an agent for sale or matching sales to the property developers and that such services will instead be provided by the agent.

- Commercial operation services

We provided our commercial operation services under two different service models during the Track Record Period, namely the sublease services model and entrusted management services model. In FY2024, we provided sublease services while in FY2025 and in 1H2026, save for two properties and one property, respectively, we provided similar services under entrusted management services model.

In FY2024, we leased properties from owners of our managed properties and sublease them to tenants. We entered into separate lease agreements, (i) as lessee with the property owners and (ii) as lessor with the tenants. We lease the properties which are in a rough-finished state from the property owners. We recruit tenants and determine the rent, and we enter into lease agreements with the tenants, the rental payments collected from tenants constitute our revenue. Under the lease agreements with the tenants, we are responsible for ensuring the leased property and its facilities are in safe and usable condition. We also handle and fund repairs of roof leaks or structural problem, provided they were not caused by the tenant's improper use. Meantime, we bear the fixed rental payments made to the property owners. If the market is favourable, with high occupancy rates and rental prices, we may achieve higher revenue and profits. However, in the event of an economic downturn, commercial or industrial

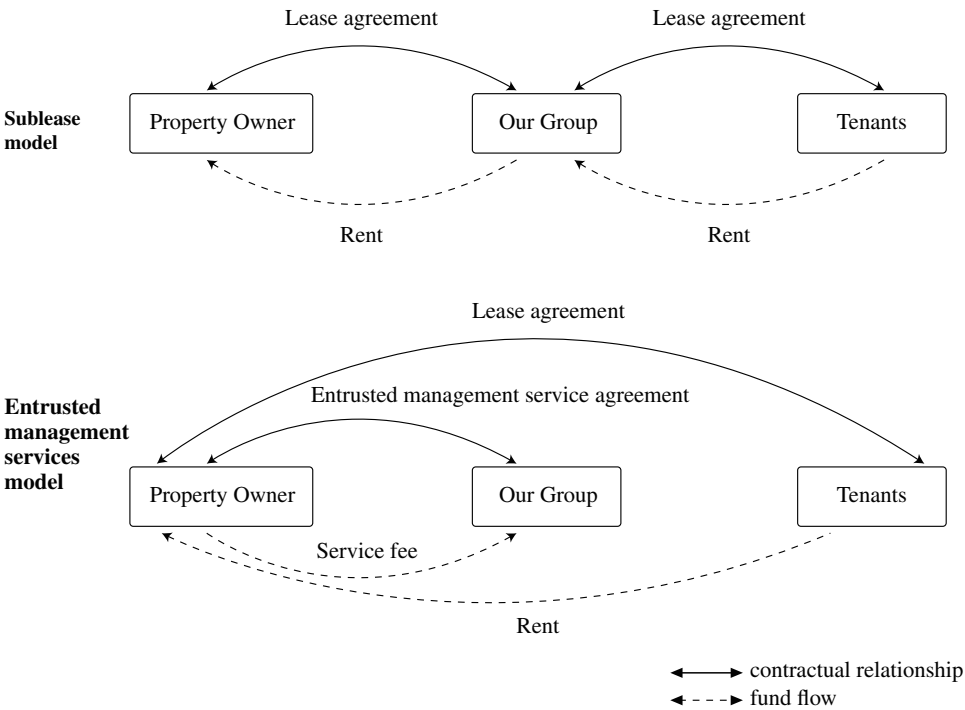
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properties may experience decreased occupancy rates or even prolonged periods of being unoccupied, which could result in insufficient revenue to cover our fixed costs. We have substantially discontinued the sublease service model in the end of 2024.

Since January 2025, most of the properties were operated by us under the entrusted management services model, whereby we enter into entrusted management services agreement with property owners, pursuant to which property owners including our Parent Group entrust us with the authority to source tenants and manage their properties (excluding the common area of the industrial parks), including the factories, units in the ancillary building and the rooftop. While we offer comprehensive services to maintain the safety, functionality and exterior of the common areas of our managed properties under our basic property management services, we offer entrusted management services under the commercial operation services with the aim of enhancing the value of the properties held by the property owners through tenant sourcing, thereby bringing economic return to the property owners. The property owners enter into lease agreements with tenants which sets out the rent payable by the tenants to the property owners. The property owners entrust us with the management of the properties, that are initially in a rough-finished state. We are responsible for ancillary upgrades, including the installation of air conditioning and other electrical appliances, cleaning, and property handover, to bring the properties to a ready-to-use condition. The property owners, typically the developers, establish a designated floor price of the properties which will be retained by the property owners as their return in the entrusted management agreements. The property owners pay our service fee which is the premium of the actual rent paid by the tenants over the designated floor price. The designated floor price is determined taking into account (i) the comparable market rent for properties in the surrounding area, which is the expected rent payable by the tenants; and (ii) our operation costs incurred, including staff costs, costs for ancillary upgrade and depreciation of assets. Under this arrangement, our Group no longer bears fixed rental obligations to property owners. In the event that the market rent is lowered and the designated floor price charged by the property owners exceeds the actual rent payable by the tenants, we will negotiate with the property owners and seek an adjustment of the designated floor price to maintain our profits. If an adjustment to the designated floor price is not reached, we will consider discontinuing the entrusted management services. Since the adoption of entrusted management services model and as at the Latest Practicable Date, all entrusted management services agreements that we entered into were with our Parent Group and the actual rent paid by the tenants exceeded the designated floor price charged by our Parent Group. Despite the change in the contractual arrangement for commercial operation services, the pricing basis under the sublease services model (which was the difference between the rent paid by the tenants to us and the rent paid by us to the property owner) and the return under the entrusted management services model (which is the service fee) were substantially the same, as both were determined with reference to the market rent. For FY2024, FY2025 and 1H2026, we provided entrusted management services to nil, nine and nine properties, respectively. The mark-up rate of the entrusted management service fee against the rent paid by tenants to property owner generally ranged from 15% to 120% for FY2025 and 1H2026, which depends on: (i) the nature of the properties (whether they are factories or ancillary dormitories); (ii) the timing of the lease agreements entered into between the tenants and the property owner, as it affects the market rent; and (iii) the floor level of the factory, where a factory plant on a lower floor would result in a higher mark-up rate.

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The following diagram illustrates the details of the sublease services model and entrusted management services model:



Under the entrusted management services model, we entered into operation services agreement with the property owners. According to Frost & Sullivan, the terms of the entrusted management service agreement entered by us are in line with industry norms. Our operation service agreements under the entrusted management model typically include the following key terms:

Term of services	The term is generally a fixed period of 16 months to 35 months.
Termination	The property owner shall generally have the right to terminate the agreement unilaterally in case of failure to rectify issues in relation to service performance or the submission of payment reconciliation materials, or in case of unauthorised change of property use.
Our obligations	The property owner entrusts us with the authority to source tenants and manage their properties (excluding the common area of the industrial parks), including the factories, units in the ancillary building and the rooftop.
Service fees	A designated floor price of the properties, which will be retained by the property owners as their return, is set out. Our service fee is the premium of the actual rent paid by the tenants over the designated floor price.
Payment terms	The corresponding service fee for the property is calculated quarterly subject to payment reconciliation. The property owner shall pay us within five business days after the payment reconciliation.

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The following table sets forth the revenue and costs of services recognised under sublease services model and entrusted management services model:

	FY2024				FY2025				1H2026			
	Revenue (RMB'000)	Cost of services (%)	Revenue (RMB'000)	Cost of services (%)	Revenue (RMB'000)	Cost of services (%)	Revenue (RMB'000)	Cost of services (%)	Revenue (RMB'000)	Cost of services (%)	Revenue (RMB'000)	Cost of services (%)
Model												
Sublease services	20,447	100.0	17,319	100.0	1,343	14.6	2,539	46.8	399	91.2	120	9.6
Entrusted management services	—	—	—	—	7,874	85.4	2,889	53.2	4,131	8.8	1,141	90.4
Total commercial operation services	20,447	100.0	17,319	100.0	9,217	100.0	5,428	100.0	4,530	100.0	1,261	100.0

Under the sublease model, revenue primarily represents the gross rental income we received from tenants, while cost of services mainly comprises the rental costs incurred by the Group in leasing the relevant properties from the landlords, together with other operating costs directly attributable to the leasing activities, such as staff costs, property improvement and renovation costs and other expenses incurred in preparing and maintaining the properties for leasing.

Under the entrusted management services model, revenue primarily represents the service fee earned by the Group, being the difference between (i) the actual rental income paid by the tenants and (ii) the pre-agreed designated floor price retained by the property owners. Accordingly, while avoiding exposure to lease-related risks, the revenue recognised under the entrusted management services model is economically similar to the margin between rental income and rental costs under the sublease model. Cost of services under the entrusted management services model primarily comprises staff costs, costs incurred for ancillary upgrades and renovations, and depreciation of assets used to prepare and maintain the properties in a ready-to-use condition for tenants.

- Vendor sourcing and management services

We assist the occupants to source suitable vendors according to their operational needs. For example, we refer safety consultant companies to property owners, tenants and occupants. Such external consultant companies will conduct on-site safety inspections, provide safety education and training, organise fire emergency drills and guide enterprise occupants in implementing corrective measures (if required). We assist the consultant companies in organising training sessions and drills for the enterprise occupants within the industrial park. We charge a specified percentage of the safety production service fee collected by the consultant companies from the property owners, tenants and occupants.

We also refer building decoration companies to property owners, tenants and occupants and offer furniture and equipment services in properties under our management. We charge building decoration companies a specified percentage of the contract amount agreed upon between them and the property owners, tenants or occupants as service fee.

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Park ancillary services

We provide a wide range of optional services for our occupants to support the operational excellence and daily quality of life within our industrial parks. Examples of our park ancillary services include:

- In-unit cleaning services

We provide in-unit cleaning services to property owners, tenants and occupants. These services include routine cleaning, glass cleaning, carpet cleaning, sofa and furniture cleaning and maintenance, along with other specialised services for their selection. Fees are settled through single-time payment, monthly packages or annual fee arrangements. These services are typically delivered through our own employees or subcontractors.

- In-unit repair services

We provide in-unit repair services to property owners, tenants and occupants, covering repair services for interior decoration projects as well as facilities and equipment within their production, operational, and office premises. These services are typically carried out either by our own employees or through subcontractors.

Energy-related services

Our energy-related services comprise (i) solar energy projects and (ii) energy storage projects.



We introduce energy technology companies to invest and install relevant facilities such as solar energy stations (including solar panels and cells) in our managed projects. We share profits of the energy service providers in those energy projects in our managed properties, which represents the difference of the electricity charge and the predetermined unit cost according to the service agreements. All electricity charges payable by tenants or property owners, whether provided by the solar energy stations or by national grids, are determined in accordance with the prices announced by national electric grids. We liaise with and are entrusted by property owners to manage the rooftop space in some

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of our managed properties and we provide such space to energy technology companies for solar energy projects. We therefore also receive a fee from the energy technology companies for the provision of rooftop space.

Our agreements with energy service companies for solar energy projects typically include the following key terms:

Term of services	The initial term is 20 years from the date the solar power station is connected to the grid. Upon expiry of the contract term, the parties agree that, on the same terms, they shall give priority to entering into a separate 5-year renewal contract with each other.
Termination	Either party may terminate the agreement by mutual written agreement or unilaterally for a material breach of another party.
Our obligations	We provide legal and unencumbered rooftop space and necessary support (including access, temporary utilities, and storage) to the energy service providers and avoid any obstruction of sunlight exposure to the photovoltaic panels.
Obligations of the energy service companies	The energy service company invests in, owns, operates, and maintains the solar power station, ensuring compliance with all applicable laws and safety standards. It is responsible for obtaining all necessary approvals and permits and coordinating grid connection.
Service fees	<p>We receive a fixed service fee from the energy service companies for the provision of rooftop space.</p> <p>We share profits of the energy service providers in those energy projects in our managed properties, which represents the difference of the electricity charge and the predetermined unit cost, which is lower than the electricity charge determined by the national electric grids. We share profits with the energy service providers on a 50:50 basis.</p>
Payment terms	<p>The annual fixed service fee is paid in a lump sum on the date of full grid connection and at the same time in the subsequent years.</p> <p>The shared profits are paid to us on a monthly basis.</p>

For energy storage projects, we engage energy service providers to invest and install energy storage devices (including cells) which store electricity purchased from national electric grids at “trough” price announced by national electric grids during low-demand period which will be sold and released to the occupants in the properties at “level” or “peak” prices during normal or high-end periods.

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OUR REVENUE MODEL

Property Management and Value-added Services

Basic Property Management Service

During the Track Record Period, the fees for our provision of property management services were primarily charged on a lump-sum basis.

According to Frost & Sullivan, the lump-sum basis revenue model is the dominant method for the collection of property management fees in China. Under the lump-sum basis revenue model, we charge an annual, fixed and all-inclusive fee for our property management services, which we provide through our own employees and third-party subcontractors. We are entitled to retain the full amount of property management fees collected from property developers and property owners as revenue, and bear the costs incurred in providing our property management services and recognise such costs as our cost of sales and services.

Prior to negotiating and entering into our property management service agreements, we conduct feasibility study to estimate our cost of services as accurate as possible. Our cost includes, among others, labour costs, cleaning and gardening expenses, utility expenses and maintenance costs. As we bear these costs ourselves, our profit margins are affected by our ability to estimate costs accurately and control our cost of services. In the event that our cost of sales and services are higher than anticipated, we would not be able to collect additional amounts from our customers to sustain our profit margins. For more details relating to the risks arising from the lump-sum basis revenue model, please see the section headed “Risk Factors — Risks Relating To Our Business and Industry — We may be subject to losses and our profit margins may decrease if we fail to control our costs in providing property management and value-added services under a lump-sum basis.”.

During FY2024, FY2025 and 1H2026, we incurred losses on three, nil and two properties, respectively. Our total losses generated from the management of the aforesaid loss-making properties amounted to RMB0.6 million, nil and RMB0.2 million for FY2024, FY2025 and 1H2026, respectively. All loss-making projects were sourced from Independent Third Parties. The losses for FY2024 related to Wuyi County Optical & Electronic Industrial Park (武義縣光電產業園) resulted from a strategic pricing strategy in which we offered lower property management fees to secure initial contracts and attract future project opportunities from the state-owned enterprise which may render greater profit to our Group. The losses for FY2024 associated with Jiuyao Technology Small Enterprise Park (久耀科技小微園) were due to lower property management fees charged as these properties were located in Wuyi County of Jinhua City. As confirmed by Frost & Sullivan, property management service fees in Wuyi County are generally lower than those in more economically developed areas due to local market conditions, relatively lower operating costs and tenant profiles in the region. The losses associated with Lanchuang Shoutian Plastic Products Industrial Park property (蘭創首田塑料製品產業園) were due to the lower management fees during FY2024 as the second phase of the project was only delivered towards the end of 2025 and preferential management fee arrangements were granted to the project developer prior to the delivery of the units. All three of the above projects turned around from loss to profits in FY2025, driven by a decrease in the costs of services. This followed particularly high initial operating costs incurred in 2024, when operations commenced and more human resources were allocated in the initial stage of operation.

For 1H2026, the losses related to Sunwonda Peripheral Complex were due to (i) slow settlement with the property management company, revenue derived from basic property services during 1H2026 has not been fully recognised and (ii) the provision of operational support services were substantially completed during 1H2026, resulting in the decrease in revenue derived from operational support services. For 1H2026, the losses related to Wuyi County Optical & Electronic Industrial Park (武義縣光

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電產業園) were due to (i) the lower property management fees as the property was located in Wuyi County of Jinhua City as aforementioned and (ii) the decrease in the revenue derived from park ancillary services due to the decrease in demand of such services from the customers.

The table below sets forth the revenue model of our property management services fees:

Our revenue	We recognise the full amount of our property management fees paid by property developers and property owners as revenue.
Costs incurred in our provision of property management services	We bear the costs incurred in providing our property management services.
Shortfall or surplus between the property management service fees and costs incurred in our provision of property management services	If the amount of property management fees received is not sufficient to cover all costs incurred, we are not entitled to request the property developers and property owners to pay us the shortfall.

Pricing policy

We adopt the area-based pricing method for our property management business in accordance with market practice.

Generally, we price our property management services by considering factors such as (i) scope and quality of services; and (ii) budget, estimated costs and profitability targets. Under the area-based pricing method, we charge property management fees in the form of “RMB per sq.m. per month”, considering key factors such as type of property, quality of service, with reference to unit fees of comparable projects.

During the Track Record Period, the monthly unit property management fees charged by our Group for factories and ranged from approximately RMB0.8 per sq.m. per month to RMB2.0 per sq.m. and that for dormitories, commercial units or offices ranged from approximately RMB1.5 per sq.m. per month to RMB2.1 per sq.m..

During the Track Record Period, all of the projects charged by our Group under the area-based pricing method were charged within the price ranges of our peers.

According to the Regulations on Property Management (《物業管理條例》) promulgated by the State Council on 19 March 2018, for properties that have been constructed but remain unsold or have not yet been transferred to the purchaser, the responsibility for the payment of property management fees lies with the developer of such properties. After negotiating with our customers and in consistent with the industry practices, we charge property management fees at 70–90% of the standard rate to property developers with regard to property management services provided to vacant properties. As confirmed by Frost & Sullivan, our pricing standard for vacant properties is in line with the charging standard of our peers in Zhejiang Province.

The relevant departments responsible for price administration and construction administration under the State Council jointly oversee property management fees and issue relevant guidance, and we are also subject to pricing controls issued by the PRC Government. In December 2014, the NDRC issued the Circular of the NDRC on the Opinions for Decontrolling the Prices of Some Services (國家發展和改革委員會關於放開部分服務價格意見的通知) (the “**Circular**”), which required provincial-level price authorities to liberalise certain price control or guidance policies on certain types of properties that meet the specified conditions. According to PRC laws and regulations, property management fees charged shall be determined with references to the government guidance price or the market price, based

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on the nature and features of the relevant properties to which the property management services are provided. The specific pricing principles and implementation rules shall be determined by the competent price administration departments and property administration departments of the local governments of each province, autonomous region and municipality. During the Track Record Period and up to the Latest Practicable Date, according to Frost & Sullivan, our property management fees were generally in line with the relevant market trends with respect to property management fees charged by property management companies in the PRC.

Value-added Services

We offer value-added services for property developers, property owners, tenants and occupants at their option to address their various needs. In FY2024, FY2025 and 1H2026, our revenue from value-added services amounted to approximately RMB29.2 million, RMB26.3 million and RMB12.8 million, respectively. We receive either (i) shared revenue from service providers we partnered with to provide value-added services or (ii) fees per unit from the users for value-added services provided by us.

Operational support services

For property sales support services, we charge a fixed percentage of sale proceeds of properties sold under our assistance as our service fee. During the Track Record Period, we did not provide real estate brokerage services. For these property sales support services projects, we only provide project referral and other supporting services for property sales while the real estate brokerage services such as agency sales are provided by third-party real estate brokerage companies instead of us. For details of the services provided by us and third-party brokerage companies, please see “Our Business Model — Value-added services — Property Sales Support Services. For commercial operation services, we collect service fees from the property owners on a quarterly basis. Under the entrusted management services agreement, we and property owners agree on a designated floor price of the properties, which will be retained by the property owners as their return. Our service fee is the premium of the actual rent paid by the tenants over the designated floor price. In short, generally after the tenants pay the actual rent to the property owners, the property owners retain the designated floor price and pay us the remaining sum as our service fee. During the Track Record Period, our commercial operation fee per sq.m. per month for industrial park ranged between RMB9 and RMB21 for both projects sourced from our Parent Group and Independent Third Parties. According to Frost & Sullivan, the above range of fee is in line with the industry average.

For vendor sourcing and management services, we charge the external vendors a specified percentage of the contract amount agreed upon between them and the property owners, tenants or occupants as service fee.

Park ancillary services

Our park ancillary services are generally pay-per-use. For example, our in-unit cleaning services are charged by visit per hour. During the Track Record Period, we charged between RMB30 and RMB50 per hour for our in-unit cleaning services. For our in-unit repair services, depending on the item to be repaired, we charged between RMB20 and RMB200 per item (excluding materials) for both projects sourced from our Parent Group and Independent Third Parties. According to Frost & Sullivan, the above range of fee of our in-unit cleaning services and in-unit repair services is in line with the industry average.

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Energy-related services

We introduce energy technology companies to invest in and install solar energy stations (including solar panels and cells) in our managed projects. We charge energy technology companies a fixed fee based on the area of rooftop space provided. Under the entrusted management services agreements, our Parent Group entrusts us with the authority to manage the rooftop space owned by it. We also enter into lease agreements with other property owners pursuant to which they lease out the rooftop space owned by them to us. We then enter into energy management service agreements with the energy technology companies granting them the right to use the rooftop for solar energy projects. We also share the profits generated by the energy technology companies, representing the difference between the actual electricity billed to occupants and the predetermined unit cost agreed under the service agreement. As at 30 June 2026, we provided energy-related services in eight of our managed properties.

For energy storage projects, we engage energy service providers to invest and install energy storage devices (including cells) which store electricity purchased from national electric grids at “trough” price announced by national electric grids during low-demand period which will be sold and released to the occupants in the properties at “level” or “peak” prices during normal or high-end periods.

PAYMENT AND CREDIT TERMS

Basic property management fees are generally due in advance on monthly, quarterly and annual basis in accordance with the agreement provisions. Value-added service fees are generally due after our provision of services and are settled on per-transaction, monthly or annual basis. We primarily accept payments for property management fees through bank transfers and third-party platforms such as WeChat Pay and Alipay. To facilitate the timely collection of property management fees and other payments, we may regularly remind property developers and property owners through channels such as text messages and written notices. In relation to the collection of outstanding property management fees, we will remind our customers of the outstanding amount verbally and/or in writing. For customers who default in payment frequently, we will increase the frequency of our reminders. In order to ensure that we meet the requirements under PRC statutes of limitations, we issue a demand notice annually, and may recover the outstanding amounts through litigation.

TENDER, COMPETITIVE BIDDING AND NEGOTIATION PROCESS

We obtain property management service agreements from property developers through tenders, competitive bidding or negotiation process.

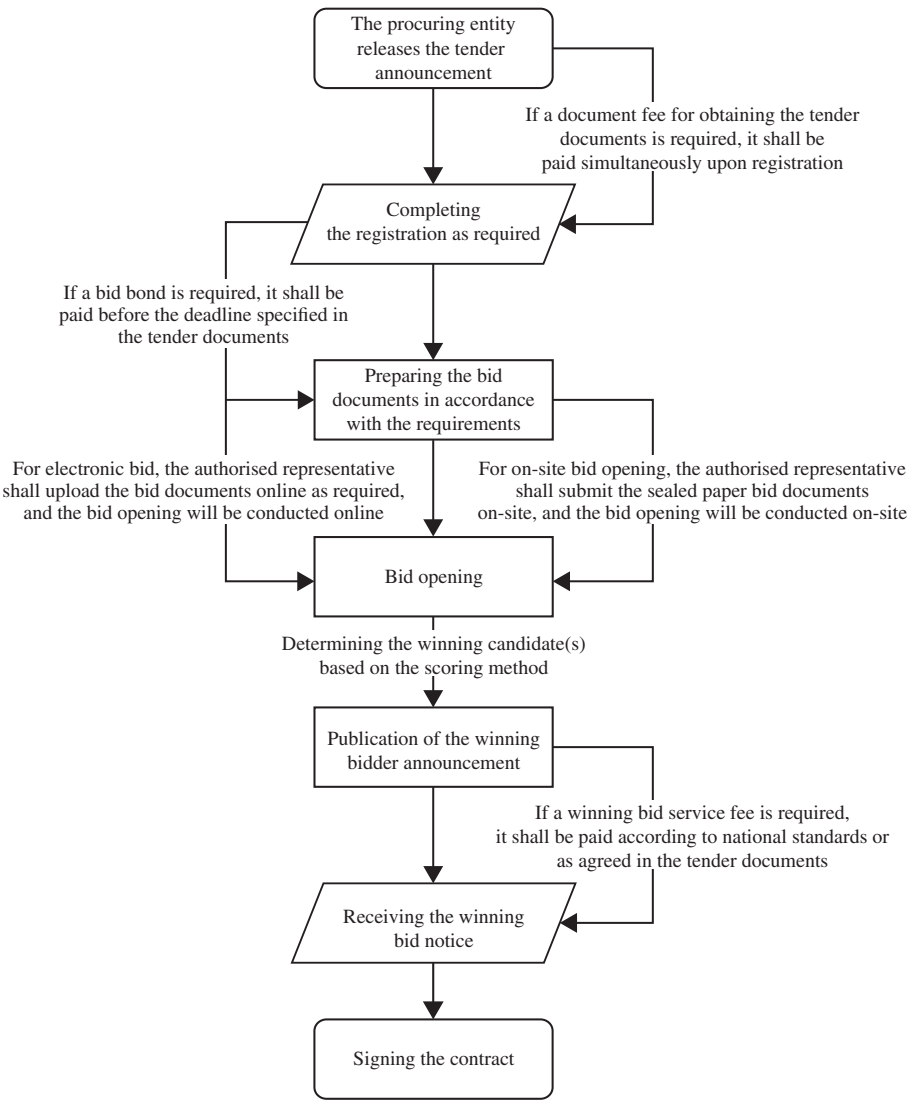
During the Track Record Period, we generally obtained preliminary property management service agreements by participating in tenders, a process where property developers evaluate and select from multiple property management companies. With respect to non-residential property management, tender processes are not required unless relevant regulations of the local property management mandate that no tender is needed.

Tender announcements are usually issued by property developers for properties under development or being delivered. After reviewing the tender announcements, we submit tender documents to the property developer which generally included proposed pricing, proposal and plan for property management and other information as specified by the tender invitation. The property developers will then evaluate the tenders received, and select the winner based on factors such as pricing, quality of

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service, management system, human resources management and the proposed management plan. After winning the tenders, we enter into property management service agreements with the relevant property developers.

The following flow chart illustrates each stage of our typical tender process for obtaining property management service agreements:



For FY2024, FY2025, 1H2025 and 1H2026, we participated in 11, 14, 11 and 2 tender and bidding process for properties developed or owned by Independent Third Parties, with tender/bidding success rate of 54.5%, 57.1%, 100.0% and 100.0% for the corresponding years/periods, respectively. For FY2024, FY2025, 1H2025 and 1H2026, we participated in nil, eight, 11 and nil tender and bidding process for properties developed or owned by our Parent Group, with tender/bidding success rate of nil, 100.0%, 100.0% and nil for the corresponding years/periods, respectively.

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The following table sets forth our tender success rate of entering into services contracts (including basic property management services and value-added services) by type of property developer during the Track Record Period:

	FY2024			FY2025			1H2026		
	Number of bids submitted	Number of winning bids	Tender success rate (%)	Number of bids submitted	Number of winning bids	Tender success rate (%)	Number of bids submitted	Number of winning bids	Tender success rate (%)
Parent Group	—	—	—	8	8	100.0	—	—	—
Independent Third Parties	11	6	54.5	14	8	57.1	2	2	100.0
Total	11	6	54.5	22	16	72.7	2	2	100.0

OUR SERVICE AGREEMENTS

Our Basic Property Management Service Agreements

Our property management service agreements consist of preliminary property management service agreements with property developers and property management service agreements with property owners and typically include the following key terms:

Term of services	The term is generally either a fixed period of one year, or of undefined period until the formation of the owners’ association. Most of our agreements specify that they will automatically terminate when a new property management service agreement entered into between the owners’ association ^{Note} and a property management company becomes effective.
Termination	The agreement will usually automatically terminate upon expiration. For preliminary property management service agreement with a property developer, it generally does not provide the parties thereto with a right to terminate it in the absence of default and we shall enter into a termination agreement with the relevant property developer after commercial negotiation. For property management service agreement with a single property owner, if the current property owner sells the property to a new owner, the new owner shall enter into new property management service agreement with us.
Our obligations	We are generally responsible for providing the basic property management services with the scope and standards prescribed in the agreement. In some property management service agreements, we are also required to provide other value-added services as specifically arranged between us and our customers. We are flexible to accommodate our customers’ needs and requirements in this respect.

Note: According to PRC Civil Code, the property owners may establish a property owners’ assembly to elect a property owners’ association. It is not mandatory to establish property owners’ associations for property owners. As advised by the PRC Legal Advisers, there are no specific provisions under PRC law governing the election procedures for the owners’ association of industrial and commercial properties. According to the Regulations on Property Management (2018 Revision) (《物業管理條例》(2018年修正)), a general meeting of the property owners of a community can engage or dismiss a property management enterprise with affirmative votes of owners who own more than half of the GFA of the community and who account for more than half of the total number of the property owners. As at the Latest Practicable Date, to the best knowledge of the Directors, there is no plan for the property owners to establish an owners’ association in our managed projects where our term of service would be subject to termination if an owners’ association were to enter into a property management service agreement.

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Services scope and standards	The agreement sets forth the areas and GFA to be managed by us, which include the common area of the properties (including the load-bearing structure of the house, exterior walls, roof top, entrance hall) and the common facilities (generally including water pipes, water plumbing systems, lightings, electricity power systems, post boxes and fire protection systems). The agreement also sets forth the expected standards for our property management services such as the frequency of services including the cleaning of the public areas and the inspection of public facilities.
Service fees	The agreement sets forth the amount of property management fees, payable either on a lump-sum basis by property developers, property owners or tenants. The property developer is responsible for paying the property management fees for units that remain unsold.
Risk allocation	We are responsible for damage caused to the managed property or persons caused by our faults during the course of providing property management services. We may claim for indemnification from any third party that directly caused such damage and may claim insurance after paying such damage.
Subcontracting	We are allowed to outsource part of the professional property management services to our subcontractors but we have to be primarily responsible for the performance of property management and be responsible for the performance of our subcontractors.
Dispute resolutions	Both parties are typically required to resolve any contractual disputes through negotiations first before commencing litigation or arbitration.

We generally enter into property management service agreements with customers such as property developers and property owners. For property developers, we generally enter into preliminary property management service agreements with property developers prior to the pre-sale or sale of property development projects. The term of the preliminary property management service agreement shall generally remain in effect until the expiration of the agreement, the termination of negotiations, or the effective date of a new property management service agreement signed between the owners’ association and the newly appointed property management service provider.

In order to secure and continue to secure property management service agreements, we must consistently provide quality services at competitive prices. Property owners, through an owners’ association, may either hire a new property management service provider through the tender process or select one based on specific standards regarding terms and conditions of service, quality and price. According to the Regulations on Property Management (《物業管理條例》), property owners may engage or dismiss the property management enterprise with affirmative votes of property owners who own exclusive area accounting for more than half of the total GFA of the community and who account for more than half of the total number of the property owners. In the event that we are selected by property owners through an owners’ association, we would then enter into a new property management service agreement with the owners’ associations.

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In the event that no owners’ association is formed after delivery of the properties, the preliminary property management service agreement we entered into with the property developers would remain effective and oblige property owners to pay property management fees directly to us. If the initial term of the preliminary property management service agreement expires, and no owners’ association is formed, then (i) the preliminary property management service agreement will be automatically renewed until the newly engaged property management service provider enters into a property management service agreement with an owners’ association, if there is an appropriate term to that effect; or (ii) the parties to the preliminary property management service agreement may negotiate to extend the services absent any automatic renewal provision in the contract. During the Track Record Period and as at the Latest Practicable Date, no property owners’ association had been formed for our managed projects.

Our Value-added Services Agreements

For operational support services, we primarily enter into (i) property sales support service agreements with property developers and real estate agents and (ii) commercial operation service agreements with property developers. For park ancillary services, most services are provided per order placed by the customers and we may or may not enter into agreement with our customers. For energy-related services, we primarily enter into energy management service agreements with energy technology companies.

Key Terms of Our Property Sales Support Service Agreements

Our property sales support service agreements typically include the following key terms:

Term of services	The term is generally a fixed period of 18 months to 42 months.
Termination	The property developer shall have the right to terminate the agreement unilaterally within seven working days notice in advance based on its performance evaluation.
Our obligations	We assist the property developers for the sale of their properties. We are also generally responsible for preliminary business planning, marketing and promotion, back-office support for property viewings and facilitating property handover procedures.
Service fees	The agreement sets forth the amount of service fee at a pre-determined percentage of the property price.
Payment terms	The corresponding service fee for the property is calculated after the customer pays the full amount for the property (including mortgage disbursement). Service fee is calculated within seven days after the customer’s payment and payable monthly.

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RENEWAL AND RETENTION RATES

Renewal Rate

The following table sets forth a breakdown of the renewal rate of property management services for the period indicated:

	FY2024	FY2025	1H2026
Number of renewed projects	2	5	7
Number of expired projects	2	8	7
Renewal rate	100.0%	62.5%	100.0

In FY2024, FY2025 and 1H2026, our renewal rates of property management service agreements were 100.0%, 62.5% and 100.0%, respectively. During the Track Record Period, none of the property management service projects sourced from the Parent Group expired. For projects sourced from Independent Third Parties, the renewal process may take different forms, including automatic annual renewals, renewal after one year based on the performance of the Group, or re-tendering upon expiration. For details, see “Our Managed Properties” in this section. According to Frost & Sullivan, the calculation basis of renewal rate is in line with the industry norm.

During FY2025, three of our managed projects were ceased. Among those, the property management contract for Tudian Town Intelligent Innovation Park expired and was subject to renewal through a competitive tender process. We were not awarded the renewal tender because our proposed price was higher than the winning bid and a reduction of the price would have resulted in margin compression. The property management fees for Yiwu Digital and Intelligent Industrial Community decreased by approximately 50% from RMB0.8 per sq.m. per month in 2024 to RMB0.4 per sq.m. per month in 2025 as discounted management fees were offered during the year due to the relatively low occupancy rate of the project. In light of the relatively low management fee levels and the limited profitability of the project, and taking into account that its financial performance was not expected to improve materially, we elected not to renew the relevant property management contract upon its expiry in November 2025. We also elected to terminate the property management services for Optical Film Industry Chain Science and Technology Innovation Park upon contract expiry. The project developer newly imposed a restriction on the number of tenants, requiring that the entire industrial park be leased to one single or only a limited number of tenants instead of multiple tenants. Taking into the size of the

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industrial park, the restriction on the number of tenants is practically unfeasible for us and the resulting low occupancy would affect our property management services income going forward. Accordingly, we decided not to renew the project. The following table sets out details of the terminated projects:

Name of industrial park/commercial property	Location	GFA under management	Source of project	Date of commencement of management	Date of termination	Average monthly basic property management revenue		Revenue contributed by the project of each segment and percentage contribution of total revenue contribution ^{Note}				Gross profit and gross profit margin contributed by the project			
								FY2024		FY2025		FY2024		FY2025	
								(RMB'000)		(RMB'000)		(RMB'000)		(RMB'000)	
								(sq.m. '000)		(RMB'000)		(RMB'000)		(RMB'000)	
1.	Tudian Town Intelligent Innovation Park (屠甸鎮智創園)	Jiaxing City, Zhejiang Province	105 Independent Third Party	26 August 2022	25 September 2025	1.5	1.2	A: 1,848 B: — C: — D: 30 Total: 1,878 (2.6%)	A: 1,114 B: — C: — D: — Total: 1,114 (1.4%)	19	1.0	343	30.8		
2	Yiwu Digital and Intelligent Industries Community (義烏數字與智能化產業社區)	Jinhua-Yiwu Area, Zhejiang Province	571 Independent Third Party	1 November 2024	30 November 2025	0.8	0.4	A: 450 B: — C: — D: — Total: 450 (0.6%)	A: 2,370 B: 10 C: — D: 191 Total: 2,571 (3.2%)	238	52.7	624	24.3		
3.	Optical Film Industry Chain Science and Technology Innovation Park (光學膜產業鏈科創園)	Jinhua-Yiwu Area, Zhejiang Province	48 Independent Third Party	2 September 2024	31 December 2025	0.7	1.3	A: 140 B: — C: — D: — Total: 140 (0.2%)	A: 750 B: — C: — D: — Total: 750 (0.9%)	49	35.0	269	35.9		

Note:

The types of services are denoted as follows:

- A: basic property management services
- B: operational support services
- C: park ancillary services
- D: energy-related services

Retention Rate

	FY2024			FY2025			1H2026		
	Independent			Independent			Independent		
	Our Parent Group	Third Parties	Total	Our Parent Group	Third Parties	Total	Our Parent Group	Third Parties	Total
Retained Projects ^{Note 1}	12	11	23	12	10	22	12	10	22
Projects under management ^{Note 2}	12	11	23	12	13	25	12	10	22
Retention Rate	100.0	100.0	100.0	100.0	76.9	88.0	100.0	100.0	100.0

Notes:

- 1. refer to the number of projects retained at the end of the year.
- 2. refer to the total number of projects under our management during the year.

The number of property management projects we undertake are developing steadily. In FY2024, FY2025 and 1H2026, our retention rates of property management service agreements were 100.0%, 88.0% and 100.0%, respectively. According to Frost & Sullivan, the calculation bases of renewal rate are in line with the industry norm.

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OUR SUPPLIERS AND SUBCONTRACTORS

Major Suppliers during the Track Record Period

During the Track Record Period, our suppliers are generally subcontractors providing cleaning, security and maintenance services. We engage subcontractors to provide professional cleaning and repair and maintenance services and procure consumables for our employees to use in the course of providing services. The following tables set forth the profile of our top five suppliers during the Track Record Period:

FY2024

Name of supplier	Background/Business nature of the supplier	Amount of cost of sales RMB'000	Approximate percentage to our total cost of sales for the year %	Principal services provided	The year in which the supplier started to have business relationship with our Group for the first time	Credit period	Payment method
Parent Group ⁽¹⁾	A property developer established in the PRC and the parent company of which, Zhejiang Palong, is a private company and has a registered capital of RMB50.0 million	10,312	22.6	Leasing of properties	2019	Prepayment	Bank transfer
Hangzhou Dibang Cleaning Service Co., Ltd.* (杭州迪邦清潔服務有限公司)	A private company established in the PRC with a registered capital of RMB10.0 million, mainly engaged in providing professional cleaning, washing, and disinfection services	2,339	5.1	Cleaning services	2021	10–20 working days	Bank transfer
Jinhua Jinken Elevator Engineering Co., Ltd.* (金華肯電梯工程有限公司) (“Jinhua Jinken”)	A private company established in the PRC with a registered capital of RMB2.0 million, mainly engaged in providing elevator repair and maintenance services	1,622	3.6	Elevator repair and maintenance services	2021	By instalment	Bank transfer
Zhejiang Binkai Security Service Co., Ltd.* (浙江賓開保安服務有限公司)	A private company established in the PRC with a registered capital of RMB31.0 million, mainly engaged in providing security services	1,449	3.2	Security service	2023	5 working days	Bank transfer
Lanchuang Jicheng ⁽¹⁾	A private company established in the PRC with a registered capital of RMB50.0 million, mainly engaged in real estate development and construction of industrial park	1,168	2.6	Leasing of properties	2019	Prepayment	Bank transfer
Total		16,890	37.1				

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Note:

- (1) In FY2024, under our operational support service’s sublease model, we leased certain properties developed and owned by the Parent Group and Lanchuang Jicheng, an associate of Zhejiang Panglong. This model was substantially changed to an entrusted management service in FY2025, under which we ceased leasing properties from the Parent Group and Lanchuang Jicheng. Consequently, no such cost of sales was recognised in FY2025.

FY2025

Name of supplier	Background/Business nature of the supplier	Amount of cost of sales RMB'000	Approximate percentage to our total cost of sales for the year %	Principal services provided	The year in which the supplier started to have business relationship with our Group for the first time	Credit period	Payment method
Jiangsu Nahui Human Resources Co., Ltd.* (江蘇納輝人力資源股份有限公司) (formerly known as Suqian Nahui Human Resources Co., Ltd.* (宿遷納輝人力資源有限公司)) (“Suqian Nahui”)	A private company established in the PRC with a registered capital of RMB20.0 million, mainly engaged in providing human resources services	10,406	25.3	Labour subcontracting	2024	15 days	Bank transfer
Hangzhou Dibang Cleaning Service Co., Ltd.* (杭州迪邦清潔服務有限公司)	A private company established in the PRC with a registered capital of RMB10.0 million, mainly engaged in providing professional cleaning, washing, and disinfection services	3,648	8.9	Cleaning services	2021	10–20 working days	Bank transfer
Jinhua Jinken	A private company established in the PRC with a registered capital of RMB2.0 million, mainly engaged in providing elevator repair and maintenance services	1,730	4.2	Elevator repair and maintenance services	2021	By instalment	Bank transfer
Zhejiang Binkai Security Service Co., Ltd.* (浙江賓開保安服務有限公司)	A private company established in the PRC with a registered capital of RMB31.0 million, mainly engaged in providing security services	1,453	3.5	Security services	2023	5 working days	Bank transfer
Supplier A	The national supplier of electricity in the PRC and the parent company of which is a non-listed state-owned enterprise and has a registered capital of RMB1.3 trillion	1,429	3.5	Electricity supply	2020	30 days	Bank transfer
Total		18,666	45.4				

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1H2026

Name of supplier	Background/Business nature of the supplier	Amount of cost of sales <i>RMB'000</i>	Approximate percentage to our total cost of sales for the year <i>%</i>	Principal services provided	The year in which the supplier started to have business relationship with our Group for the first time	Credit period	Payment method
Suqian Nahui	A private company established in the PRC with a registered capital of RMB20.0 million, mainly engaged in providing human resources services	4,323	22.7	Labour subcontracting	2024	15 days	Bank transfer
Hangzhou Dibang Cleaning Service Co., Ltd.* (杭州迪邦清潔服務有限公司)	A private company established in the PRC with a registered capital of RMB10.0 million, mainly engaged in providing professional cleaning, washing, and disinfection services	1,937	10.1	Cleaning services	2021	10–20 working days	Bank transfer
Jinhua Jinken	A private company established in the PRC with a registered capital of RMB2.0 million, mainly engaged in providing elevator repair and maintenance services	1,063	5.6	Elevator repair and maintenance services	2021	By instalment	Bank transfer
Zhejiang Binkai Security Service Co., Ltd.* (浙江賓開保安服務有限公司)	A private company established in the PRC with a registered capital of RMB31.0 million, mainly	612	3.2	Security services	2023	5 working days	Bank transfer
Supplier A	The national supplier of electricity in the PRC and the parent company of which is a non-listed state-owned enterprise and has a registered capital of RMB1.3 trillion	500	2.6	Electricity supply	2020	30 days	Bank transfer
Total		8,436	44.2				

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Our cost of sales amounted to RMB45.7 million, RMB41.1 million and RMB19.1 million for FY2024, FY2025 and 1H2026, respectively, mainly comprising subcontracting costs, staff costs, and equipment maintenance costs.

Procurement from our top five suppliers in each year during the Track Record Period collectively amounted to RMB16.9 million, RMB18.7 million and RMB8.4 million, accounting for 37.1%, 45.4% and 44.2% of our total cost of sales for FY2024, FY2025 and 1H2026, respectively, and procurement from the largest supplier in each year during the Track Record Period amounted to RMB10.3 million, RMB10.4 million and RMB4.3 million, representing 22.6%, 25.3% and 22.7% of our total cost of sales for the corresponding years, respectively. We had maintained stable business relationship with our top five suppliers during the Track Record Period. We generally do not enter into any long-term agreements with our top five suppliers.

For FY2025 and 1H2026, our largest supplier was Suqian Nahui, with whom we became acquainted in November 2024 through a referral from another client of Suqian Nahui via our business network. In 2025, Suqian Nahui provided labour subcontracting services to customers other than us, and the revenue contributed by our Group was not material to Suqian Nahui and accounted for about 11% of the total revenue of Suqian Nahui for FY2025. The shareholder of Suqian Nahui and its affiliated entities possess extensive experience in the human resources services sector. The sole shareholder, manager and director of Suqian Nahui, Wang Bin (王彬) has approximately 10 years of experience in providing human resources services. Apart from Suqian Nahui, he also owns and manages its branch companies, namely Suqian Nahui Human Resources Co., Ltd. Taizhou Branch* (宿遷納輝人力資源有限公司台州分公司), Suqian Nahui Human Resources Co., Ltd. Xuzhou Branch* (宿遷納輝人力資源有限公司徐州分公司) and Suqian Nahui Human Resources Co., Ltd. Huzhou Branch* (宿遷納輝人力資源有限公司湖州分公司). He has been serving over 20 clients engaging in property management, solar energy, home appliance and outdoor product business across Jiangsu province, Zhejiang province and Shanghai city through Suqian Nahui and such branch companies. Following an assessment that considered, among other factors, operational and management expertise and pricing, we engaged Suqian Nahui to provide labour subcontracting services. This engagement enhances our operational flexibility by allowing us to align manpower more effectively with project needs, while reducing the administrative and management costs associated with internal workforce allocation.

As part of our strategy to outsource certain on-site, labour-intensive functions, such as security, cleaning, and waste management, to qualified external service providers, we underwent a manpower restructuring. During this process, we introduced our former employees to employment opportunities at Suqian Nahui. To the best knowledge of our Directors, approximately 70 former employees, representing 40% of the labour we procured from Suqian Nahui in FY2025, ceased to be our employees and joined Suqian Nahui in late 2024 and early 2025 after successfully passing the company’s assessment in order to provide the relevant services pursuant to the labour subcontracting service agreement we entered into in November 2024 with Suqian Nahui. These individuals have continued to provide cleaning and security services at our managed projects. This arrangement was adopted to facilitate a smoother operational transition and ensure continuity of services, as the relevant personnel were already familiar with our site requirements and operational standards. There were no arrangements between Suqian Nahui and our Group regarding such 70 former employees other than the labour subcontracting arrangement. As advised by our PRC Legal Advisers, the aforementioned labour subcontracting service arrangement between our Group and Suqian Nahui during the Track Record Period was in compliance with the relevant PRC laws and regulations in all material aspects.

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To the best knowledge of our Directors, as at the Latest Practicable Date, save as being our supplier, there had been no past or present relationship, including business, employment, family, trust, financing or otherwise, between Suqian Nahui and the Company or their respective subsidiaries, shareholders, directors or senior management, or any of their respective associates.

Other than our Parent Group and its subsidiaries, joint ventures and associates, all of our top five suppliers during the Track Record Period were Independent Third Parties and we did not experience any material delay, supply shortages or disruptions in our operations relating to our suppliers, or any material product claims attributable to our suppliers. As at the Latest Practicable Date, save for our Parent Group, its subsidiaries, joint ventures and associates, none of our Directors, their close associates or any Shareholders which, to the knowledge of our Directors, owned more than 5% of the number of issued shares of us, had any interest in any of our top five suppliers.

Management of Subcontractors

We typically engage our subcontractors after considering following factors, such as the prices, industry reputation and credentials, financial strength and operation scale.

Once a selected subcontractor commences providing the subcontracted services, we regularly monitor and evaluate their performance. The subcontractor's record of performance will also be updated from time to time. In the event of repeated sub-standard performances, the service of the relevant subcontractor will be terminated.

We work with our subcontractors to deliver property management and value-added services to customers. We have been outsourcing, and will continue to outsource certain labour-intensive services, primarily security, cleaning, and certain repair and maintenance services to subcontractors. We hire specialised subcontractors for the maintenance of certain facilities where the repair and maintenance works have to be performed by subcontractors with requisite qualifications.

On the other hand, our quality control department regularly monitors, assesses and manages our subcontractors, as well as coordinates and administers the performance of different subcontractors. Our subcontractors specialise in the services they perform and can, therefore, operate in an efficient manner. We believe such subcontracting arrangements would allow us to leverage the human resources and technical expertise of our subcontractors, reduce our staff costs and enhance the overall profitability of our operations. We can also dedicate more resources to improve our service quality.

Subcontracting costs amounted to RMB5.0 million, RMB16.6 million and RMB7.3 million for FY2024, FY2025 and 1H2026, accounting for 10.9%, 40.4% and 38.1% of our cost of sales and services for the corresponding period, respectively. For details of the substantial increase, please see the section headed “Finance Information — Description of Key Items of Consolidated Statements of Profit or Loss and Other Comprehensive Income — Cost of Sales.”

Under labor dispatch arrangements, parties generally agree on the number of employees, wages of the employees and the period of dispatch. A company that employs labor dispatch agency is generally responsible for the management of the employees dispatched to it and applies its human resources policy to them. According to the subcontracting agreements, (i) the management of outsourced employees shall be the responsibility of the labor outsourcing contractor but not the Group, (ii) our human resources policy does not apply to workers of the relevant production subcontractor, and (iii) we neither determine nor directly pay wages to the subcontracting employees. Based on the above, as advised by our PRC

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Legal Advisers, the subcontracting arrangement with external service providers of the Group does not constitute use of dispatched workers by the Group, and does not contravene any mandatory provisions of labor outsourcing in the PRC Civil Code during the Track Record Period.

Key Terms of our Subcontracting Agreements

To govern the arrangement with the subcontractors, we enter into subcontracting agreements with individual subcontractors with commercial terms on arms-length basis. The key terms of our typical subcontracting agreements include the following:

Terms of services	The term of the subcontracting agreements is generally one year and renewable upon negotiation prior to the termination of the agreements.
Our obligations	We are generally responsible for supervising the services provided by our subcontractors and providing the necessary equipment to on-site staff.
Obligations of subcontractors	The subcontractors are responsible for providing services in accordance with the scope and standard prescribed in the subcontracting agreements and in compliance with all applicable laws and regulations. In the event their performance fails to meet the required standards, they are required to take necessary rectification measures within the certain period decided by us. If they fail to do so, we have the right to deduct the service fees payable to our subcontractors. Our subcontractors are required to manage their staff providing the subcontracted services and there is no employment relationship between our Group and the staff of our subcontractors.
Risk allocation	The subcontractors are responsible for any damage to property or injury to any person due to the fault of the subcontractors in the course of providing the subcontracted services. The subcontractors are also required to pay social insurance contributions for their staff in accordance with PRC laws and regulations and are held liable for any non-compliance with applicable PRC laws or industry standards. We typically require the subcontractors to indemnify us for any damages that they have caused to our managed properties and our Group.
Subcontracting fees	Subcontracting fees are typically determined with reference to costs in connection with the labour costs and other costs incurred by the subcontractors.

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OUR CUSTOMERS

During the Track Record Period, our major customers were property developers, property owners, tenants, occupants, value-added service partners and property management companies.

The following table sets forth the types of our major customers for each of our type of services:

Service Type	Major customers
Basic property management services	Property developers, property management companies, property owners and tenants
Value-added services	
— Operational support services	Property developer, property owners and value-added service partners
— Park ancillary services	Property owners, tenants and occupants
— Energy-related services	Energy technology companies

During the Track Record Period, four property management projects were outsourced to us (the “**Arrangement**”) by a property management company (the “**Relevant Property Management Company**”). According to Article 39 of the Regulations on Property Management (《物業管理條例》 (“**Article 39**”)), a property service enterprise may outsource a specific service within the property management area to a specialised service enterprise, but it shall not outsource all the property management business within such area to third parties. Therefore, the Relevant Property Management Company which outsourced the projects to us is not in full compliance with the Regulations on Property Management. The aggregate revenue arising from the relevant projects amounted to RMB4.9 million, RMB9.9 million and RMB6.4 million for FY2024, FY2025 and 1H2026, respectively, representing 6.8%, 12.5% and 16.1% of the total revenue in the corresponding period. The four property management projects were first awarded via public tender by the Relevant Property Management Company to the Company. The Group had submitted tender documents to the Relevant Property Management Company in accordance with its tender requirements. The corresponding agreements were executed in June 2021, January 2024, October 2024 and January 2025.

At the time of executing the four property management service agreements, the Group was unaware that the Arrangement was not in full compliance with the relevant law as it had no knowledge of Article 39 at the relevant time. The Group first became aware of this non-compliance during the preparation of the [REDACTED] in second half of 2025.

Zhejiang Lianji, the subsidiary of the Company, acting as a subcontractor, has not breached the relevant laws. The four property management agreements were subject to annual renewal and all of them have already expired in the first quarter of 2026. Despite the Company’s intention to rectify the issue after becoming aware of the non-compliance, the necessary amendments were only made upon the renewal of the agreements considering the time required for the internal approval process of the Relevant Property Management Company, which is a state-owned entity. In addition, as (i) the Company only became aware of the above issue in 2025, and (ii) as advised by the PRC Legal Advisers, Zhejiang Lianji, as a subcontractor, has not breached the relevant regulations and that the Group was not or would not be subject to any regulatory investigation, penalties or legal proceedings due to the Arrangement and the revenue derived from the Arrangement could not be confiscated by relevant

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authorities as the relevant provisions do not stipulate the penalties for subcontractors, the Company is of the view that the issue may be rectified at the time of renewal in the first quarter of 2026 by way of amending the relevant terms in the renewed agreements.

By March 2026, all four property management projects have been renewed and rectified. Zhejiang Lianji has entered into property management services agreement for defined scopes of certain labor services except for maintenance and miscellaneous services with the Relevant Property Management Company, replacing the previous full outsourcing agreements. As the renewed property management services agreements of these three property management projects have defined scopes of services with the Relevant Property Management Company and replaced the previous full outsourcing agreements, the PRC Legal Advisers have advised that the renewed agreements complied with the Property Management Regulations in all material aspects. For the remaining project, Zhejiang Lianji has established a joint venture directly with the property developer. Pursuant to the joint venture agreement, Zhejiang Lianji entered into the property management service agreement directly with the property developer, eliminating the outsourced property management arrangement.

Pursuant to the Property Management Regulations(《物業管理條例》), where a property service enterprise entrusts all property management services within a single property management area to another party in their entirety, the relevant real estate administrative department shall order it to rectify the violation within a prescribed time limit and impose a fine on the property service enterprise of 30%-50% of the price stipulated in the entrustment contract.

As advised by the PRC Legal Advisers, based on the aforementioned provisions of the Property Management Regulations, (i) Zhejiang Lianji, as a subcontractor, has not breached the relevant regulations, (ii) the Group was not or would not be subject to any regulatory investigation, penalties or legal proceedings due to the Arrangements and the revenue derived from the Arrangements could not be confiscated by relevant authorities as the relevant provisions do not stipulate the penalties for subcontractors; and (iii) as the Relevant Property Management Company has breached the relevant regulations, the relevant property management agreements may be required to be rectified and terminated by the relevant authorities. Accordingly, the Group did not recognise any non-compliant income or incurred any potential fines and penalties during the Track Record Period. Taking into account that (i) to the best knowledge of our Directors, the relevant PRC authorities had never issued any notification regarding the relevant projects; and (ii) upon renewal of the relevant agreements, we have adjusted the outsourcing arrangements and enter into new agreements in accordance with the requirements of the Regulations on Property Management in March 2026, our Directors consider that and the Sole Sponsor concurred that, the aforesaid arrangements in relation to the relevant projects will not have any material adverse impact on our Group and its operations.

To prevent reoccurrence of similar incident, as advised by the internal control consultant, we have implemented the enhanced internal control measures. For details, see “— Risk Management and Internal Control — Project Engagement” in this section.

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The following tables set out the revenue from our top five customers in each year during the Track Record Period:

FY2024

Name of customer	Business nature of the customer	Revenue RMB'000	Approximate percentage to the revenue of our Group %	Principal services provided to the customer	The year in which the customer started to have business relationship with our Group for the first time	Credit period	Payment method
Parent Group ^(Note 1)	A property developer established in the PRC and the parent company of which, Zhejiang Palong, is a private company and has a registered capital of RMB50.0 million	7,074	9.9	Basic property management services and value-added services	2019	Prepayment	Bank transfer
Customer A ^(Note 2)	A private company that is a property operational and management provider established in the PRC with a registered capital of RMB10.0 million	4,666	6.5	Basic property management services	2023	Prepayment	Bank transfer
Customer B	A private company that is a property operational and management provider established in the PRC with a registered capital of RMB120.0 million	2,829	3.9	Basic property management services	2023	15 days	Bank transfer
Lanxi Xuyu Solar Power Co., Ltd.* (蘭溪旭昱光伏電力有限公司) ^(Note 3)	A private company that is a solar energy station provider established in the PRC with a registered capital of RMB2.0 million	2,127	3.0	Value-added property management services	2022	Prepayment	Bank transfer
Customer C	A private company that is a property developer established in the PRC with a registered capital of RMB50.0 million	1,851	2.6	Basic property management services	2021	15 days	Bank transfer
Total		18,547	25.9				

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FY2025

Name of customer	Business nature of the customer	Revenue RMB'000	Approximate percentage to the revenue of our Group %	Principal services provided to the customer	The year in which the customer started to have business relationship with our Group for the first time	Credit period	Payment method
Parent Group ^(Note 1)	A property developer established in the PRC and the parent company of which, Zhejiang Palong, is a private company and has a registered capital of RMB50.0 million	19,825	24.9	Basic property management services and value-added property management services	2019	Prepayment	Bank transfer
Customer A ^(Note 2)	A private company that is a property operational and management provider established in the PRC with a registered capital of RMB10.0 million	10,050	12.6	Basic property management services and value-added property management services	2023	Prepayment	Bank transfer
Customer B	A private company that is a property operational and management provider established in the PRC with a registered capital of RMB120.0 million	2,952	3.7	Basic property management services	2023	Prepayment	Bank transfer
Customer D	A private company that is a property operational and management provider established in the PRC with a registered capital of RMB180.0 million	2,491	3.1	Value-added property management services	2024	By instalment	Bank transfer
Lanxi Xuyu Solar Power Co., Ltd.* (蘭溪旭昱光伏電力有限公司) ^(Note 3)	A private company that is a solar energy station provider established in the PRC with a registered capital of RMB2.0 million	1,881	2.4	Value-added property management services	2024	By instalment	Bank transfer
Total		37,199	46.7				

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1H2026

Name of customer	Business nature of the customer	Revenue RMB'000	Approximate percentage to the revenue of our Group %	Principal services provided to the customer	The year in which the customer started to have business relationship with our Group for the first time	Credit period	Payment method
Parent Group ^(Note 1)	A property developer established in the PRC and the parent company of which, Zhejiang Palong, is a private company and has a registered capital of RMB50.0 million	10,727	26.7	Basic property management services and value-added property management services	2019	Prepayment	Bank transfer
Customer A ^(Note 2)	A private company that is a property operational and management provider established in the PRC with a registered capital of RMB10.0 million	4,796	11.9	Basic property management services and value-added property management services	2023	Prepayment	Bank transfer
Customer B	A private company that is a property operational and management provider established in the PRC with a registered capital of RMB120.0 million	1,189	3.0	Basic property management services	2023	Prepayment	Bank transfer
Customer F	A private company that is a machinery manufacturer established in the PRC with a registered capital of RMB50.0 million	990	2.5	Value-added property management services	2025	30	Bank transfer
Hewei (Dongyang) Property Management Service Co., Ltd.* (合威(東陽)物業管理服務有限公司)	A private company that is a property operational and management provider established in the PRC with a registered capital of RMB1.0 million	908	2.3	Basic property management services	2025	10	Bank transfer
Total		18,610	46.3				

Notes:

1. refers to Zhejiang Panglong and subsidiaries, excluding its associates.
2. Aggregating all revenue generated from two PRC companies which are under common control.
3. Aggregating all revenue generated from three PRC companies, namely Lanxi Xuyu Solar Power Co., Ltd.* (蘭溪旭昱光伏電力有限公司), Jinhua Wangri Solar Power Co., Ltd.* (金華望日光伏發電有限公司) and Jinhua Siri Solar Power Co., Ltd.* (金華思日光伏電力有限公司), which are under common control.

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Revenue from our top five customers amounted to RMB18.5 million, RMB37.2 million and RMB18.6 million, which accounted for 25.9%, 46.7% and 46.3%, respectively, of our total revenue for FY2024, FY2025 and 1H2026. Our Parent Group had been our largest customer in each year/period during the Track Record Period. Revenue from our Parent Group amounted to RMB7.1 million, RMB19.8 million and RMB10.7 million for FY2024, FY2025 and 1H2026, representing 9.9%, 24.9% and 26.7% of our total revenue respectively during the corresponding year/period. During the Track Record Period, we had maintained a stable business relationship with our top five customers.

As at the Latest Practicable Date, we were not aware of any arrangements or incidents which would lead to cessation or termination of our relationships with any of our top five customers during the Track Record Period. To the best knowledge and belief of our Directors, except for our Parent Group, none of our Directors and/or their respective close associates or any Shareholders, who owned more than 5% of our share capital as at the Latest Practicable Date, had any interest in any of our top five customers during the Track Record Period. During the Track Record Period, save for our Parent Group and Customer A, none of our top five customers were also our suppliers.

Overlapping Customers and Suppliers

During the Track Record Period, among our top five customers and suppliers, we had four overlapping customers and suppliers, which are the Parent Group (our largest customer and supplier in each year during the Track Record Period), Jinhua Jinken (a customer and one of the largest suppliers in FY2024), Lanchuang Jicheng (a customer and one of the largest suppliers in FY2024), and Customer A (one of our largest customers in each year during the Track Record Period and a supplier in 1H2026). The following table sets out (i) our revenue; (ii) the percentage of our total revenue; (iii) gross profit margin; (iv) cost of sales; and (v) the percentage of our total cost of sales amount attributable to the overlapping customers and suppliers during the Track Record Period:

Overlapping customer and supplier	Year	Revenue (RMB'000)	Approximate percentage of our total revenue (%)	Cost of Sales (RMB'000)	Approximate percentage of our total costs of sales (%)	Gross profit margin (%)
Parent Group	FY2024	7,074	9.9	10,312	22.6	50.3
	FY2025	19,825	24.9	—	—	59.6
	1H2026	10,727	26.7	—	—	64.2
Jinhua Jinken	FY2024	21	0.03	1,622	3.6	46.1
	FY2025	—	—	1,730	4.2	—
	1H2026	—	—	1,063	5.4	—
Lanchuang Jicheng	FY2024	—	—	1,168	2.6	—
	FY2025	758	1.0	—	—	51.2
	1H2026	330	0.8	—	—	60.7
Customer A	FY2024	4,666	6.5	—	—	17.4
	FY2025	10,050	12.6	—	—	29.6
	1H2026	4,796	13.3	—	0.0	36.1

Parent Group

During the Track Record Period, we provided the Parent Group with basic property management services and value-added services. Such arrangement was in place mainly due to the reasons that (i) the Parent Group remained as a property owner of certain units in the industrial properties that were under our management hence required our property management services, and (ii) there are properties which are pending sale and/or delivery in the projects developed by the Parent Group which we provide property management services and/or operational support services in respect of such unsold units.

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In FY2024, under our commercial operation service’s sublease model, we leased certain properties developed and owned by the Parent Group. This model was substantially changed to a entrusted management service in FY2025 and 1H2026, under which we ceased leasing properties from the Parent Group. Consequently, no related cost of sales was recognised in FY2025 and 1H2026. Our Directors confirm that negotiations of the terms of transactions with the Parent Group were conducted on an individual basis and the services provided and procured were neither inter-connected nor inter-conditional with each other. Furthermore, as confirmed by our Directors, all of our services provided to and procured from the Parent Group were entered into after due consideration taking into account the prevailing purchase and selling prices at the relevant times, conducted in the ordinary course of business under normal commercial terms and on arm’s length basis. For details, please see the section headed “Connected Transactions”.

The gross profit margins derived from our services to our Parent Group in each of FY2024, FY2025 and 1H2026 were 50.3%, 59.6% and 64.2%, which were higher than that of the overall gross profit margin of the Group because we provided higher-margin value-added services to our Parent Group, particularly the commercial operation services given the Parent Group is the owner of certain units of the properties its develops which therefore requires such services.

Jinhua Jinken

During the Track Record Period, we outsourced elevator repair and maintenance services to Jinhua Jinken as part of our basic property management services. To provide such service, Jinhua Jinken leased a dormitory in one of our managed projects to house its employees during the Track Record Period. We did not recognise any related revenue from Jinhua Jinken and it ceased to be our customer in FY2025 due to a change in our service model from sublease service model to entrusted management service model. For details, please see “Our Business Model — Property Management and Value-added Services — Value-added Services — Operational support services” in this section. All of our sales to and purchases from Jinhua Jinken were conducted in the ordinary course of business under normal commercial terms and in arm’s length basis.

In FY2024, under our commercial operation service’s sublease model, we leased certain properties under our commercial operation service’s sublease model, we leased certain properties developed and owned by Lanchuang Jicheng. The gross profit margin derived from our services to Jinhua Jinken in FY2024 was 46.1% which was similar to the overall gross profit margin of the Group in the corresponding year. This model was substantially changed to a entrusted management service in FY2025, under which we ceased leasing properties from the Parent Group. Consequently, no related cost of sales was recognised in FY2025.

Lanchuang Jicheng

During FY2025 and 1H2026, we provided Lanchuang Jicheng, an associate of Zhejiang Panglong, with basic property management services and value-added services. Such arrangement was in place mainly due to the reasons that (i) Lanchuang Jicheng, the property developer of Meijiang Lanchuang Jicheng Industrial Park (梅江蘭創吉成產業園), a project under our management, remained as a property owner of certain units in the industrial properties hence required our property management services, and (ii) we provided commercial operation services to Lanchuang Jicheng in respect of the units owned by Lanchuang Jicheng. All of our sales to and purchases from Lanchuang Jicheng were conducted in the ordinary course of business under normal commercial terms and in arm’s length basis. The gross profit margin derived from our services to Lanchuang Jicheng in FY2025 and 1H2026 was 51.2% and 60.7%, respectively, which was similar to the overall gross profit margin of the Group in the corresponding year/period.

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Customer A

During the Track Record Period, we provided Customer A basic property management services and value-added services as Customer A outsourced four property management projects to us. To provide such service, we leased dormitory to house our employees during 1H2026. All of our sales to and purchases from Customer A were conducted in the ordinary course of business under normal commercial terms and in arm’s length basis. The gross profit margin derived from our services to Customer A in during the Track Record Period was lower than the overall gross profit margin of the Group in the corresponding year/period was primarily attributable to the lower fee offered by Customer A, as an intermediary property management company which retained a profit margin, to us.

SALES AND MARKETING

We have a property sales support and marketing team, which comprises 14 employees as at 30 June 2026, responsible for developing our overall marketing strategy and launching marketing activities to acquire new customers and maintain and strengthen our relationships with existing customers.

We have taken sales and marketing measures that are tailored for different categories of customers:

Property Developers

During the Track Record Period, some of our revenue was derived from properties developed by Independent Third Parties. We endeavour to expand our bases of Independent Third Party customers through cooperating with independent property developers through establishment of joint venture with an aim to providing property management and value-added services to projects developed by them.

Property Owners, Tenants and Occupants

We provide our services to property owners, tenants and occupants for properties under our management, including industrial parks and commercial complexes. We formulate annual marketing plan and launch various marketing activities based on the local needs. We carry out regular customer on-site visits to improve the quality of our services.

QUALITY CONTROL

We value the quality of our services as first priority and believe that quality control is the key to maintaining success of our business in the long-run. We have established a quality control department which is responsible to (i) stipulate the service standard and monitor service standards that have been formulated in line with industry professional standards; and (ii) conduct examinations of the services to all of our projects under management on quarterly basis to ensure the quality of services and the consistent applications of these standards in all aspects of our property management and value-added services.

Quality Control over our Services

We are in compliance with the “three-in-one” management system, which includes the ISO9001 quality standards, the ISO14001 environmental standards and the ISO45001 occupational health and safety standards. We obtained the ISO9001:2015 certification in 2025 in recognition of our service quality. To ensure delivery of high-quality services, we have established a set of policies to monitor the quality of our services with the aim to improve our services across all properties under our management. We adopt standardised internal policies and service procedures to all properties under our management.

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We generally require our property management staff to complete inspection checklists after each round of regularly scheduled inspections to monitor and record conditions of the properties on a timely manner. The checklists are specifically designed for different types of devices, equipment and services. We have also adopted a “dual evaluation” system comprising our internal supervision and external feedback, which enables us to effectively manage the quality of our services and enhance our customer experience.

Quality Control over Subcontractors

We typically include in our contracts with subcontractors detailed quality standards for the services to be provided. We regularly monitor and evaluate the performance of our subcontractors and may require the subcontractors to take necessary rectification measures or pay relevant penalty when their services do not meet the agreed standards. We also conduct monthly appraisal regarding the quality of services provided by our subcontractors. We have the contractual right to adjust the subcontracting fees based on the outcomes of such appraisals. For more details, please see the subsection headed “— Our Suppliers and Subcontractors — Management of Subcontractors” in this section.

Feedback and Complaint Management

During the ordinary course of our business, we receive inquiries, suggestions and complaints from our customers from time to time regarding our services. We have established comprehensive internal procedures for handling complaints. Our project manager is responsible for handling inquiries and complaints from our customers and provide timely responses. In order to improve our customer experience and enhance our customer service, we offer a service hotline and a WeChat official account for properties under our management. Through the hotline and WeChat official account, our customers can make their complaints and feedback as well as keep updated of our latest service developments. All complaints are dealt with on the principle of acting promptly upon receiving, which requires that all requests and complaints be responded to immediately and be resolved within a specified timeline. When necessary, we make on-site visits to understand the nature of the complaints. All complaints received and the progress of resolving such complaints will be reviewed at the end of the day to avoid delay in resolving them. We will revisit our customers and review the cases through the service hotline after their problems are resolved so as to ensure that the results are satisfactory to our customers and their confidence in our services is restored.

During the Track Record Period and up to the Latest Practicable Date, we had not experienced any customer complaints about our services that would have a material adverse impact on our operations or financial results.

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AWARDS

The following tables set forth some of our awards received from 2023 to the Latest Practicable Date:

Year of award or recognition	Name of award or recognition	Awarding entity
2023	Property Management Service Enterprise Qualification Level Certificate National Level 1 (物業管理服務企業資質等級證書國家一級)	China Enterprise Quality Certification Supervision Centre (中國企業質量認證監督中心) China Enterprise Credit Assessment and Certification Centre (中國企業信用評估認證中心)
2024	ISO45001:2018 Occupational Health and Safety Management System Certificate (職業健康安全管理体系認證證書)	National Inspection U-Bond (Beijing) Inspection Certification Co., Ltd (中檢優邦(北京)檢驗證書有限公司)
	ISO14001:2015 Environmental Management System Certificate (環境管理体系認證證書)	National Inspection U-Bond (Beijing) Inspection Certification Co., Ltd (中檢優邦(北京)檢驗證書有限公司)
	ISO9001:2015 Quality Management System Certificate (質量管理体系認證證書)	National Inspection U-Bond (Beijing) Inspection Certification Co., Ltd (中檢優邦(北京)檢驗證書有限公司)
2025	one of the 2025 National Top 30 Comprehensive Capacity of Light Asset Service Providers in Industrial Parks (2025全國園區輕資產服務商綜合能力30強)	E&H Consulting (億翰智庫)
	ISO45001:2018 Occupational Health and Safety Management System Certificate (職業健康安全管理体系認證證書)	National Inspection U-Bond (Beijing) Inspection Certification Co., Ltd (中檢優邦(北京)檢驗證書有限公司)
	ISO14001:2015 Environmental Management System Certificate (環境管理体系認證證書)	National Inspection U-Bond (Beijing) Inspection Certification Co., Ltd (中檢優邦(北京)檢驗證書有限公司)
	ISO9001:2015 Quality Management System Certificate (質量管理体系認證證書)	National Inspection U-Bond (Beijing) Inspection Certification Co., Ltd (中檢優邦(北京)檢驗證書有限公司)

ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE MATTERS

Through our robust internal environmental, health, and safety governance processes and the optimisation of building systems and facilities, we aim to provide a healthy, safe, and sustainable environment for all owners, tenants and occupants within our managed industrial parks, while minimising energy consumption, waste, and our overall environmental footprint.

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Our Board bears responsibility for overseeing and reviewing the ESG-related risks and opportunities impacting our Group. This includes a specific focus on the unique challenges of industrial park operations, such as the climate resilience of campus-wide infrastructure, providing a sustainable operating environment for our diverse owner, tenant and occupant base, and managing the collective environmental footprint of our managed parks. The Board is tasked with establishing and adopting ESG policy and targets, reviewing our Group’s performance against these targets annually, and revising the ESG strategies as appropriate.

Our Board has established an ESG working group that comprises our executive Directors and management representatives. This group serves a supportive role by, among others, (i) implementing the agreed ESG policy, targets, and strategies; (ii) identifying and assessing ESG-related matters; (iii) managing how our Group adapts its business in light of climate change; (iv) collecting ESG data for reporting; and (v) continuously monitoring the implementation of measures to address our Group’s ESG-related risks.

Identification and Management of Material ESG Issues

Based on our business nature and with reference to the ESG disclosure framework of the Stock Exchange, we have identified four material ESG issues, which comprise tenant and occupant health & safety, energy and environmental management, supply chain management, and management of climate-related risks and opportunities. We are committed to continuously monitoring ESG issues to effectively allocate our resources.

Environmental Compliance

Our Group has established an environmental management system certified to ISO14001:2015, which forms the foundation of our efforts to minimise the environmental impact of our property management operations. Our system involves:

- Ensuring compliance with all regulatory requirements related to property management;
- Evaluating the environmental impact of our managed properties and devising targets for improvement;
- Conserving resources and minimising waste generation across our portfolios;
- Ensuring our service providers (e.g., cleaning, maintenance) comply with our environmental standards; and
- Providing relevant environmental training to our employees.

Our Directors confirm that, during the Track Record Period and up to the Latest Practicable Date, we did not record any material non-compliance with applicable environmental requirements.

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Potential Impacts and Strategies for Addressing ESG-related Risks

We monitor ESG and climate-related risks that may impact our business. The table below summarises our identified material ESG-related risks and opportunities.

ESG-related risks	Potential impacts	Our responses
Climate-related physical risks — Acute risks		
Climate change leading to increased severity and frequency of extreme weather events (e.g., typhoons, heavy rains, floods)	<ul style="list-style-type: none"> Financial losses due to damage to building envelopes, infrastructure, and tenant and occupant asset. Disruption of tenant and occupant operations and services within the parks. Increased insurance premiums and liability risks. 	<ul style="list-style-type: none"> We maintain constant vigilance regarding catastrophic weather events; and We require all site staff to prepare and maintain an up-to-date checklist of actionable steps as successive tropical cyclone, thunderstorms or flood warning signals are received. The steps include <ul style="list-style-type: none"> (a) All loose materials, if any, are securely fastened and anchored by lashing or moved to protected area; (b) All types of equipment, if any, are adequately anchored or moved to protected area, with disconnected power cables if necessary; (c) All working platforms, hoists, hand railing and temporary structures, if any, are securely lashed down; and (d) All electrical equipment, if any, shall be adequately waterproofed and moved from any expected flood area.
Climate-related Physical Risks — Chronic risks		
Long-term changes in weather patterns and the climate, such as sustained high temperatures	<ul style="list-style-type: none"> Sustained elevated temperatures increase energy demand for cooling systems, raising operating costs for both us and our tenants and occupants. Potential strain on electrical infrastructure and reduced equipment lifespan. 	<ul style="list-style-type: none"> We will regularly review ESG and climate-related risks.

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ESG-related risks	Potential impacts	Our responses
Climate-related transition risks — Policy and legal risks		
Evolving climate-related laws and regulations in transition to a low carbon economy, such as the new climate-related disclosure requirements introduced by the Stock Exchange	<ul style="list-style-type: none"> Our compliance costs associated with ESG reporting and transparency requirements may increase. Stranded asset risk for properties with poor environmental performance. 	<ul style="list-style-type: none"> We will regularly review and update disclosure practices to align with the requirements as imposed by the Stock Exchange.
Occupational health and safety risks		
Failure to meet occupational health and safety standards or requirements	<ul style="list-style-type: none"> Our reputational risks and compliance costs may increase, which may result in reduced revenue. Potential for severe incidents (e.g., fires, elevator accidents) leading to injury. 	<ul style="list-style-type: none"> We have in place an occupational health and safety management system which is certified to be in compliance with ISO 45001:2018 standards in order to promote a safe and healthy working environment. We have in place different measures as set out in the paragraph headed “Environmental, Social and Corporate Governance Matters — Work Safety” in this section.
Climate-related opportunities		
Growing demand for green and sustainable industrial spaces	<ul style="list-style-type: none"> It could drive our occupancy rates and rental premiums due to market preference for modern, efficient, and sustainable facilities. 	<ul style="list-style-type: none"> We continue to provide advice to our customers on enhancing the energy efficiency and reliability of the cooling system by upgrading to high efficiency equipment. Our team will conduct assessment on the current air-cooled chiller system or equipment and recommend the most suitable high efficiency solutions. By guiding our customers towards these upgrades, we aim to not only help them reduce their energy bills but also contribute to a more sustainable future.

During the Track Record Period, we were not significantly affected by climate-related risk. To the best knowledge and belief of our Directors, we are not subject to material environmental liability risk and will not incur material compliance costs in the future.

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Metrics, Goals and Targets

We aim to enhance energy efficiency as a key environmental priority and provide safe working environment to our staff. Considering our business nature, international standards and industry peers’ ESG target, we have established the following environmental and social targets that are comparable with international standards and those of our industry peers to strengthen our sustainability efforts:

Key metrics	Our targets
Electricity consumption intensity	Using FY2024/25 as the baseline year, we aim to reduce electricity consumption intensity by 10% by 2027.
Greenhouse gas (“GHG”) emission intensity	Using FY2024/25 as the baseline year, we aim to reduce GHG emission intensity by 10% by 2027.
Work-related fatalities	Maintaining zero work-related fatalities for employees
Safety incidents	Maintaining zero material safety incident for employees

To achieve these environmental and social targets, we adopt different measures as detailed in the paragraphs headed “Emissions”, “Energy Consumption” and “Work Safety” under “— Environmental, Social and Corporate Governance Matters” in this section below. Our Group is dedicated to progressively improving its environmental and social objectives, regularly reviewing and adjusting targets and measures to align with the changing operational and social environment. This includes enhancing internal resource utilisation efficiency and exploring energy-saving equipment to promote energy conservation and emission reduction.

Emissions

Our core business operations do not generate significant emissions or waste, and do not involve heavy pollution. The GHG emissions in daily operations of our Group are consisted of (1) direct GHG emissions (from the use of unleaded petrol); and (2) indirect GHG emissions (from purchased electricity consumption) in our Group’s operations.

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The amount of GHG we emitted during the Track Record Period is calculated in terms of tonnes of carbon dioxide equivalent (“tCO₂e”) as follows:

Indicator	Unit	FY2024	FY2025	1H2025	1H2026
Nitrogen oxides (NO _x)	kg	4.86	5.40	2.43	3.6
Sulphur oxides (SO _x)	kg	0.0001	0.0001	0.0001	0.0001
Particulate matters (PM)	kg	0.515	0.572	0.257	0.180
GHG emissions	Unit	FY2024	FY2025	1H2025	1H2026
Scope 1 — Direct GHG emissions	tCO ₂ e	5.582	6.203	2.791	2.492
Scope 2 — Indirect GHG emissions	tCO ₂ e	12.768	15.960	6.384	6.606
Scope 3 — Other indirect GHG emissions	tCO ₂ e	N/A	N/A	N/A	N/A
Total GHG emissions (Scope 1, Scope 2 and Scope 3) ¹	tCO ₂ e	<u>18.350</u>	<u>22.163</u>	<u>9.175</u>	<u>9.098</u>
Intensity of GHG emissions	Unit	FY2024	FY2025	1H2025	1H2026
Scope 1	gCO ₂ e/m ²	1.47	1.67	0.75	0.67
Scope 2	gCO ₂ e/m ²	3.37	4.31	1.72	1.78
Scope 3	gCO ₂ e/m ²	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>	<u>N/A</u>
Total intensity of GHG emissions (Scope 1, Scope 2 and Scope 3)	gCO ₂ e/m ²	<u>4.84</u>	<u>5.98</u>	<u>2.48</u>	<u>2.45</u>

In order to achieve our ESG targets, we have set up an environmental management system to promote environmental awareness and to prevent pollution of the environment resulting from projects undertaken by us, and our environmental management system has been certified to satisfy the requirement of ISO 14001:2015. Specifically, our Group has implemented an array of measures to mitigate GHG emissions, including but not limited to the following:

- Using an online platform to advocate paperless office and online communication;
- Using more energy-efficient lighting products, such as LED lighting;

¹ Our disclosures on air and GHG emissions have been prepared based on the requirements stipulated in “How to prepare an ESG report” published by the Stock Exchange and “GHG Protocol: Corporate Accounting and Reporting Standard (Revised Edition)” published by the World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD), the national emission factors formulated by the Ministry of Ecology and Environment of the People’s Republic of China in 2022, the emission factors provided by utility providers in Hong Kong and International Civil Aviation Organization (ICAO) data.

Scope 3 greenhouse gas emissions mainly derive from other indirect emissions arising from the upstream and downstream activities. During the Track record period, the Group conducted a preliminary assessment of potential Scope 3 emission sources. However, as the Group currently does not possess reliable, traceable or supplier-verified upstream and downstream activity data, the Group considers that any quantification of Scope 3 emissions would lack accuracy and may not provide meaningful information to stakeholders. In accordance with the “comply or explain” principle under the ESG Reporting Guide, the Group has therefore not disclosed Scope 3 emissions for the Track Record Period. The Group will continue to monitor data availability and industry practices, and will consider expanding the scope of disclosure when robust and verifiable data become available.

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- Through technical modifications such as the use of time-controlled and light-controlled switches to achieve energy conservation and consumption reduction;
- Reminding our employees to turn off unused electronic equipment, such as air conditioning and lighting systems, before leaving the office;
- Giving priority to energy-saving equipment when purchasing electronic products;
- Posting power-saving signs at eye-catching areas in our offices to enhance our employees’ awareness of environmental protection; and
- Encouraging teleconferences or online meetings to reduce unnecessary travel for face-to-face meetings.

Energy Consumption

Our direct energy consumption mainly includes unleaded petrol, while indirect energy consumption mainly includes the consumption in the form of purchased electricity.

The data for energy consumption on-site during the Track Record Period in the following table.

Indicator	Unit	FY2024	FY2025	1H2025	1H2026
Direct energy					
— Unleaded petrol	MWh	23.04	25.60	11.52	8.01
Indirect energy					
— Purchased electricity	MWh	24.00	30.00	12.00	12.00
Total energy consumption	MWh	47.04	55.60	23.52	20.01
Intensity of energy consumption	MWh/ sq.m. ²	12.41	15.00	6.35	5.40

Please see the paragraph headed “Emissions” under “— Environmental, Social and Corporate Governance Matters” in this section above for our policy to reduce energy consumption and achieve our ESG targets. We will continue to promote energy saving information among all employees and post slogans in the office to remind employees to save electricity. In future operations, we will also continue to monitor the electricity consumption of our offices.

Water Consumption

We are not faced with issues in accessing applicable water sources. Apart from the water usage on-site, our water use in daily operations is mainly for water use in offices and greening irrigation. The data for water consumption is in the following table.

Indicator	Unit	FY2024	FY2025	1H2025	1H2026
Water consumption ¹	m ³	1,200	2,000	600	600
Intensity of water consumption	L/m ²	0.31	0.35	0.16	0.16

¹ Since the water consumption data from some of the offices was managed by their management offices, it is not feasible for our Group to include such information for the relevant year.

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In order to develop the habit of water saving, water conservation signs are displayed in the office. In future operations, we will also continue to monitor the water consumption of our offices.

Waste Disposal Management

For the waste generated on site, cleaners are responsible to arrange removal on behalf of the customers. During the Track Record Period, our Group did not produce any hazardous waste during its daily operations in office. Paper waste constituted the most significant portion of non-hazardous waste generated by our Group in our ordinary office operations during the Track Record Period.

The following shows the statistics of non-hazardous waste generated and recorded in office during the Track Record Period:

Indicator	Unit	FY2024	FY2025	1H2025	1H2026
Total non-hazardous waste	kg	500.00	600.00	300.00	300.00
Total non-hazardous waste intensity	g/m ²	0.132	0.162	0.081	0.081

To minimise the non-hazardous waste generation, we encourage the implementation of the 4R environmental management model, which means waste reduction, waste utilisation, recycling and replacement to cultivate a green culture. At the same time, we encourage our employees to recycle used paper, to use double-sided printing when printing internal documents and to minimise the use of paper in their daily work. Our information technology system, the “Weaver OA system”, has also been used to advocate paperless office and online communication during the process of project management.

Social

We are committed to fostering a caring workplace culture that upholds diversity, equal opportunities, health and safety and employee well-being.

Recruitment, Remuneration, Promotion and Dismissal

Recruitment will take place in the event of staff replacements or requests by departments. We recruit our employees based on several factors, such as work experience, academic level, skillset, and ethical standard. We are committed to providing fair, transparent, and competitive compensation and benefits to attract, retain, and motivate our employees. We provide market-competitive salaries according to employees’ positions and abilities. As for promotion, we evaluate employees by way of annual performance appraisals based on their performance, and those who perform well will be rewarded or promoted accordingly. The dismissal procedure strictly follows the related laws and regulations of the local governments. Termination of employment may be initiated by either our Group or the employee, provided that the appropriate notice period is given in writing or payment in lieu is made.

Our Group has formulated employee handbook with clear provisions on the rights and obligations of the employees and our Group in accordance with or in addition to the statutory requirements under the local regulations.

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Equal Opportunities

Our Group believes in the value of diversity and strives to create and maintain an inclusive and collaborative workplace culture in which all employees can thrive. We are committed to fostering a diverse, inclusive and equitable workplace, strictly adhering to non-discrimination policies that eliminate biases based on gender, age, origin, ethnicity or religion throughout our recruitment and evaluation processes. We prohibit any use of child labour in any of our operations.

Employees are welcome to report any suspected cases to protect the rights and interests of each employee. We have zero tolerance on sexual or other harassment or abuse in the workplace in any forms.

As at 31 December 2024 and 2025 and 30 June 2026, we had a total number of 322, 215 and 215 employees, respectively. The following table sets out a breakdown of our employees by gender and turnover rate by gender:

	As at 31 December 2024	As at 31 December 2025	As at 30 June 2026
Male	226	140	137
Female	96	75	78
Total number of employees	322	215	215
Gender ratio (Male vs Female)	2.35:1	1.87:1	1.76:1
	FY2024	FY2025	1H2026
Turnover rate of employees	82.6%	47.3%	20.9%

Work Safety

We are committed to providing a safe and healthy working environment for all our employees. We have in place an occupational health and safety management system which is certified to be in compliance with ISO 45001:2015 standards in order to promote a safe and healthy working environment.

Our Group has implemented an internal safety manual designed to safeguard the health, safety, and welfare of all personnel engaged in our projects and other who may be affected by our operations. In order to achieve our ESG targets and to maintain a safe and healthy environment at work, the following key measures have been in place:

- effective promotion and communication of safety procedures are maintained through among others, establishing safety bulletins and detailed records of accident statistics, holding regular internal and external safety meetings, and documenting safety measures and issues identified for each project by preparing safety reports and training records;
- risk assessments are conducted to identify potential hazards and accidents and provide suggestion on proper preventive measures prior to commencement of property project;
- site safety induction course shall be conducted by safety officers, or safety supervisors who are competent trainers and received training on safety training techniques;

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- the safety officers or safety supervisors shall carry out safety inspections to the workplaces in weekly intervals, to monitor the effectiveness of control measures taken and advise for continuous improvement;
- all the unsafe conditions and practices noted during the safety inspections shall be recorded on the checklist, and report to the project manager, and follow-up action will be taken within agreed time frame;
- any accident will be discussed within safety committee meeting and prompt action to the recommendations of the investigation will be taken to prevent recurrence of similar accidents in the future; and
- site inspections are carried out by our project management team on a daily basis to ensure strict compliance with the statutory occupational health and safety laws, rules and regulations. We may also engage external safety consultants to assist with our safety supervision on a case-by-case basis.

Our project management team is responsible for overseeing the implementation of our occupational health and safety policies and to ensure that we comply with applicable occupational health and safety standards. Our internal safety manual is reviewed from time to time to incorporate the best practices and to address and improve specific areas of our safety management system. Our safety rules identify common safety and health hazards and provide recommendations on prevention of workplace accidents. We require our employees and our employees to strictly comply with our safety rules. We also provide safety trainings to our employees to ensure that they are aware of and comply with our internal safety guidelines.

Handling and Recording of Workplace Accidents

Our Group has a proper system in place for handling and recording work accidents during the Track Record Period and up to the Latest Practicable Date. Set out below is our general procedures for handling and recording work accidents:

- Upon occurrence of an accident, we require the injured employee or person who witnessed the accident to report to our site supervisor about the details of the accident on a timely basis, including the venue, time, cause of injury, etc.
- Our site supervisor will prepare a notice of accident and send the notice of accident to our administrative staff detailing the venue, date and time of the accident, name of the injured, details of the accident and injury and follow up action performed by the site supervisor after the occurrence of the accident. Our administrative staff maintains a master file for recording all details of injury cases.

Work-related Accidents during the Track Record Period and up to the Latest Practicable Date

Work-related accidents involving our employees

During the Track Record Period and up to the Latest Practicable Date, we have no record work-related accidents involving our employees.

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Analysis of accident rates

The following table sets out a comparison of occupational accident and occupational fatality between our Group and the relevant industries in Mainland China during the Track Record Period:

	PRC National Statistics <i>(Note 1)</i>	Our Group <i>(Notes 2 and 3)</i>
From 1 January to 31 December 2024		
Accident rate (cases)	21,800	0
Fatality rate (cases)	19,600	0
From 1 January to 31 December 2025		
Accident rate (cases)	19,900	0
Fatality rate (cases)	18,300	0
From 1 January to 30 June 2026		
Accident rate (cases) <i>(note 3)</i>	N/A	0
Fatality (cases) <i>(note 3)</i>	N/A	0

Notes:

1. The statistics are extracted from the public announcements of the Ministry of Emergency Management of the PRC. The PRC government does not publish standardized occupational accident rates or fatality rates per 1,000 employees. Accordingly, only nationwide totals are available.
2. Our Group’s accident rate is based on the number of occupational accidents recorded during the relevant year/period.
3. The PRC government does not publish standardized occupational accident rates or fatality rates for the six months ended 30 June 2026.
4. The above data provided includes the employees of our Group during the Track Record Period.

The following table sets forth our Group’s lost time injuries frequency rate (“**LTIFR**”) during the Track Record Period:

	LTIFR ^{<i>(Note 1)</i>}
FY2024	0
FY2025	0

Notes:

1. LTIFR is a frequency rate that shows how many lost time injuries (injuries that result in an employee missing at least one full day of work, not including the day of the injury) occurred over a specified time (e.g. per 1,000,000 hours) worked in a period. The LTIFRs shown above are calculated by multiplying the number of lost time injuries of our Group that occurred during the relevant year by 1,000,000 divided by the number of hours worked by employees over the same year. It is assumed that the number of working hour of each employee is 8 hours per day.
2. The above data provided includes the employees of our Group during the Track Record Period.

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We have not experienced any workplace fatalities during the Track Record Period and up to the Latest Practicable Date. While ensuring that each employee in any accident will be treated immediately and appropriately, a safety officer is responsible for promptly investigating safety incidents and comprehensively identifying causes and adopting multiple remediation measures to mitigate the related hazards.

	Unit	FY2024	FY2025	1H2025	1H2026
Lost working days due to work-related injuries	Days	0	0	0	0
The number of work-related accidents	Number	0	0	0	0
Injured employee claim amount for personal damages	HK\$'000	0	0	0	0
Amount paid to injured employee as compensation by insurance company	HK\$'000	0	0	0	0

We have implemented enhanced internal control measures by periodically posting safety notifications in our OA system, which include the latest market accident news and safety updates. In addition, when safety officers or safety supervisors regularly visit the work areas, they would observe and monitor employees to ensure that the safety procedures are adhered to and the tools are used properly. If any unsafe behaviour is noticed, safety officers or safety supervisors would immediately correct it and provide on the spot coaching. It also highlights recent examples of work injury and the risks associated with incorrect work practices which may cause slips, loss of control, and injury. We believe that it could raise employees' safety awareness.

Supply Chain Management

In response to growing societal concern about environmental issues, we recognise the critical importance of managing environmental and social risks within our supply chain. In order to select suitable suppliers, we conduct a comprehensive evaluation based on multiple criteria, including service quality, qualifications, technical capabilities, safety records, market pricing, delivery timelines, resource availability, reputation, and environmental and social risk management. Suppliers who meet our standards are added to an internal approved list. At the same time, we have implemented a structured performance evaluation and on-site audit system to ensure our suppliers continually meet our requirements for environmental protection, occupational health and safety, and other relevant service indicators. A corrective action and elimination mechanism is in place for underperforming suppliers, enabling us to continuously enhance the quality and compliance of our supply chain. We will continue to monitor our supply chain in terms of environmental and social standards. During the Track Record Period, we are not aware of any environmental or social non-compliance committed by our major suppliers.

Anti-corruption

Business ethics and integrity are the core values of our Group in conducting our business. Our Code of Conduct Policy stipulates that benefits in connection with employees' duties should not be accepted without prior permission. Employees should endeavour to avoid any conflict of interest. While business entertainment is unavoidable, any meal or entertainment that is excessively luxurious or frequent should be refused by employees to prevent embarrassment or compromise of objectivity in handling company's business. We do not tolerate any corruption, bribery, extortion, money-laundering and other fraudulent activities. Whistleblowing mechanism as a control measure has also been established and is used as a private and confidential communication channel to report suspicious fraudulent activities or irregularities. Any reported cases would be flagged to senior management and

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investigated. No instances of non-compliance with relevant laws and regulations related to corruption, bribery, fraud, or money laundering that have a significant impact on our Group have been identified during the Track Record Period.

No instances of non-compliance with relevant laws and regulations related to corruption, bribery, fraud, or money laundering that have a significant impact on us have been identified during the Track Record Period and up to the Latest Practicable Date.

COMPETITION

According to Frost & Sullivan, the industrial park property management services market in China continues to pursue high-quality development. We compete with comprehensive property management service providers, state-owned property management service providers, and specialised industrial park property management service providers. Moreover, according to Frost & Sullivan, there are several barriers of industrial park property management service market, including resource and client network, brand and reputation, human resources and experience. For details, please see the section headed “Industry Overview”.

EMPLOYEES

We place strong emphasis on recruiting quality personnel. We recruit talents from universities and other companies and provide on-going training and development opportunities to our employees.

We enter into individual employment contracts with our employees on terms and conditions including the term, work location, scope of work, work hours, wages, employee benefits, safety and sanitary conditions at the workplace, confidentiality obligations and grounds for termination. Some of our employees work on-site in the properties managed by us.

As at 30 June 2026, we had a total of 215 full-time employees in the PRC. The following table sets forth a breakdown of our full-time employees by function as at 30 June 2026:

Function	Number of employees	% of total
Office of the Board of Directors	4	1.9
Human resources and administration	9	4.2
Finance	9	4.2
Information technology, company development and other functional departments	11	5.1
Property management services	168	78.1
Property sale support and marketing	14	6.5
Total	215	100.0

As at the Latest Practicable Date, our employees have formed a labour union. During the Track Record Period and up to the Latest Practicable Date, we have not encountered any material strikes or labour disputes with our employees, received any material complaints, notices or orders from relevant government authorities or third parties, nor been involved in any material claims relating to social insurance or housing provident funds.

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Recruiting and Training

We endeavour to recruit talented employees in the market, through external recruitment such as website recruitment and job fairs, as well as internal referrals. We provide comprehensive training programme to our new employees with the requisite skills and knowledge about their positions, as well as continuous regular training to our existing employees to strengthen their skill sets. Our employee training programme primarily cover key areas in our business operations, including but not limited to our corporate culture, policies, technical knowledge required for certain positions, leadership skills and general knowledge about the nature of our service. We also engage external experts to provide training sessions to our employees on a regular basis.

INSURANCE

We believe that our insurance coverage is in line with the industry practice in the PRC. We maintain insurance policies against major risks and liabilities arising from our business operations, primarily including (i) liability insurance to cover liabilities for property damage or personal injury suffered by our employees and third parties arising out of or related to our business operations, (ii) property insurance for damages to both movable and immovable property owned by us or in our custody, and (iii) group life accident insurance and commercial complementary medical insurance for some of our employees. We require our major subcontractors to purchase accident insurance for their employees who provide services to our Group. And in accordance with our agreements with major subcontractors, the subcontractors are responsible for all workplace injuries to their employees, except for the injuries directly attributable to us.

We believe we have maintained property and liability insurance with coverage in line with the practice of similar companies in the PRC. However, our insurance coverage may not adequately protect us against certain operating risks and other hazards, which may have adverse effects on our business. For more details, please see the section headed “Risk Factors — Risks Relating to Our Business and Industry — Our insurance may not sufficiently cover, or may not cover at all, losses and liabilities we may encounter.”.

CERTIFICATES, LICENCES AND PERMITS

Except for the business licences of the Group, there are no material licences, approvals or permits required to be obtained for our Group to carry on our business. During the Track Record Period and as at the Latest Practicable Date, we had obtained all material licences, approvals and permits from relevant PRC authorities for our business operations in the PRC. We were advised our PRC Legal Advisers that the business licenses obtained by the Group had remained in full effect during the Track Record Period and as at the Latest Practicable Date. We had not experienced any material difficulty in renewing such licences, permits or certificates during the Track Record Period and up to the Latest Practicable Date, and we currently do not expect to have any material difficulty in renewing them when they expire, if applicable.

PROPERTIES

As at the Latest Practicable Date, we did not own any property. As at 30 June 2026, we entered into three lease agreements as tenants in China, (i) two of which are leased from our Parent Group and used as our office and dormitory and (ii) another one is a commercial complex leased from an Independent Third Party which we entered into six lease agreements to sublease its units to tenants as part of our commercial operation service. According to section 6(2) of the Companies (Exemption of Companies and Prospectuses from Compliance with Provisions) Notice, this document is exempted from compliance with the requirements of section 342(1)(b) of the Companies (Winding Up and Miscellaneous Provisions) Ordinance in relation to paragraph 34(2) of the Third Schedule to the

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Companies (Winding Up and Miscellaneous Provisions) Ordinance which requires a valuation report with respect to all our interests in land or buildings, for the reason that, as at 30 June 2026, none of our properties has a carrying amount of 15% or more of our consolidated total assets.

As at the Latest Practicable Date, we had not filed the nine lease agreements with the local housing administration authorities as required under PRC law. We were advised by our PRC Legal Advisers, that such non-filing of lease agreements would not affect the validity of such lease agreements, but we might be ordered to rectify this non-compliance by competent authorities and if we do not rectify within a prescribed period, a penalty of RMB1,000 to RMB10,000 per agreement may be imposed on us as a result of such non-filing. See “Risk Factors — Risks Relating to Our Business and Industry — Some of our lease agreements have not been filed with the relevant PRC authorities and, as a result, we might be subject to administrative fines.” As at the Latest Practicable Date, our Directors confirm that we had not received any notice from any regulatory authority with respect to potential administrative penalties or enforcement actions as a result of our failure to file the lease agreements described above. Our Directors do not expect any practical difficulty in identifying alternative premises subject to the lease agreements that have not been filed, and are of the view that such non-filing would not have a material impact on our business operations.

The lessors of one of our leased properties could not provide relevant title certificates or proof of property rights. We leased such commercial complex and sublease its units to tenants as part of our commercial operation service. As advised by our PRC Legal Advisers, if third parties are able to prove that they have valid titles to or valid leasehold interests in these properties and refuse to acknowledge our lease of such properties, we may not be able to enforce the lease agreement in relation to the leased property. According to the subleasing agreements with the relevant tenants, in the event that the subleasing agreements are terminated due to reasons attributable to the Group, the Group shall return the security deposit and the remaining rent for the unexpired term to the tenants. Therefore, in accordance with the relevant terms of subleasing agreements, as advised by PRC Legal Advisers, in the event that the Group is required to terminate the subleasing arrangement with the relevant tenant due to title defects, the maximum liability risk is the repayment of the security deposit and the remaining rent for the unexpired term to the tenants. On the premise that the Group repays the security deposit and the remaining rent for the unexpired term to the tenants as stipulated in the subleasing agreements, as advised by PRC Legal Advisers, the likelihood of the Group being subject to legal claims is low. As at 30 June 2026, the security deposit and the remaining rent amounted to RMB65,000 and nil, respectively. In the event that we are required to terminate the lease with the tenant, given the limited revenue generated from such lease, we do not believe that any relocation would result in material disruptions to our business. Our Directors are of the view that this would not have any material impact on our business, financial position and results of operations.

For enhanced internal control measures taken in relation to property laws and regulations compliance, please see “— Risk Management and Internal Control — Property laws and regulations compliance” in this section.

INTELLECTUAL PROPERTY RIGHTS

Our intellectual property rights is key to our business. We primarily rely on the applicable laws and regulations on patents, utility models, trademarks, trade secrets as well as confidentiality agreements to protect our intellectual property rights. As at the Latest Practicable Date, we owned five registered trademarks and two domain names that are material to our business. For details, please see “Appendix IV — Statutory and General Information — B. Further Information about our Business — 2. Material intellectual property rights”.

As at the Latest Practicable Date, we were not aware of any material infringement (i) by us in relation of any intellectual property rights owned by third parties; or (ii) by any third parties in relation of any intellectual property rights owned by us.

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LEGAL PROCEEDINGS AND COMPLIANCE

As advised by our PRC Legal Advisers, unless described elsewhere in this document, during the Track Record Period and up to the Latest Practicable Date, we had been in compliance with all material aspects with the applicable PRC laws and regulations.

We may from time to time be involved in legal proceedings or disputes during the ordinary course of business, such as contract disputes with our customers and suppliers.

As at the Latest Practicable Date, there were no pending or potential litigation or arbitration proceedings or administrative proceedings against us or any of our Directors which would have material adverse effect on our financial position or results of operations.

Social Insurance and Housing Provident Funds

During the Track Record Period, our Company and some of our PRC subsidiaries did not make sufficient social insurance and housing provident fund contributions for our employees, primarily due to the preference of many of our employees not to make full contribution to such funds. Based on the estimation of our Directors, the shortfall of social insurance and housing provident fund contributions amounted to RMB4.0 million, RMB1.7 million and RMB491,000 for FY2024, FY2025 and 1H2026, respectively.

As advised by our PRC Legal Advisers, pursuant to relevant PRC laws and regulations, if we fail to pay the full amount of social insurance contributions as required, we may be ordered to pay the outstanding social insurance premiums within a prescribed time limit and may be subject to an overdue fine of 0.05% of the delayed payment per day from the date on which the payment is payable. If such payment is not made within the stipulated period, the competent authority may further impose a fine from one to three times the amount of the overdue payment. Pursuant to relevant PRC laws and regulations, if we fail to pay the full amount of housing provident fund as required, the housing provident fund management centre may order us to make the outstanding payment within a prescribed time limit. If the payment is not made within such time limit, an application may be made to the PRC courts for compulsory enforcement.

Pursuant to the Urgent Notice of the General Office of the Ministry of Human Resources and Social Security on Effectively Implementing the Essence of the Executive Meeting of the State Council and the Measures on the Stable Collection of Social Insurance Contributions (《人力資源社會保障部辦公廳關於貫徹落實國務院常務會議精神切實做好穩定社保費徵收工作的緊急通知》(人社廳函[2018]246號)) which was promulgated on 21 September, 2018, local governmental authorities are prohibited from centralised collecting of historical unpaid social insurance premiums.

During the Track Record Period and up to the Latest Practicable Date, no administrative action or penalty had been imposed by the relevant regulatory authorities with respect to our social insurance and housing provident fund contributions, nor had we received any order to settle the deficit amount. During the Track Record Period and up to the Latest Practicable Date, we were not aware of any material complaint filed by any of our employees regarding our social insurance and housing provident fund policy.

Our Directors believe that such shortfall of social insurance and housing provident funds would not have a material and adverse effect on our business and results of operations, considering that: (i) during the Track Record Period and up to the Latest Practicable Date, we had not received any notification from the relevant PRC authorities requiring us to pay shortfalls (including late payments) or the penalties with respect to social insurance and housing provident funds; (ii) we were not aware of any material employee complaints nor were involved in any material labour disputes with our employees with respect to social insurance and housing provident funds; (iii) if the relevant authorities order us to

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pay the outstanding social insurance and/or housing provident funds or take rectification measures in accordance with applicable laws and regulations, we will make such payments or take such rectification measures promptly within the specified period to avoid administrative penalties for overdue payment; and (iv) during the Track Record Period, we were not subject to any administrative penalties imposed by the social insurance authorities or the housing provident fund authorities due to insufficient payment of social insurance or housing provident funds. We made full provisions for the shortfall of social insurance and housing provident fund contributions of RMB4.0 million, RMB1.7 million and RMB491,000 for FY2024, FY2025 and 1H2026. Since January 2026, we have made sufficient social insurance contribution for our employees and we intend to make sufficient housing provident fund starting from the second half of 2026. Our Directors believe that the provisions for the shortfall of contributions did not have an impact on the operating cash flow of the Group during the Track Record Period as the amount was insignificant and full provisions were made.

Internal Control Measures

We have adopted or plan to adopt remedial measures, including (i) designating our human resources department to review and monitor the reporting and contributions of social insurance and housing provident fund; (ii) keeping abreast of the latest developments in PRC laws and regulations in relation to social insurance and housing provident funds; (iii) consulting our PRC counsel on a regular basis for advice on relevant PRC laws and regulations to keep us abreast of relevant regulatory developments; and (iv) providing trainings to our employees in relation to PRC laws and regulations on the social insurance and housing provident funds to improve their legal awareness.

RISK MANAGEMENT AND INTERNAL CONTROL

In preparation for the [REDACTED], we have engaged an independent third party consultant (the “**Internal Control Consultant**”) to perform a review over selected areas of our internal controls over financial reporting and accounting and management systems (the “**Internal Control Review**”). The selected areas reviewed included enterprise-level controls and business process controls, such as revenue and receivables, purchases and payables, financial reporting and corporate governance. The Internal Control Consultant has then performed follow-up reviews to review the status of the management actions taken by our Group to address the findings of the Internal Control Review.

We have implemented various risk management policies and measures to identify, assess and manage risks arising from our operations. Details on risk categories identified by our management, internal and external reporting mechanism, remedial measures and contingency management have been codified in our policies. For details of the major risks identified by our management, please see “Risk Factors — Risks Relating to Our Business and Industry.”

To monitor the ongoing implementation of our risk management policies and corporate governance measures after the [REDACTED], we have adopted or will adopt, among others, the following risk management and internal control measures:

- the establishment of an audit committee responsible for overseeing our financial records, internal control procedures and risk management systems. Please see “Directors and Senior Management-Board Committees-Audit Committee” for the qualifications and experience of these committee members as well as a detailed description of the responsibility of our audit committee;
- the appointment of Ms. Chan Yuk Wing as our company secretary and an authorised representative to ensure the compliance of our operation with relevant laws and regulations. For their biographical details, please see “Directors and Senior Management”;

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- the appointment of Austrax Capital as our compliance adviser upon the [REDACTED] to advise us on compliance with the GEM Listing Rules; and
- the engagement of external legal advisers to advise us on compliance with the GEM Listing Rules and to ensure our compliance with relevant regulatory requirements and applicable laws, where necessary.

Property Laws and Regulations Compliance

We have implemented the following internal control measures to ensure our compliance with property laws and regulations:

- before we enter into any new lease, our senior management will conduct enhanced due diligence to ensure that there are no title and legal issues. The enhanced due diligence includes, among others, (i) examining the relevant property ownership certificate or other title ownership documents; and (ii) verifying the aforementioned documents and landlord’s authorisation to lease or sublease;
- we have created a centralised lease filing and registration management system and maintain a register tracking the deadlines of filing;
- we will provide regular training to administrative and business staff on regulations such as the Administrative Measures for Commodity Housing Leasing and Property Management Regulations; and
- our Directors will be responsible for monitoring the implementation of the above measures and ensuring compliance in the future.

Project Engagement

We have implemented the following internal control measures to ensure our compliance with Property Management Regulations:

- Our Operations Department shall review all proposed property management projects (including outsourcing, cooperation and entrusted management) must undergo a compliance review conducted by the Operations Department prior to contract execution. Such review covers, among others, compliance with applicable tendering procedures, the validity of relevant approval documents, and the qualifications of the relevant counterparties. Following the Operations Department’s review, the senior management will conduct a final review to confirm the legality and completeness of the tendering or approval procedures;
- We will not undertake any preliminary property management service projects unless either (i) public tendering has been completed; or (ii) written approval for selection by agreement has been issued by the local Housing and Urban-Rural Development Bureau;
- Projects already undertaken without proper procedures must be suspended and rectified within a specified timeframe;
- We will maintain a centralised archive system to retain and manage key compliance documents, including tendering documents, approval letters, qualification certificates and other relevant regulatory records, to ensure proper documentation and traceability;

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- Quarterly compliance training will be provided to business development, project management and operations staff, focusing on property management regulations and tendering requirements; and
- Compliance review completion rates will be incorporated into departmental KPIs, with accountability for failure to conduct or properly perform compliance checks.

Outsourcing Arrangements

To prevent recurrence of similar situations previously arising from outsourcing arrangements which did not fully comply with Article 39 of the Regulations on Property Management, we have implemented the following enhanced internal control measures starting from the first quarter of 2026:

- We adopt a dual compliance review mechanism. For all proposed property management projects (including outsourced, collaborative or entrusted management), the Operations Department must first carry out a compliance review, followed by final compliance confirmation by the management. The review focuses on verifying whether the statutory bidding and tendering procedures have been completed or whether approval has been obtained from the relevant regulatory authorities.
- It is prohibited to undertake any preliminary property service projects which fail to comply with statutory procedures. No preliminary property service projects shall be undertaken if the statutory bidding and tendering proof or written approval from local housing and urban-rural development authorities cannot be provided.
- Contract management and document verification is strengthened. Relevant departments must verify the authenticity and completeness of bidding and tendering documents, approval documents and qualification certificates provided by partners. Dedicated compliance files shall be created for each project to ensure document retention and traceability.
- Regular compliance training is organized to provide compliance training on the Regulations on Property Management and local bidding and tendering regulations for staff involved in business development, project management and operations on a regular basis.
- The completion rate of compliance reviews will be incorporated into the department’s key performance indicators, and accountability will be enforced for any failure to conduct or properly execute compliance checks.