Excellence

EXCELLENCE COMMERCIAL PROPERTY & FACILITIES MANAGEMENT GROUP LIMITED
卓越商企服務集團有限公司

(Incorporated in the Cayman Islands with limited liability)

(Stock Code: 6989)

ANNUAL RESULTS ANNOUNCEMENT FOR THE YEAR ENDED 31 DECEMBER 2024

HIGHLIGHTS

1. Revenue of the Group for the year ended 31 December 2024 was approximately RMB4,232.24 million, representing an increase of 7.8% from approximately RMB3,926.81 million for the corresponding period in 2023.

2. Gross profit of the Group for the year ended 31 December 2024 was approximately RMB793.46 million, representing an increase of 6.3% from approximately RMB746.69 million for the corresponding period in 2023.

3. Profit of the Group for the year ended 31 December 2024 was approximately RMB334.97 million, representing an increase of 3.6% from approximately RMB323.35 million for the corresponding period in 2023. Profit attributable to equity shareholders of the Company for the year ended 31 December 2024 was approximately RMB312.09 million, representing an increase of 3.1% from approximately RMB302.69 million for the corresponding period in 2023.

4. The Board recommended the payment of a final dividend of HK6.28 cents per share of the Company for the year ended 31 December 2024. Together with an interim dividend of HK7.66 cents in cash paid, the total dividend for the year will amount to HK13.94 cents in cash, representing a year-on-year decrease of 26.6% (2023: HK19.00 cents).

ANNUAL RESULTS

The board (the "**Board**") of directors (the "**Directors**") of Excellence Commercial Property & Facilities Management Group Limited (the "**Company**") is pleased to announce the audited consolidated results of the Company and its subsidiaries (collectively the "**Group**", "**Excellence CM**" or "**we**" or "**our**") for the year ended 31 December 2024 (the "**Reporting Period**"), together with the comparative figures for the previous financial year as follows:

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Year Ended 31 December 2024
(Expressed in Renminbi)

	Note	**2024** *RMB'000*	2023 *RMB'000*
Revenue		**4,232,236**	3,926,808
Cost of sales	*3*	**(3,438,779)**	(3,180,117)
Gross profit		**793,457**	746,691
Other revenue		**16,204**	52,758
Other net gain		**43,161**	13,744
Impairment losses on receivables, contract assets and financial guarantee issued		**(110,001)**	(96,696)
Selling and marketing expenses		**(48,340)**	(45,521)
Administrative expenses		**(260,156)**	(232,702)
Profit from operations		**434,325**	438,274
Finance costs		**(2,255)**	(5,941)
Share of profits less losses of associates		**6,932**	8,075
Share of profits less losses of joint ventures		**498**	2,403
Profit before taxation		**439,500**	442,811
Income tax	*4*	**(104,526)**	(119,464)
Profit for the year		**334,974**	323,347
Attributable to:			
Equity shareholders of the Company		**312,091**	302,688
Non-controlling interests		**22,883**	20,659
Profit for the year		**334,974**	323,347
Earnings per share (RMB cents)	*5*		
Basic		**25.6**	24.8
Diluted		**25.6**	24.8

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
for the year ended 31 December 2024
(Expressed in Renminbi)

	2024	2023
	RMB'000	*RMB'000*
Profit for the year	**334,974**	323,347
Other comprehensive income for the year		
Items that may be reclassified subsequently to profit or loss:		
Exchange differences on translation of financial statements of entities not using Renminbi ("**RMB**") as functional currency	**(1,008)**	1,110
Total comprehensive income for the year	**333,966**	324,457
Attributable to:		
Equity shareholders of the Company	**311,083**	303,798
Non-controlling interests	**22,883**	20,659
Total comprehensive income for the year	**333,966**	324,457

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(Expressed in Renminbi)

	Note	**2024**	2023
		RMB'000	*RMB'000*
Non-current assets			
Property, plant and equipment		**52,936**	52,129
Right-of-use assets		**589,306**	–
Intangible assets		**287,857**	334,912
Goodwill		**225,287**	243,515
Interests in associates		**52,861**	91,358
Interests in joint ventures		**11,280**	11,800
Financial assets measured at fair value through profit or loss ("**FVPL**")		**–**	121,699
Deferred tax assets		**97,898**	71,083
		1,317,425	926,496
Current assets			
Inventories		**295,338**	96,762
Contract assets		**1,728**	33,442
Trade and other receivables	*6*	**1,808,575**	1,586,026
Prepaid tax		**3,192**	14,529
Loans receivable	*7*	**629,449**	317,907
Financial assets measured at fair value through profit or loss ("**FVPL**")		**30,195**	–
Restricted deposits		**118,857**	66,525
Cash and cash equivalents		**935,434**	2,156,703
		3,822,768	4,271,894
Current liabilities			
Bank loans		**–**	22,000
Contract liabilities		**145,758**	175,235
Trade and other payables	*8*	**944,354**	1,101,261
Financial guarantee issued		**72,433**	72,433
Lease liabilities		**8,852**	9,014
Current taxation		**97,686**	72,016
		1,269,083	1,451,959

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
(Expressed in Renminbi)

	Note	**2024**	2023
		RMB'000	*RMB'000*
Net current assets		**2,553,685**	2,819,935
Total assets less current liabilities		**3,871,110**	3,746,431
Non-current liabilities			
Lease liabilities		**5,681**	9,673
Financial liabilities measured at fair value through profit or loss ("**FVPL**")		**–**	5,091
Deferred tax liabilities		**67,916**	78,971
		73,597	93,735
NET ASSETS		**3,797,513**	3,652,696
CAPITAL AND RESERVES			
Share capital	*9(a)*	**10,479**	10,479
Reserves		**3,717,773**	3,567,561
Total equity attributable to equity shareholders of the Company		**3,728,252**	3,578,040
Non-controlling interests		**69,261**	74,656
TOTAL EQUITY		**3,797,513**	3,652,696

NOTES

(Expressed in Renminbi unless otherwise indicated)

1 GENERAL INFORMATION

The Company was incorporated in the Cayman Islands on 13 January 2020 as an exempted company with limited liability under the Companies Law, Cap 22 (Law 3 of 1961, as combined and revised) of the Cayman Islands. The Company's shares were listed on the Main Board of The Stock Exchange of Hong Kong Limited ("**Stock Exchange**") on 19 October 2020 ("**Listing Date**"). The address of the Company's registered office is Cricket Square, Hutchins Drive, PO Box 2681, Grand Cayman, KY1-1111 Cayman Islands.

The Company is an investment holding company and its subsidiaries are principally engaged in the provision of property management services and related value-added services in the People's Republic of China (the "**PRC**"). The ultimate controlling company is Oriental Rich Holdings Group Limited ("**Oriental Rich**"). The ultimate controlling shareholder of the Company and its subsidiaries (together referred to as the "**Group**") is Mr. Li Wa ("**Mr. Li**" or the "**Ultimate Controlling Shareholder**").

2 MATERIAL ACCOUNTING POLICIES

(a) Statement of compliance

These financial statements have been prepared in accordance with all applicable Hong Kong Financial Reporting Standards ("**HKFRSs**"), which collective term includes all applicable individual Hong Kong Financial Reporting Standards, Hong Kong Accounting Standards ("**HKASs**") and Interpretations issued by the Hong Kong Institute of Certified Public Accountants ("**HKICPA**") and the requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "**Listing Rules**"). Material accounting policies adopted by the Group are disclosed below.

The HKICPA has issued certain amendments to HKFRSs that are first effective or available for early adoption for the current accounting period of the Group. Note 2(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current accounting period reflected in these financial statements.

(b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2024 comprise the Group and the Group's interests in associates and joint ventures.

The financial statements are presented in RMB rounded to the nearest thousand. The measurement basis used in the preparation of the financial statements is the historical cost basis except that the investment in financial instruments are stated at fair value.

The preparation of financial statements in conformity with HKFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

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

(c) Changes in accounting policies

The HKICPA has issued the following amendments to HKFRs that are first effective for the current accounting period of the Group. Of these, the following developments are relevant to the Group's financial statements:

- Amendments to HKAS 1, *Presentation of financial statements – Classification of liabilities as current or non-current* ("2020 amendments") and amendments to HKAS 1, *Presentation of financial statements – Non-current liabilities with covenants* ("2022 amendments")

- Amendments to HKFRS 16, *Leases – Lease liability in a sale and leaseback*

- Amendments to HKAS 7, *Statement of cash flows* and HKFRS 7, *Financial instruments: Disclosures – Supplier finance arrangements*

None of these developments have had a material effect on how the Group's results and financial position for the current or prior periods have been prepared or presented. The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

3 REVENUE AND SEGMENT REPORTING

(a) Revenue

The principal activities of the Group are the provision of basic property management services, value-added services, finance services and other services. Further details regarding the Group's principal activities are disclosed in note 3(b).

Disaggregation of revenue from contracts with customers by each significant category for the year ended 31 December 2024 and 2023 recognised in the consolidated statement of profit or loss are as follows:

	2024	2023
	RMB'000	*RMB'000*
Revenue from contracts with customers within the scope of HKFRS 15		
Property management services		
Basic property management services		
– Commercial property	**2,338,935**	2,172,046
– Public and industrial property	**591,728**	477,422
– Residential property	**688,753**	571,892
	3,619,416	3,221,360
Value-added services	**561,664**	679,272
Sales of carparks	**9,266**	–
	4,190,346	3,900,632
Revenue from other sources		
Finance services income	**41,890**	18,868
Gross rental income from investment properties	**–**	7,308
	41,890	26,176
	4,232,236	3,926,808

(b) Segment reporting

The Group manages its businesses by divisions, which are organised by a mixture of business lines. In a manner consistent with the way in which information is reported internally to the Group's most senior executive management for the purposes of resource allocation and performance assessment, the Group has presented the following three reportable segments:

– Property management services: this segment mainly provides basic property management services, system or materials supply services and engineering services to property developers, property owners and tenants, and other value-added services to such customers, including asset services which includes preliminary property consulting services, property leasing and sales agency services, asset-light property operation services and space operation services, and corporate services.

– Finance services: this segment mainly provides micro-lending to small and medium enterprises, individual business proprietors and individuals.

– Other services: this segment mainly provides apartment rental services.

(i) Segment results, assets and liabilities

For the purposes of assessing segment performance and allocating resources between segments, the Group's senior executive management monitors the results, assets and liabilities attributable to each reportable segment on the following bases:

Segment assets include all tangible and intangible assets managed directly by the segments excluding prepaid tax, deferred tax assets and certain non-trade receivables due from related parties not attributable to the individual segments. Segment liabilities include interest-bearing borrowings, contract liabilities, trade and other payables, lease liabilities and other financial liability attributable to the operating activities of the individual segments and managed directly by the segments.

Revenue and expenses are allocated to the reportable segments with reference to revenues generated by those segments and the expenses incurred by those segments or which otherwise arise from the depreciation or amortisation of assets attributable to those segments. Segment profit includes the Group's share of profit arising from the activities of the Group's associates and joint ventures.

The measure used for reporting segment profit is profit before taxation excluding unallocated head offices and corporate expenses. In addition to receiving segment information concerning profit before taxation, management is provided with segment information concerning interest income and expense from cash balances and interest-bearing borrowings managed directly by the segments, depreciation and amortisation, impairment loss on trade and other receivables, loans receivable and contract assets in their operations. Inter-segment sales are priced with reference to prices charged to external parties for similar orders.

Disaggregation of revenue from contracts with customers, revenue from other sources as well as information regarding the Group's reportable segments as provided to the Group's most senior executive management for the purposes of resource allocation and assessment of segment performance for the years ended 31 December 2024 and 2023 is set out below.

	Property management services		Finance services		Others		Total	
	2024	2023	**2024**	2023	**2024**	2023	**2024**	2023
	RMB'000	*RMB'000*	***RMB'000***	*RMB'000*	***RMB'000***	*RMB'000*	***RMB'000***	*RMB'000*
For the year ended 31 December								
Disaggregated by timing of revenue recognition								
Over time	**4,134,145**	3,861,062	**41,890**	18,868	**–**	7,308	**4,176,035**	3,887,238
Point in time	**56,201**	39,570	**–**	–	**–**	–	**56,201**	39,570
Reportable segment revenue	**4,190,346**	3,900,632	**41,890**	18,868	**–**	7,308	**4,232,236**	3,926,808
Inter-segment revenue	**–**	–	**–**	–	**–**	–	**–**	–
Revenue from external customers	**4,190,346**	3,900,632	**41,890**	18,868	**–**	7,308	**4,232,236**	3,926,808
Reportable segment profit/(loss)	**405,740**	440,041	**42,489**	(1,915)	**–**	14,106	**448,229**	452,232
Interest income from bank deposits and other financial institutions	**7,927**	33,574	**315**	1,010	**–**	10	**8,242**	34,594
Finance costs	**(2,255)**	(1,390)	**–**	(3)	**–**	(4,548)	**(2,255)**	(5,941)
Depreciation and amortisation	**(79,779)**	(71,583)	**(352)**	(352)	**–**	(8,682)	**(80,131)**	(80,617)
Reversals of/(impairment losses) on loans receivable	**–**	–	**5,173**	(13,085)	**–**	–	**5,173**	(13,085)
Impairment losses on trade and other receivables	**(115,174)**	(72,919)	**–**	–	**–**	–	**(115,174)**	(72,919)
Impairment losses on contract assets	**–**	(630)	**–**	–	**–**	–	**–**	(630)
Impairment loss on financial guarantee issued	**–**	(10,062)	**–**	–	**–**	–	**–**	(10,062)
As at 31 December								
Reportable segment assets	**4,356,980**	4,780,308	**681,950**	332,294	**–**	–	**5,038,930**	5,112,602
Additions to non-current segment assets during the year	**37,398**	138,250	**–**	–	**–**	–	**37,398**	138,250
Reportable segment liabilities	**872,220**	1,391,733	**304,358**	2,399	**–**	–	**1,176,578**	1,394,132

Financial services business was disposed subsequent to year end.

(ii) Reconciliations of reportable segment revenue, profit or loss, assets and liabilities

	2024	2023
	RMB'000	*RMB'000*
Consolidated revenue	**4,232,236**	3,926,808
Profit		
Reportable segment profit	**448,229**	452,232
Net foreign exchange loss	**(3,624)**	(4,586)
Unallocated head offices and corporate expenses	**(5,105)**	(4,835)
Consolidated profit before taxation	**439,500**	442,811

	2024	2023
	RMB'000	*RMB'000*
Assets		
Reportable segment assets	**5,038,930**	5,112,602
Prepaid tax	**3,192**	14,529
Deferred tax assets	**97,898**	71,083
Unallocated head office and corporate assets	**173**	176
Consolidated total assets	**5,140,193**	5,198,390
Liabilities		
Reportable segment liabilities	**1,176,578**	1,394,132
Current taxation	**97,686**	72,016
Deferred tax liabilities	**67,916**	78,971
Unallocated head office and corporate liabilities	**500**	575
Consolidated total liabilities	**1,342,680**	1,545,694

(iii) Geographic information

The major operating entities of the Group are domiciled in Chinese Mainland. Accordingly, majority of the Group's revenues were derived in Chinese Mainland during the years ended 31 December 2024 and 2023.

As at 31 December 2024 and 2023, most of the non-current assets of the Group were located in Chinese Mainland.

4 INCOME TAX IN THE CONSOLIDATED STATEMENT OF PROFIT OR LOSS

(a) Taxation in the consolidated statement of profit or loss:

	2024 *RMB'000*	2023 *RMB'000*
Current tax		
Provision for the year	**146,659**	147,424
Deferred tax		
Origination and reversal of temporary differences	**(42,133)**	(27,960)
	104,526	119,464

(b) Reconciliation between tax expense and accounting profit at applicable tax rates:

	2024 *RMB'000*	2023 *RMB'000*
Profit before taxation	**439,500**	442,811
Notional tax on profit before taxation, calculated at the rates applicable to profits in the tax jurisdictions concerned	**109,458**	109,820
Tax effect of non-deductible expenses	**6,469**	2,378
Income not subject to tax	**(11,005)**	(3,143)
Withholding tax on dividend	**8,621**	10,329
Tax effect of temporary differences not recognised	**(9,017)**	80
Actual tax expense	**104,526**	119,464

Pursuant to the rules and regulations of the Cayman Islands and the British Virgin Islands ("**BVI**"), the Group is not subject to any income tax in the Cayman Islands and the BVI during the year.

No provision for Hong Kong Profits Tax was made as the Group did not earn any income subject to Hong Kong Profits Tax during the year.

The Group's major Chinese Mainland subsidiaries are subject to Corporate Income Tax ("**CIT**") at a statutory rate of 25% on their respective taxable income during the year. The different tax rates mainly come from certain Chinese Mainland companies, which are regarded as small profit enterprise or registered and operated in western region of Chinese Mainland, are entitled to the PRC income tax at a preferential rate of 15% for the year ended 31 December 2024.

Withholding taxes are levied on dividend distributions arising from profit of the Chinese Mainland subsidiaries within the Group earned after 1 January 2008 at 5%. The PRC CIT Law and its implementation rules impose a withholding tax at 10%, unless reduced by a tax treaty or arrangement, for dividends distributed by Chinese Mainland resident enterprises to their non-Chinese Mainland-resident corporate investors for profits earned since 1 January 2008. Under the Sino-Hong Kong Double Tax Arrangement, a qualified Hong Kong tax resident is entitled to a reduced withholding tax rate of 5% if the Hong Kong tax resident is the "beneficial owner" and holds 25% or more of the equity interest of the Chinese Mainland enterprise directly. Since the Group could control the quantum and timing of distribution of profits of the Group's subsidiaries in Chinese Mainland, deferred tax liabilities are only provided to the extent that such profits are expected to be distributed in the foreseeable future.

5 EARNINGS PER SHARE

(a) Basic earnings per share

The calculation of basic earnings per share is based on the profit attributable to equity shareholders of the Company of RMB312,091,000 (2023: RMB302,688,000) and the weighted average of 1,220,348,000 ordinary shares (2023: 1,220,348,000 ordinary shares) in issue during the year.

(b) Diluted earnings per share

For the year ended 31 December 2024, the Group does not have any potentially dilutive shares in issue. For the year ended 31 December 2023, the effect of conversion of share option scheme of the Group was anti-dilutive.

6 TRADE AND OTHER RECEIVABLES

	Notes	**2024** *RMB'000*	2023 *RMB'000*
Current			
Trade and bills receivables	*(a)*		
– Related parties		**666,055**	554,498
– Third parties		**1,040,800**	807,333
		1,706,855	1,361,831
Less: loss allowance		**(241,305)**	(150,398)
		1,465,550	1,211,433
Other receivables			
– Related parties		**25,180**	13,125
– Third parties	*(b)*	**198,964**	146,885
		224,144	160,010
Less: loss allowance		**(26,235)**	(6,341)
		197,909	153,669
Financial assets measured at amortised cost		**1,663,459**	1,365,102
Deposits and prepayments		**145,116**	220,924
		1,808,575	1,586,026

Notes:

(a) Trade receivables are primarily related to revenue recognised from the provision of basic property management services and value-added services.

(b) As at 31 December 2024, other receivables included unsettled consideration receivable of RMB65,000,000 (2023: RMB75,000,000) in respect of disposal of former subsidiaries in 2021.

Ageing analysis

As at 31 December 2024, the ageing analysis of trade and bills receivables (net of loss allowance) based on the date of revenue recognition and net of loss allowance, is as follows:

	2024	2023
	RMB'000	*RMB'000*
Within 1 year	**1,155,913**	1,068,051
1 to 2 years	**278,443**	135,611
2 to 3 years	**31,194**	7,771
	1,465,550	1,211,433

Impairment losses in respect of trade and bills receivables are recorded using an allowance account unless the Group is satisfied that recovery of the amount is remote, in which case the impairment loss is written off against trade receivables directly.

7 LOANS RECEIVABLE

	2024	2023
	RMB'000	*RMB'000*
Unguaranteed and unsecured	**163,667**	323,200
Guaranteed and unsecured	**467,782**	–
Unguaranteed and secured	**8,550**	10,430
Guaranteed and secured	**15,000**	15,000
Gross loans receivable	**654,999**	348,630
Less: loss allowance	**(25,550)**	(30,723)
	629,449	317,907

Note: As of 31 December 2024, loans provided by the Group to third parties from micro-lending business are interest-bearing at rates ranging from 7.0% – 24.0% (2023: 7.0% – 24.0%) per annum, and recoverable within one year.

As at 31 December 2024, the ageing analysis of loans receivable based on due date and credit quality is set out below:

	As at 31 December 2024			
	Stage 1	**Stage 2**	**Stage 3**	**Total**
	RMB'000	***RMB'000***	***RMB'000***	***RMB'000***
Current (not past due)	**621,449**	**–**	**–**	**621,449**
Overdue over one year	**–**	**–**	**33,550**	**33,550**
Subtotal	**621,449**	**–**	**33,550**	**654,999**
Less: loss allowance	**(17,485)**	**–**	**(8,065)**	**(25,550)**
Total	**603,964**	**–**	**25,485**	**629,449**

	As at 31 December 2023			
	Stage 1	Stage 2	Stage 3	Total
	RMB'000	*RMB'000*	*RMB'000*	*RMB'000*
Current (not past due)	313,200	–	–	313,200
Overdue over 3 months but within 6 months	–	–	10,000	10,000
Overdue over 6 months but within one year	–	–	1,880	1,880
Overdue over one year	–	–	23,550	23,550
Subtotal	313,200	–	35,430	348,630
Less: loss allowance	(13,094)	–	(17,629)	(30,723)
Total	300,106	–	17,801	317,907

Note: As at 31 December 2024, loans receivable classified at Stage 3 of RMB15,000,000 (2023: RMB15,000,000) were guaranteed and secured by properties held by customers, loans receivable of RMB8,550,000 (2023: RMB10,430,000) classified at Stage 3 were unguaranteed and secured by properties held by customers and loans receivable of RMB10,000,000 (2023: RMB10,000,000) classified at Stage 3 were unguaranteed and unsecured by properties held by customers. RMB9,000,000 of unguaranteed and unsecured loan receivable at Stage 3 was recovered subsequent to the year end.

8 TRADE AND OTHER PAYABLES

	Note	2024 RMB'000	2023 RMB'000
Current			
Trade payables *(Note)*			
– Related parties		**21,519**	24,224
– Third parties		**393,068**	509,872
		414,587	534,096
Other payables			
– Related parties		**6,198**	29,412
– Third parties		**58,245**	63,056
		64,443	92,468
Consideration payables for business combinations		**15,437**	29,807
Dividend payables to non-controlling interests		**6,205**	6,205
Cash collected on behalf of property owners' association		**24,572**	26,678
Housing maintenance funds held on behalf of property owners		**21,023**	18,004
Financial liabilities measured at amortised cost		**546,267**	707,258
Accrued payroll and other benefits		**233,197**	226,429
Deposits		**129,877**	136,464
Accrued charges		**35,013**	31,110
		944,354	1,101,261

Note: Trade payables mainly represent payables arising from sub-contracting services including cleaning, security, landscaping and maintenance services provided by suppliers and payables relating to car parks leasing.

Ageing analysis

As at 31 December 2024, the ageing analysis of trade payables, based on invoice date is as follows:

	2024 RMB'000	2023 RMB'000
Within 1 month	**136,439**	177,598
1 to 3 months	**141,990**	190,955
3 to 6 months	**37,466**	60,750
6 to 12 months	**25,223**	45,930
Over 12 months	**73,469**	58,863
	414,587	534,096

9 CAPITAL, RESERVES AND DIVIDENDS

(a) Share capital

Authorised share capital

The authorised share capital of the Company is HKD50,000,000 divided into 5,000,000,000 shares with the par value of HK$0.01 each.

	At 31 December 2024		At 31 December 2023	
	HK$	***RMB***	*HK$*	*RMB*
Issued and fully paid: 1,220,348,000 (31 December 2023: 1,220,348,000) ordinary shares of HK$0.01 each	**12,203,482**	**10,478,929**	12,203,482	10,478,929

(b) Dividends

(i) Dividends payable to equity shareholders of the Company attributable to the year ended 31 December 2024:

	2024	2023
	RMB'000	*RMB'000*
Interim dividend declared and paid after the interim period of HK7.66 cents per ordinary share (2023: HK12.18 cents per ordinary share)	**85,302**	136,313
Final dividend proposed after the end of financial position date of HK6.28 cents (equivalent to RMB5.80 cents) per ordinary share (2023: HK6.82 cents (equivalent to RMB6.19 cents) per ordinary share)	**70,744**	75,569
	156,046	211,882

The final dividend proposed after the end of the reporting period has not been recognised as a liability at the end of the reporting period.

(ii) Dividends payable to equity shareholders of the Company attributable to the previous financial year, approved during the year:

	2024	2023
	RMB'000	*RMB'000*
Final dividend in respect of the previous financial year, approved and paid during the year, of HK6.82 cents per ordinary share (2023: HK6.09 cents per ordinary share)	**75,569**	64,740

MANAGEMENT DISCUSSION AND ANALYSIS

REVIEW OF ANNUAL RESULTS

I. BUSINESS OVERVIEW

ANALYSIS OF THE PRINCIPAL ACTIVITIES

(I) Principal Activities of the Group during the Reporting Period

The Group is a leading commercial real estate service operator in the PRC, which focuses on providing customers with maintenance services covering the full lifecycle of assets and full-chain solutions to meet customers' comprehensive value expectations and assist enterprises in achieving business visions.

In 2024, faced with the challenges of the downturn in the macro economy, the Group continued to implement its long-term development strategy, making flexible adjustments to adapt to market fluctuations, enhancing its business autonomy and reducing its reliance on related businesses. The Company adheres to the business philosophy of steady development, adopts a customer-oriented approach, continues to optimise business structure, deepens digital transformation, focuses on value creation, and strengthens its independent, healthy and sustainable development capabilities. As a leading commercial real estate service operator in the PRC, the Group focuses on providing customers with maintenance services covering the full lifecycle of assets and full-chain solutions to meet customers' comprehensive value expectations and assist enterprises in achieving business visions.

The Group's main businesses included basic property management services, value-added services and other relevant businesses.

1. Basic Property Management Services

The Group's basic property management services are provided to various types of businesses, including commercial properties, public and industrial properties and residential properties.

(1) Commercial Property Management Services

With its management experience accumulated over two decades, the Group has focused on the development of commercial properties as its main business activities, and has formed a complete commercial property service model.

- *Property management (“**PM**”) Services for Commercial Offices*

  The Group serves a large number of Central Business District (“**CBD**”) landmark office buildings and high-tech enterprises to gain the brand advantages from the high-end commercial projects in the PM business segment and build the capability strength by integrating asset services and corporate services.

  The scope of services covers businesses such as preliminary consultation, marketing management, space management, asset leasing and sales agency, smart platform construction, facility maintenance and property comprehensive services.

  Signature projects: Shenzhen Excellence Century Centre, Shenzhen One Excellence, Excellence City of Shenzhen (深圳卓越城), Qingdao Excellence Century Centre, Excellent Broadway of Shenzhen (深圳卓越大百滙)

- *Facility Management (“**FM**”) Comprehensive Facility Management Services*

  The customers the Group serves are mainly Fortune 500 companies and high-tech enterprises. We are dedicated to providing customers with full lifecycle asset maintenance and full-chain comprehensive service solutions, constructing a sound and systematic back-office support system, and forming a matrix of quality customers mainly in the Internet, high-tech, finance, modern service and manufacturing industries.

  We provide a customised model of comprehensive facility management for enterprises and establish strategic long-term planning. The Group applies internet of things (“**IoT**”), big data, artificial intelligence (“**AI**”) and other advanced technologies to build digital clients. Leveraging on digital operation management technology, we have constructed full lifecycle solutions covering operation and maintenance management, project management, space management, energy consumption management, environmental management, security management and integrated services to enhance project management efficiency, thereby creating maximum value for corporate customers.

  Signature projects: Sky City of DJI, OPPO Binhaiwan Headquarters, Huawei Suzhou Research Institute

(2) Public and Industrial Property Services

The Group has established a unified market-oriented organisational structure and adopted a multi-channel strategy to continue to leverage on its regional advantages to expand rail transportation customers in the government infrastructure sector, while paying attention to the trend of marketisation of education and healthcare, and continuing to develop new tracks in pursuit of joint development through multiple business momentum.

We provide a full range of operational services in the public sector. In addition to basic property services, we also offer special services for different public projects. We continue to enhance our business capabilities in the areas of government and public property services through professionalism, internationalisation, innovation and technology.

Signature projects: Shentie Property Tanglang City and Langlu Homeland (深鐵物業塘朗城及朗麓家園), Guangzhou Metro Line 1 and Guangfo Line

(3) Residential Property Services

Relying on over two decades of real estate development experience, Excellence Group has developed a model of high-end residential property services in many cities across China, including preintervention and takeover acceptance, decoration management, customer management, environmental management, equipment and facilities maintenance, fire management and other systematic services. The Group spearheaded to introduce international service standards and launched "Five-heart" excellent butler (五心「悅」管家) services and "4INS Good Life" (4INS美好生活) services to reshape the physical space, cultural space and digital space of the community regarding the customers' satisfaction as the origin and centre. We provide individuals and families with safe, convenient, comfortable and joyful living experience.

Signature projects: Shenzhen Cote d'Azur (深圳蔚藍海岸), Shenzhen Excellence Victoria Harbour (深圳卓越維港), Shenzhen Dongguan Qingxi Yuncui (東莞晴熙雲翠), Shenzhen Queen's Road (深圳皇后道)

2. ***Value-added Services***

The Group has continued to provide customers with personalised, customised, digitalised and innovative value-added services, explored the multidimensional needs of customers, and realised the change from a single service to diversified services, with development focuses on assets services, Zhuopin Business, construction and mechanical and electrical services, and other types of professional value-added services.

(1) Asset Services

The Group provides preliminary property consulting services, and offers reasonable suggestions on pre-intervention in project planning and design, construction management and acceptance handover so as to save construction costs, meet customer expectations regarding the use of functions, improve post-property operation efficiency, and avoid operational risks.

In addition, we provide customers with professional leasing and second-hand housing asset management services, and offer whole-process leasing value-added services to ensure maximised property occupancy rates and asset investment returns.

(2) Zhuopin Business Services

"Zhuopin Business", a high-end service brand of the Group, integrates "Internet+", "self-built supply chain" and "concierge high-end services" capabilities to provide one-stop business office supporting services for high-tech and Fortune 500 companies with the B to B for C model, mainly including high-end business services, corporate value-added services, supply chain agency services, enterprise digital empowerment and other various solutions.

(3) Construction and Mechanical and Electrical Services

The Group has integrated the comprehensive "hardware + software + platform + service" solution for its mechanical and electrical business, and achieved systematic development across multiple sectors, thus defining a large mechanical and electrical ecosystem and driving performance growth by capturing technology and green development.

3. Mergers and Acquisitions ("M&A")

In line with the development strategy of the national key regions and city positioning, the Group has actively maintained a continuous focus on the M&A business in a prudent manner, integrating the government's resource advantages and fully leveraging on its strengths in the commercial property sector to jointly develop the market.

We have actively reviewed and enhanced our existing development by promoting our presence in first-tier and emerging first-tier cities and tapping into various arenas to help drive market development, thereby improving the competitive industry chain and building our competitive advantages in the industry.

The Group is currently joining hands with Huangjin Property and Beijing Global Wealth Property Management Co., Ltd. ("**Beijing Global**") to share resources and achieve win-win cooperation for sustainable development.

(II) Performance Overview

The Group always adheres to its business development strategy of "Focus on Growth" in active response to market fluctuations and maintaining its business resilience through continuous efforts in third-party development business. In 2024, the overall results of the Group were solid and the operations were in line with expectations.

With respect to the main business development, we achieved remarkable results in the in-depth development of strategic customers due to consistently high-quality business delivery and a solid team, thereby deepening our strength in the commercial property segment and the independence of the third-party business. In regard to the value-added business, we consolidated our leading position in high-end commercial enterprise services by integrating multi-industry service scenarios, building a unified service platform, and expanding in the sub-segment. At the same time, the Company has continued to explore business management and space resources, and actively constructed a second growth curve in its business development. For the core competency development, the Company integrated COE organisational resources, focused on solution building and digital business deployment, and achieved significant results in cost reduction and efficiency enhancement. We deployed internal and external digital transformations to improve business decision-making efficiency and facilitate business expansion. At the same time, we focused on cultivating key business talents, and gathered talents based on business agility, in order to support healthy and sustainable development of the business.

Of the Group's total revenue by business type during the Reporting Period, commercial properties, public and industrial properties, residential properties, value-added services and other services accounted for 55.2%, 14.0%, 16.3%, 13.5% and 1.0%, respectively.

1. Solid Growth across All Businesses

Focusing on the "1+1+X" strategy, the Group has developed two core advantageous regions of the Greater Bay Area and the Yangtze River Delta Region, and has focused on the development in first-tier, emerging first-tier and other high-value cities, achieving balanced development in key regions nationwide. With respect to the gross floor area ("**GFA**") under management, first-tier and emerging first-tier cities such as Beijing, Shanghai, Shenzhen, Guangzhou, Chengdu, Hangzhou and Chongqing accounted for 75.1%, and the two core economic zones of Guangdong-Hong Kong-Macao Greater Bay Area and the Yangtze River Delta accounted for 64.2%.

During the Reporting Period, the Group's contracted GFA was approximately 83.32 million sq.m., representing an increase of approximately 8.6% over the corresponding period in 2023. The GFA under management amounted to approximately 72.20 million sq.m., representing an increase of approximately 12.7% as compared with the corresponding period in 2023. Among them, GFA under management from the third-party business accounted for 61.7%.

The following table sets forth the changes in GFA under management for the years ended 31 December 2024 and 2023, respectively:

	Year ended 31 December	
	2024	2023
	sq.m.'000	*sq.m.'000*
At the beginning of the period	**64,066**	53,760
New engagements	**15,698**	13,154
New acquisitions	**0**	2,825
Terminations	**(7,564)**	(5,673)
At the end of the Period	**72,200**	64,066

2. ***Rapid Growth in the Third-Party Business***

In 2024, the Group continued to leverage on its core competitiveness in the commercial property sector, and deepened the effectiveness of its commercial property business sector. In addition, we continued our efforts in third-party development business to maintain resilient business growth. The Group has implemented a strategy of in-depth expansion of strategic customers, continued to enhance its efficient operation and management capabilities, and constantly expanded and deepened its high-tech and Internet customer base; gradually expanded its sub-segment industries vertically to include new energy, high-end manufacturing, computing power/data centres, biomedicine and other emerging areas, which have demonstrated excellent development momentum, laying a solid foundation for our market development in sub-segments.

For the Reporting Period, we entered into a total of 128 new third-party business property contracts, with a total contract value of RMB1,882.35 million and an annualised contract value of RMB705.08 million.

For the Reporting Period, the revenue from commercial property services accounted for 64.6% of the revenue from basic property services, and the basic property service income from third parties business accounted for 61.4% of the revenue of basic property services.

In public and industrial properties, the Group developed a number of new government public construction projects in 2024 to strengthen the business foundation in the rail transportation sector. During the Reporting Period, revenue from public and industrial properties increased by 23.9% as compared to the same period in 2023.

In residential properties, we mainly provide a number of urban high-end development projects under the Excellence Group with services. During the Reporting Period, revenue from residential properties increased by 20.4% as compared to the same period in 2023.

	For the year ended 31 December 2024				For the year ended 31 December 2023			
	GFA under management		**Revenue**		GFA under management		Revenue	
	(sq.m.'000)	***(%)***	***(RMB'000)***	***(%)***	*(sq.m.'000)*	*(%)*	*(RMB'000)*	*(%)*
Commercial properties	**28,865**	**40.0**	**2,338,935**	**64.6**	25,623	40	2,172,046	67.4
– Excellence Group	**3,050**	**4.2**	**732,684**	**20.2**	2,914	4.5	764,516	23.7
– Third-party property developers	**25,815**	**35.8**	**1,606,251**	**44.4**	22,709	35.5	1,407,530	43.7
Public and industrial properties	**15,536**	**21.5**	**591,728**	**16.4**	13,624	21.3	477,422	14.8
Residential properties	**27,799**	**38.5**	**688,753**	**19.0**	24,819	38.7	571,892	17.8
Total	**72,200**	**100.0**	**3,619,416**	**100.0**	64,066	100.0	3,221,360	100.0

3. *In-depth Cultivation of Strategic Customers*

The Group adhered to the strategy of in-depth cultivation of strategic customers. Through the in-depth development mechanism of strategic customers, we achieved the business objectives of "promoting high performance, contract renewal and growth" in strategic cooperation in 2024. The contract value from new strategic customers amounted to RMB988.90 million, with 100% retention rate of strategic customers.

In 2024, the Group focused on enhancing service standards and brand value, continued to deepen its relationship with strategic partners, and developed numerous exemplary cooperation projects in areas such as high technology. At the same time, leveraging on the leading role and market influence of strategic partners, we have entered into cooperation agreements with leading enterprises in emerging industries such as new energy, high-end manufacturing and computing/data centres, gradually demonstrating the influence of strategic partners.

The Group will continue to focus on customer needs by strengthening basic operations and optimising talent protection to further enhance customer satisfaction, aiming to forge solid strategic partnerships for the vertical expansion of the business. Through market communications, we will attract more quality customers to grow the business and build a business growth engine for sustainable development.

4. *Property Owner Value-added Services Forming a Diversified Service Matrix*

In 2024, the Group actively responded to the downturn of the real estate industry, optimised business structure and promoted independent market-oriented development. The proportion of property owner value-added services in the overall value-added services increased from 46% to 62.2%, while non-property owner value-added services were proactively scaled down to 37.8%, completing the structural transformation of the business structure. Based on the high-end commercial services sector, the Group has maintained a steady growth trend in property owner value-added services.

"Zhuopin Business", a high-end commercial brand of the Group, integrated multi-industry service scenarios and created a unified value-added services platform by focusing on the diversified needs of customers, and carried out in-depth expansion through sub-segments to provide customers with a more efficient and convenient user experience, thereby creating sustainable value enhancement and consolidating our leading position in high-end commercial enterprise services.

During the Reporting Period, the annual operating revenue of property owner value-added services amounted to RMB355.38 million, representing a year-on-year growth of 13.8%, with continuous growth in enterprise services and community value-added services, as well as the addition of more than 10 types of businesses in the space resource category, actively embracing innovation.

ANALYSIS OF THE CORE COMPETENCE

(I) High-quality Brand Image

The Group serves various corporates from Fortune 500, including many reputed high-tech enterprises, Internet enterprises, and financial enterprises. With leading comprehensive strength and service quality ahead of the industry, the Group was named "TOP 100 Property Management Companies in China " by China Index Academy for seventeen consecutive years. With respect to IFM services and office property management, the Group was awarded"2024 China IFM Service Outstanding Enterprise (TOP2)", "2024 China Office Property Management Exceptional Companies (TOP2)"; in 2024, it was appraised by CRIC Property and China Property Management Research Institution as "TOP 11 of China Property Management Companies in Comprehensive Strength", "China Leading Enterprise in terms of Office Property Services (TOP2)", "Leading Enterprise in terms of FM Facilities Management in China (TOP2)", "Office Property Service Power in the Guangdong-Hong Kong-Macao Greater Bay Area (TOP1)"; appraised by Guangdong Property Management Industry Institute as "2023-2024 Outstanding Enterprise in the Property Management Industry in Guangdong", "2024 Property Service Comprehensive Development Strengths Enterprise in Guangdong (TOP10)" and other awards. In addition, a number of projects under the Group's management were recognised as China's property management benchmarking projects, including "Shenzhen Centre", which was recognised as "2024 Guangdong Property Service Demonstration Project", and "Shenzhen One Excellence", which was recognised as "Benchmarking Demonstration Base (Commercial Category)".

(II) Comprehensive Service Standards

With years of successful experience in high-end commercial property services, the Group has formed a comprehensive commercial property service operation model and has successively passed a number of management system certifications, including ISO 9001 quality management system, ISO 14001 environmental management system, ISO 45001 occupational health and safety management system, and ISO 50001 energy management system. The standard operation procedures, comprehensive management system and profound management technology provide strong support and guarantee for the daily operation of projects and new projects.

The Group continues to introduce advanced service concepts and keep abreast with international standards. We have become a platinum member of the Building Owners and Managers Association International (BOMA), a member of the International Facility Management Association (IFMA) and a member of the Royal Institution of Chartered Surveyors (RICS).

(III) Strategic Talent Cultivation and Development

While maintaining stable business operations, the Group has commenced in-depth strategic talent cultivation and reserve for the future to build up its core competitiveness in the medium to long term.

The rapid expansion of the Group's scale and the continuous growth of its performance have placed higher demands on the cultivation and reserve of talents in various aspects. For a long time, the Group has attached great importance to the talent cultivation ecosystem in order to fully support the rapid development of the business and the demand for high-quality talents for strategic operations. We regard management trainees as a source of vitality for the new generation, and continue to cultivate comprehensive management talents with the Group's characteristics in order to improve our echelon building. Through the implementation of the "Excellent Talent and Excellence Performance" Scheme and the "Navigation Leadership Scheme", we ensure that the growth of key project talents is in line with project development, enabling the mutual enhancement in personnel development, personal leadership and corporate vitality, as well as forming a strong synergy between talents and business within the enterprise to comprehensively support the rapid development of the business.

(IV) Continuous Digital Reform and Transformation

The Group has focused on building technology-driven core strengths and unwaveringly promoted digitisation in order to enhance the efficiency of business decision-making, support business diversification and strengthen our core competitive advantages.

With respect to operations and management, the Group has adopted a "business-finance integration" management platform to achieve the overall digital management of finance and business processes. The Group has leveraged on a digital system across the entire business process for data collection, real-time analysis and generation of statistical reports, thereby providing rapid support for business analysis and decision-making, and enhancing risk control capabilities throughout the life cycle of projects.

In terms of business operation, the Company has achieved the opening up and operation of the data chain through the digital construction for the whole process of business projects, as well as the key business systems such as "quotation-contract-revenue" and "human resources system", in an attempt to enhance the efficiency of operation and management in a comprehensive manner.

In respect of customer services, the Group has facilitated the development of the "smart park" and created a unified value-added services platform to enhance customer experience, and drive decision-making and operational efficiency with data.

OUTLOOK

(I) Strategic Planning

Looking ahead, the Group will continue to focus on the vision of being "a leading commercial real estate service operator in China", continue to deepen the strategic direction of running on the two wheels of "strengthening main businesses + diversifying value-added services", and solidify its foundation through "team building, digital building and competence building". We will continue to explore the potential of our main businesses and extended businesses, and strive to achieve higher goals.

(II) Business Development Strategy

The Group adheres to long-term strategic planning, upholds the management concept of steady growth, actively promotes independent market development, and continues to strengthen its ability to achieve independent, healthy and sustainable development.

In 2025, the Group will remain committed to the implementation of its external strategy of "Focus on Growth", and enhance its organisational efficiency through an internally-driven approach, aiming to form a strong synergy, continue to focus on the Group's medium- and long-term strategic development objectives, and build up a stable moat.

1. Focus on Growth

The Group will insist on its strategy of pursuing joint development through multiple business momentum, fully leverage on the synergies of internal and external resources, deepen its strategy of running on the two wheels of "strengthening main businesses + diversifying value-added services", and jointly promote its business development.

1) Development of Main Businesses

With respect to the FM sector, the Group will continue to insist on cultivating strategic customers and promote the steady expansion of its main businesses through good reputation and benchmarking. The Group will always deliver high quality services and stable operation management quality to its clients and build strong cooperative relationships. At the same time, the Group will focus on the talent cultivation needs of strategic customers and provide sufficient talent guarantee for its strategic businesses through the creation of outstanding project activation and management teams, as well as the implementation of professional and key talent reserve cultivation schemes.

Secondly, in terms of market expansion, the Group will build on its mature advantages in the high-tech Internet segment and further cooperate with other leading enterprises to complete the deployment of high-tech Internet outstanding customers. At the same time, the Group will actively respond to policy calls and industrial upgrading, gradually build up a customer base in emerging industries and high-end manufacturing industries, integrate corporate service resources, and assist customers in focusing on value creation. In addition, we will continue to iterate our channel development resources and marketing mechanism to stimulate the vitality of the market expansion team and the potential of internal and external marketing and multi-channel resource development among employees. With respect to the creation of benchmarking projects and the collation of cases, the Group will further develop solution cases in emerging industries such as high-end manufacturing and computing/data centres on the basis of its existing industry strengths, in order to fully demonstrate its professional competence and advantages, and secure the trust and recognition of our customers.

In terms of the PM sector, we will add new growth points in the East China region and enter into strategic cooperation with outstanding partners to capitalise on our combined strengths in high-end offices and commercial properties, as well as promote the development of the joint venture model for industrial investment and office platforms through efficient operation.

In respect of the residential sector, our core objective is to ensure timely delivery and enhance customer satisfaction. Based on the interests of customers, we will establish a standard operation process and a responsible team covering the whole cycle to promote the quality of project delivery and service quality, and ensure that every owner can move in and reside in the property without concerns.

2) Development of Extended Businesses

In terms of value-added services, we will further create market-proven star products, centre on the high-frequency needs of multi-industry customers, emphasise value-added agency operations and community retail services, integrate the B-end and C-end supply chains and channel advantages, and push forward the fission of customers to facilitate the high-quality growth of value-added services.

With respect to innovative businesses, the Group will also take the lead in exploring and piloting businesses through a dedicated working group to verify business feasibility and commercial returns, and explore growth potential.

2. ***Focus on Core Competence Building on an Ongoing Basis***

The Company continues to build its competitiveness by focusing on three core competencies. We continue to improve professional capacity, promote digital transformation, actively embrace organisational changes and long-term talent cultivation in accordance with corporate development, reshape the IFM service management model and service ecology through comprehensive capability upgrading and technology integration, construct a standardised, data-driven and synergistic service system, and achieve a comprehensive leap from traditional basic property services and facility management to intelligent services.

1) *Building a Professional Foundation to Provide High-Quality Services*

The Group is accelerating the construction of a standardised and replicable solution system, focusing on the areas of smart parks and energy management, forming a modular product library, and realising a standardised case database for rapid deployment in scale. Through centralised procurement, energy management, facility renovation and large-scale sharing services, the Group will adopt a methodology for cost reduction and efficiency enhancement.

In the future, the Company plans to take the lead in piloting the "human-robot synergy" service model in some of its self-owned projects and third-party benchmark projects, introducing intelligent robots in environmental management and security inspection, effectively reducing project operation and maintenance labor costs, and enhancing service response speed. Through the innovative changes in work order model and the deployment of standardised SOPs, we will facilitate the reform of the basic property service model, achieve a leap in efficiency, and enhance service efficiency and cost competitiveness.

2) *From Digitalisation to "Digital Intelligence"*

In the core business scenarios, the Group will integrate AI technologies to create an enterprise think tank, which will significantly empower management and services. For example, the construction of a dynamic knowledge map of enterprises will enable the Group to swiftly respond to the knowledge retrieval needs of employees. AI-generated training content can help new employees to familiar with and adapt to the job and realise standardised service scenarios. In addition, the operation status of facilities of the smart park can be displayed visually through a three-dimensional model. In some projects, we will take the lead in real-time presentation of maintenance progress or energy consumption data to enhance service transparency and customer experience.

In the future, the Group will explore the implementation of more digital transformation in external application scenarios and gradually achieve the transformation from "basic services" to "joint value creation".

The Group will take "service value reconstruction" as the strategic guideline to achieve three major transformations: firstly, from passive response to proactive services, anticipating demand and intervening in advance through AI; secondly, from experience-driven to data-driven, relying on the gathering of data in the whole process to enhance science-based decision-making; and thirdly, from closed management to open ecosystem, empowering customers and partners with technological capabilities to build a smart service ecosystem together. We firmly believe that basic property services will gradually break through the traditional boundaries, and ultimately realise a comprehensive improvement in service efficiency, customer experience and business value.

3) *Organisational Reform and Talent Building*

In 2025, the Company will implement the mechanism of "Market Expansion Assembly Line", reshape the synergy between the sales team and the operation team, enhance the front-end business capability, and form the channel and capability to respond swiftly to market opportunities and customer demands. On the other hand, as a labor-intensive industry, centralised labor service procurement and service subcontracting serve as an important part of cost control, the Company will continue to cultivate the supply chain reform, scale up the standard and common categories through the strategic supplier ranking management and evaluation system, and introduce high-quality partners to promote the optimisation of procurement costs and service quality improvement. The full implementation of the sharing service centre will further achieve the centralised management of finance, human resources and other functions, effectively reduce back-end operating costs, release management resources, drive the growth of per capita efficiency, and provide agile organisational protection for strategic execution.

Looking ahead, the Group will continue to adhere to a customer-centric approach, optimise the Group's governance structure, deepen digital transformation and core competency building, and continue to focus on value creation to overcome the complex and volatile external environment, while accumulating strengths and forging ahead with determination to create new opportunities.

II. FINANCIAL REVIEW

Revenue

For the year ended 31 December 2024, the revenue of the Group amounted to RMB4,232.24 million (the corresponding period in 2023: RMB3,926.81 million), representing an increase of 7.8% as compared with the corresponding period of last year.

The revenue of the Group was derived from three main businesses: (i) basic property management services; (ii) value-added services; and (iii) other business.

	For the year ended 31 December					
	2024		2023		Change	
	Amount		Amount		Amount	
	(RMB'000)	*(%)*	*(RMB'000)*	*(%)*	*(RMB'000)*	*Percentage*
Revenue						
Property management services	**3,619,416**	**85.5**	3,221,360	82.0	398,056	12.4
Value-added services	**570,930**	**13.5**	679,272	17.3	-108,342	-15.9
Other business	**41,890**	**1.0**	26,176	0.7	15,714	60.0
Total revenue	**4,232,236**	**100.0**	3,926,808	100.0	305,428	7.8

During the Reporting Period, the revenue from basic property management services was RMB3,619.42 million (the corresponding period in 2023: RMB3,221.36 million), representing an increase of 12.4% as compared with the corresponding period of last year.

Value-added Services

During the Reporting Period, the revenue from value-added services decreased by 15.9% to RMB570.93 million from RMB679.27 million in the corresponding period in 2023, accounting for approximately 13.5% (the corresponding period in 2023: 17.3%) of the total revenue.

The decline in value-added services was mainly attributable to the impact of the downturn in the real estate economic environment. Non-property owner value-added services has taken the initiative to scale down, recording a decrease in revenue of 41.3% compared with the corresponding period of last year. Revenue from property owner value-added services recorded an increase of 13.8% as compared with the same period of last year. Among which, revenue from the sales of parking spaces amounted to RMB9.27 million.

Other Business

The revenue from other business mainly arose from financial services.

During the Reporting Period, the revenue from other business increased to approximately RMB41.89 million from RMB26.18 million for the corresponding period of 2023, mainly attributable to the expansion of the scale of financial services business.

Cost of Sales

The Group's cost of sales mainly consisted of staff costs, subcontracting costs, cleaning costs, repair and maintenance costs, utility costs, carpark expenses, office expenses, depreciation and amortisation, rental expenses and others.

During the Reporting Period, the Group's cost of sales amounted to RMB3,438.78 million (the corresponding period in 2023: RMB3,180.12 million), representing an increase of 8.1% compared with the corresponding period in 2023, which was primarily due to an increase in staff costs, subcontracting costs and cleaning costs.

Gross Profit and Gross Profit Margin

The table below sets forth a breakdown of the gross profit and gross profit margin of the Group by business line for the periods indicated:

	For the year ended 31 December			
	2024		2023	
	Gross profit *(RMB'000)*	**Gross profit margin** *(%)*	Gross profit *(RMB'000)*	Gross profit margin *(%)*
Basic Property Management Services	**644,242**	**17.8**	591,804	18.4
Value-added Services	**110,426**	**19.3**	137,887	20.3
Other Business	**38,789**	**92.6**	17,000	64.9
Total	**793,457**	**18.7**	746,691	19.0

During the Reporting Period, the Group's gross profit was RMB793.46 million, representing an increase of 6.3% from RMB746.69 million for the corresponding period in 2023. The gross profit margin decreased to 18.7% in the Reporting Period from 19.0% for the corresponding period in 2023, which remained at a good level.

The gross profit margin of basic property management services was 17.8% (the corresponding period in 2023: 18.4%), representing a decrease of 0.6 percentage points from the corresponding period of last year, mainly due to the decrease in gross profit margin of the Group's third-party development business as a result of fierce competition in the extended development market.

The gross profit margin of value-added services was 19.3% (the corresponding period in 2023: 20.3%), representing a decrease of 1.0 percentage point from the corresponding period of last year, mainly attributable to the Group's initiative to scale down non-property owner value-added services during the Reporting Period. The gross profit margin of property owner value-added services remained at a high level of over 20%.

The gross profit margin of other business was 92.6% (the corresponding period in 2023: 64.9%), representing an increase of 27.7 percentage points from the corresponding period of last year, mainly attributable to the decrease in losses as a result of the disposal of the apartment rental business.

Other Revenue

The Group's other revenue mainly consisted of interest income and government grants.

During the Reporting Period, other revenue was RMB16.20 million (the corresponding period in 2023: RMB52.76 million), representing a decrease of 69.3% from the corresponding period of last year, mainly attributable to the decrease of interest income from bank deposits and decrease of preferential tax treatments of additional deduction for value-added tax.

Other Net Gain

The Group's other net gain mainly consisted of loss of RMB3.62 million on exchange, gain of RMB0.94 million on wealth management investments, net gain of RMB45.00 million from reduction in consideration of acquisition of Beijing Global and loss of RMB0.86 million on disposals of subsidiaries.

In 2021, the Group entered into a sale and purchase agreement with independent third parties for the acquisition of 75% of equity interest in Beijing Global. In accordance with the sale and purchase agreement, one of the conditions of final payment of the consideration is that certain car parking lot rights should be assigned to Beijing Global. During the year, according to a final judgement of People's Court of Judge in Beijing, the rights of those car parking lot rights should belong to a third party instead of Beijing Global. Accordingly, the Group considered that the vendor should not be entitled to the final payment and the consideration was reduced and dealt with in profit or loss during the year.

During the year, in order to concentrate its business to property management services, the Group disposed its non-core business to separate independent third parties at total consideration of RMB38.21 million. The combined net assets of the disposed subsidiaries at the respective disposal date were RMB39.07 million.

Impairment Losses on Receivables, Contract Assets and Financial Guarantee Issued

During the Reporting Period, impairment losses on receivables and contract assets were RMB110.00 million (2023: RMB96.70 million), which was mainly due to the increase in impairment loss on accounts receivable as compared with the corresponding period of last year as the Company conducted stringent impairment tests on accounts receivable on the books and made reasonable provision for impairment.

Selling and Marketing Expenses

During the Reporting Period, the selling and marketing expenses amounted to RMB48.34 million (the corresponding period in 2023: RMB45.52 million), representing an increase of 6.2% from the corresponding period of last year, which was mainly due to the increase in development staff costs for searching better business targets, as well as the increase in expenses for business development.

Administrative Expenses

During the Reporting Period, administrative expenses amounted to RMB260.16 million (the corresponding period in 2023: RMB232.70 million), representing an increase of 11.8% from the corresponding period of last year, which was mainly due to the increase in the Group's staff costs during the Reporting Period.

Finance Costs

During the Reporting Period, finance costs amounted to RMB2.26 million (2023: RMB5.94 million), representing a decrease of 62.0% from the corresponding period of last year, which was mainly due to the disposal of the apartment rental business, which resulted in a decrease in interests on lease liabilities as compared to the same period last year.

Share of Profits Less Losses of Joint Ventures

During the Reporting Period, the share of profits of joint ventures amounted to RMB0.50 million (the corresponding period in 2023: RMB2.40 million), representing a decrease of 79.2% from the corresponding period of last year.

Share of Profits Less Losses of Associates

During the Reporting Period, the share of profits of associates amounted to RMB6.93 million (the corresponding period in 2023: RMB8.08 million), representing a decrease of 14.2% from the corresponding period of last year.

Income Tax

During the Reporting Period, income tax was RMB104.53 million (the corresponding period in 2023: RMB119.46 million), representing a decrease of 12.5% from the corresponding period of last year, mainly due to the effect of deferred tax arising from temporary differences during the Reporting Period.

Profit for the year

During the Reporting Period, the Group's net profit amounted to RMB334.97 million (the corresponding period in 2023: RMB323.35 million), representing an increase of 3.6% from the corresponding period of last year.

During the Reporting Period, the profit attributable to shareholders of the Company (the "**Shareholders**") amounted to RMB312.09 million (the corresponding period in 2023: RMB302.69 million), representing an increase of 3.1% from the corresponding period of last year.

During the Reporting Period, the net profit margin was 7.9% (the corresponding period in 2023: 8.2%).

Property, Plant and Equipment

The property, plant and equipment of the Group mainly consisted of leasehold improvement, right-of-use assets, office equipment and furniture, machinery equipment and other fixed assets. As of 31 December 2024, the Group's net book value of property, plant and equipment amounted to RMB52.94 million, representing an increase of RMB0.81 million from RMB52.13 million as of 31 December 2023.

Right-of-use assets

As at 31 December 2024, the Group's right-of-use assets amounted to RMB589.31 million (31 December 2023: Nil).

During the Reporting Period, the Group entered into a framework agreement with Excellence Real Estate Group Co., Ltd. ("**Excellence Real Estate**") to acquire right of use of the parking spaces from Excellence Group at a total consideration of RMB598.00 million.

Intangible Assets

The Group's intangible assets mainly consisted of customer relationships and uncompleted property management contracts arising from corporate mergers and acquisitions. As at 31 December 2024, the intangible assets of the Group amounted to RMB287.86 million, representing a decrease of RMB47.05 million as compared to RMB334.91 million as at 31 December 2023, which was mainly attributable to (I) the amortisation arising from the period of the property management contracts recognised of the acquired companies; and (II) the disposal of the Group's subsidiary Yaozhan Management, which resulted in a decrease in intangible assets of RMB7.12 million.

Goodwill

As at 31 December 2024, the Group's goodwill amounted to RMB225.29 million (31 December 2023: RMB243.52 million), which was mainly attributable to the decrease of goodwill by RMB18.23 million due to the disposal of Yaozhan Management, a subsidiary of the Group, during the Reporting Period.

The Group's goodwill was mainly related to the acquisitions of the equity interests in Wuhan Huanmao Property Management Co., Ltd., Henan Huangjin Property Management Co., Ltd. ("**Henan Huangjin**"), Beijing Global and Shenzhen Xingyi Investment Co., Ltd ("**Xingyi Investment**"). As of 31 December 2024, the management was not aware of any significant risk of impairment of goodwill.

Interests in Associates

As at 31 December 2024, the Group's interests in associates amounted to RMB52.86 million (31 December 2023: RMB91.36 million). During the Reporting Period, the Group disposed of its 32% equity interest in Chongqing Frequent Surprise Business Information Consulting Co., Ltd. (重慶頻頻出奇商務資訊諮詢有限公司, "**Chongqing Frequent Surprise**") at a consideration of RMB36.43 million. No impact to profit or loss was resulted from the disposal.

Interests in Joint Ventures

As at 31 December 2024, the Group's interests in joint ventures amounted to RMB11.28 million (31 December 2023: RMB11.80 million).

Inventories

The Group's inventories increased by RMB198.58 million from RMB96.76 million as at 31 December 2023 to RMB295.34 million as at 31 December 2024, primarily due to the Group's acquisition of the parking spaces during the Reporting Period.

Financial Asset Measured at Fair Value through Profit or Loss

As at 31 December 2024, the Group's financial asset measured at fair value through profit or loss amounted to RMB30.20 million, representing a decrease of RMB91.50 million as compared to RMB121.70 million as at 31 December 2023.

In 2022, the Group acquired 15% equity interest in Shenzhen Zhongsheng'an Commercial Management Co., Ltd. (深圳市中盛安商業管理有限公司, hereinafter referred to as "**Zhongsheng'an**") at a consideration of RMB120.00 million. The Group neither has significant influence nor control over the investment, and designates the investment as financial assets measured at fair value through profit or loss.

In June 2024, Zhongsheng'an returned the capital previously injected by the original controlling shareholder back to the original controlling shareholder, after passing a shareholder resolution by the original controlling shareholder at its own discretion, and became a wholly-owned subsidiary of the Group.

Loans Receivable

As at 31 December 2024, the Group had loans receivable of approximately RMB629.45 million, which is made up of a gross loans receivable amount of RMB655.00 million and a loss allowance of approximately RMB25.55 million. All loans receivable were from the Group's financial services business in the ordinary and usual course of business.

The Group's finance service business is managed through a wholly-owned subsidiary. The Group targets to provide both secured or unsecured loans to different customers which include individuals and corporations mainly in Chinese Mainland. The source of customers is mainly past customers which consists of entrepreneurs and sizable enterprises. The money lending business is funded by the internal resources of the Group.

On 12 February 2025, the Group entered into an agreement with Excellence Group pursuant to which (i) the Group shall sell equity of Shenzhen Zhuotou Micro-Lending Co., Ltd. (深圳市卓投小額貸款有限責任公司), a subsidiary of the Group ("**Disposal Company**"), at a consideration of RMB337.79 million; and (ii) the Group shall acquire the equity of Shenzhen Excellence Real Estate Investment Co., Ltd. (深圳市卓越不動產投資有限公司) and certain commercial apartments at a total consideration of RMB251.48 million. The consideration of the disposal shall be wholly offset by the consideration for the acquisitions and the remaining RMB86.31 million to be settled in cash. This transaction has been completed subsequent to the end of the reporting period. Upon completion, the Disposal Company ceased to be a subsidiary of the Group and the Group will not record any significant gain on or loss from the disposal.

Trade and Other Receivables

Trade and other receivables mainly consisted of trade receivables and other receivables.

As of 31 December 2024, the Group's net trade and other receivables (comprising current and non-current portions) amounted to approximately RMB1,808.58 million, representing an increase of approximately RMB222.55 million from approximately RMB1,586.03 million as of 31 December 2023, mainly due to the increase in net trade receivables resulting from the growth in the scale of the Group's revenue.

Trade and Other Payables

As of 31 December 2024, the Group's trade and other payables (comprising current and non-current portions) amounted to RMB944.35 million, representing a decrease of RMB156.91 million from approximately RMB1,101.26 million as of 31 December 2023.

Financial Guarantee Issued

Financial guarantee issued represents the expected payments to reimburse the loan holder for a credit loss that it incurs less any amount that the Group expects to receive from the realisation of pledged assets.

As of 31 December 2024, the financial guarantee issued by the Group was RMB72.43 million (as of 31 December 2023: RMB72.43 million), mainly due to the fact that Beijing Global, a non wholly-owned subsidiary of the Company, had provided a financial guarantee in respect of the seller's borrowings in the principal amount of RMB183,433,000. The Beijing Financial Court issued a first-instance judgment this year, ruling that the Group shall bear joint and several liability for the principal and interest of the aforementioned loan. However, the court did not support the claim for penalty interest on overdue payments. Beijing Global has appealed to the Beijing Higher People's Court, and the case has not yet been heard. During the Reporting Period, the Group assessed that the provisions for expected credit losses and impairment losses on financial guarantee credits were appropriate.

Lease Liabilities

During the Reporting Period, additional lease liabilities were recognised according to new leasing standards. The lease liabilities payable within one year of RMB8.85 million were recognised in current liabilities, and the lease liabilities payable over one year of RMB5.68 million were recognised in long-term lease liabilities.

Contract Liabilities

Our contract liabilities mainly represented prepayments from customers of the Group's commercial operation services and residential property management services. As of 31 December 2024, the Group's contract liabilities amounted to approximately RMB145.76 million, representing a decrease of approximately RMB29.48 million from RMB175.24 million as of 31 December 2023.

Bank Loans

As of 31 December 2024, the Group's bank and other borrowings amounted to RMB0.00 million (31 December 2023: RMB22.00 million).

Asset-liability Ratio

The asset-liability ratio was calculated as the total liabilities divided by total assets of the same date. As of 31 December 2024, the Group's asset-liability ratio was 26.1% (the asset-liability ratio as of 31 December 2023 was 29.7%).

Contingencies

On 9 November 2022, Shenzhen Excellence Property Management Co., Ltd. ("**Excellence Property Management**"), an indirect wholly-owned subsidiary of the Company, has been served with a notice of arbitration issued by the Shanghai Arbitration Commission and the other relevant documents in relation to a dispute in respect of acquisition of 40% equity interest in a project company (the "**Project Company**") which is currently 60% held by a disposed subsidiary of the Group (the "**Disposed Subsidiary**"), involving the Disposed Subsidiary and Excellence Property Management, as the respondents, and the beneficial owners of the 40% equity interest in the Project Company, as the applicants.

The applicants alleged that the Disposed Subsidiary, as an agent of Excellence Property Management, failed to acquire all the 40% equity interest in the Project Company owned by the applicants and claimed against the Disposed Subsidiary and Excellence Property Management to:

(i) pay the applicants RMB20.8 million being damages for the breach of the agreement;

(ii) acquire all the equity interest in the Project Company owned by the applicants at a cash consideration calculated based on 40% of the audited net profit of the Project Company for the year ended 31 December 2020, multiplied by 12;

(iii) other costs.

The Group has engaged legal advisors to advise on the arbitration. For further details, please refer to the announcement of the Company dated 7 December 2022. Up to the date of this results announcement, no arbitral award was granted. Since the result of the arbitration cannot be estimated reliably as at the date of this announcement, no provision in respect of the arbitration was recognised.

Liquidity, Reserves and Capital Structures

The Group maintained a good financial position during the Reporting Period. As of 31 December 2024, the Group's cash and equivalents amounted to RMB935.43 million, representing a decrease of 56.6% from RMB2,156.70 million as of 31 December 2023, mainly due to the fact that (I) the loans issued externally by Shenzhen Zhuotou Micro-Lending Co., Ltd., have not yet due for repayment; (II) the acquisition of right of use of the commercial parking spaces; and (III) the acquisition of right of use of the residential parking spaces.

As of 31 December 2024, the Group's total equity was RMB3,797.51 million, representing an increase of RMB144.81 million or 4.0% from RMB3,652.70 million as of 31 December 2023, which was mainly due to the profit realised during the year.

Exchange Rate Risks

The main business of the Group is conducted in China, and our business is mainly denominated in Renminbi. As at 31 December 2024, non-RMB assets and liabilities were mainly cash and cash equivalents, which were denominated in Hong Kong dollars.

The management of the Group believes that the Group is not exposed to significant foreign exchange risks, and therefore no forward foreign exchange contracts have been entered into to hedge foreign exchange risks. The management will continue to monitor foreign exchange risks and adopt prudent measures to minimise foreign exchange risks.

As the Net Proceeds have been converted into Renminbi and the financial statements of the Group are presented in Renminbi, to facilitate understanding, information on the use of the proceeds will be presented in Renminbi from 2024 and going forward.

SIGNIFICANT INVESTMENTS HELD, MATERIAL ACQUISITIONS AND DISPOSALS OF SUBSIDIARIES, ASSOCIATES AND JOINT VENTURES

Disposal of Subsidiaries

Save as disclosed in this announcement, the Company did not hold any significant investments and did not conduct any material acquisitions or disposals of subsidiaries, associates or joint ventures during the Reporting Period.

As disclosed in the announcement of the Company dated 6 April 2021, if the actual revenue generated from the property management projects managed by Beijing Global Wealth is less than the Guaranteed Revenue during the Relevant Periods (i.e., each of the five financial years ending 31 December 2025), Beijing Global Wealth will receive a compensation amount equivalent to the difference between the actual revenue and the Guaranteed Revenue for the particular Relevant Period from the Vendors, the Guarantor and the Remaining Shareholder.

The revenue generated from the property management projects managed by Beijing Global Wealth for the year ended 31 December 2024 was approximately RMB60.44 million, which is lower than the Guaranteed Revenue of RMB62.2 million for the year ended 31 December 2024. The Board confirmed that the Guaranteed Revenue for the year ended 31 December 2024 has not been achieved.

Furthermore, as Beijing Global Wealth has not increased its fees for all property management services by 10% before 31 December 2021, the Guaranteed Revenue for each of the financial years ending 31 December 2025 remains valid.

EMPLOYEES AND REMUNERATION POLICY

As at 31 December 2024, the Group had a total of 17,787 and 86 full-time employees (31 December 2023: 16,352 and 85) in the PRC and India, respectively. The Group provides its employees with competitive remuneration packages such as fees, salaries, allowances and benefits in kind, bonuses and contributions to pension schemes and social benefits. The Group contributes to social insurance such as medical insurance, work-related injury insurance, pension insurance, maternity insurance, unemployment insurance and housing provident fund for its employees.

PURCHASE, REDEMPTION OR SALE OF LISTED SECURITIES OF THE COMPANY

During the Reporting Period, the Company and its subsidiaries did not purchase, sell or redeem any listed securities (including treasury shares) of the Company.

FINAL DIVIDEND

The Board recommend the payment of a final dividend of HK6.28 cents per share for the year ended 31 December 2024 (the "**Final Dividend**") which is subject to approval by the Company's shareholders (the "**Shareholders**") at the forthcoming annual general meeting (the "**AGM**") to be held at 10:00 a.m. on 27 May 2025 (Tuesday), and is expected to be paid on or around 11 July 2025 (Friday) to the Shareholders whose names appear on the register of members of the Company on 20 June 2025 (Friday).

For the purpose of determining the identity of the Shareholders entitled to attend and vote at the AGM, the register of members of the Company will be closed from 22 May 2025 (Thursday) to 27 May 2025 (Tuesday) (both days inclusive). In order to be eligible for attending and voting the AGM, all completed share transfer documents accompanied by the relevant share certificates must be lodged with the Company's branch share registrar, Computershare Hong Kong Investor Services Limited, at Shops 1712-1716, 17th Floor, Hopewell Centre, 183 Queens Road East, Wanchai, Hong Kong for registration not later than 4:30 p.m. on 21 May 2025 (Wednesday).

CORPORATE GOVERNANCE PRACTICES

The Group is committed to maintaining high standards of corporate governance to safeguard the interests of Shareholders and to enhance corporate value and accountability. The Company has adopted the Corporate Governance Code (the "**CG Code**") contained in Appendix C1 to the Listing Rules as its own corporate governance code.

The Company has complied with all applicable code provisions under the CG Code in force during the Reporting Period, and the Company will continue to review and monitor its corporate governance practices to ensure compliance with the CG Code.

MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS OF LISTED ISSUERS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "**Model Code**") as set out in Appendix C3 to the Listing Rules as its own code of conduct regarding securities transactions conducted by the Directors. Having made specific enquiries to all Directors, each of them has confirmed that he/she has complied with the required standards set out in the Model Code during the Reporting Period, and the Company is not aware of any incident of non-compliance by the Directors during the Reporting Period.

AUDIT COMMITTEE

The Board has established an audit committee (the "**Audit Committee**") with written terms of reference in compliance with the Listing Rules and the CG Code. As at the date of this announcement, the Audit Committee consists of four members, including one non-executive Director, namely Ms. Guo Ying, and three independent non-executive Directors, namely Mr. Kam Chi Sing, Professor Cui Haitao and Ms. Liu Xiaolan. Mr. Kam Chi Sing is the chairman of the Audit Committee. The primary duties of the Audit Committee are to review and supervise the financial reporting system, risk management and internal control of the Company.

The Audit Committee has reviewed and approved with the senior management of the Company the accounting principles and practices adopted by the Group, as well as the annual results for the year ended 31 December 2024.

The financial figures as set forth in this results announcement have been compared by the Company's auditor, KPMG, Certified Public Accountants, to the amounts set out in the Group's consolidated financial statements for the year ended 31 December 2024 and the amounts were found to be in agreement. The work performed by KPMG in this respect did not constitute an audit, review or other assurance engagement in accordance with Hong Kong Standards on Auditing, Hong Kong Standards on Review Engagements or Hong Kong Standards on Assurance Engagements issued by the Hong Kong Institute of Certified Public Accountants and consequently no assurance has been expressed by KPMG.

EVENTS AFTER THE REPORTING PERIOD

Except for the declaration of the annual dividend, no material events were undertaken by the Group subsequent to 31 December 2024 and up to the date of this announcement.

PUBLICATION OF ANNUAL RESULTS ANNOUNCEMENT AND ANNUAL REPORT

This annual results announcement which contains all information required by the Listing Rules is published on the website of the Stock Exchange (www.hkexnews.hk) and the Company's website (www.excepm.com), and the Company's annual report for the Reporting Period will be despatched to the Shareholders who requested to receive a printed version and published on the websites of the Stock Exchange and the Company in due course.

By order of the Board
Excellence Commercial Property &
Facilities Management Group Limited
Li Xiaoping
Chairman

Hong Kong, 26 March 2025

As at the date of this announcement, the executive Directors are Mr. Li Xiaoping and Mr. Yang Zhidong; the non-executive Directors are Ms. Guo Ying and Mr. Wang Yinhu; and the independent non-executive Directors are Professor Cui Haitao, Mr. Kam Chi Sing and Ms. Liu Xiaolan.