

*Hong Kong Exchanges and Clearing Limited and The Stock Exchange of Hong Kong Limited take no responsibility for the contents of this announcement, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this announcement.*

## **C&D Property Management Group Co., Ltd**

**建發物業管理集團有限公司**

*(Incorporated in the British Virgin Islands with limited liability)*

**(Stock Code: 2156)**

### **ANNOUNCEMENT OF INTERIM RESULTS FOR THE SIX MONTHS ENDED 30 JUNE 2025**

#### **HIGHLIGHTS**

1. The revenue of the Group for the Period was approximately RMB1,822.9 million, representing an increase of approximately 13.8% from approximately RMB1,602.4 million for the corresponding period of the previous year.
2. The gross profit of the Group for the Period was approximately RMB458.7 million, representing an increase of approximately 13.8% from approximately RMB403.2 million for the corresponding period of the previous year. The gross profit margin for the Period was approximately 25.2%, remaining flat as compared with approximately 25.2% for the corresponding period of the previous year.
3. The profit of the Group for the Period was approximately RMB221.3 million, representing an increase of approximately 13.8%, as compared with approximately RMB194.6 million for the corresponding period of the previous year. Meanwhile, the profit attributable to equity holders of the Company for the Period was approximately RMB216.0 million, representing an increase of approximately 13.2% as compared with approximately RMB190.8 million for the corresponding period of the previous year.
4. The contracted GFA of the property management services of the Group as at 30 June 2025 was approximately 112.8 million sq.m., representing an increase of approximately 3.4% as compared with approximately 109.1 million sq.m. as at 31 December 2024.
5. The net cash inflow from operating activities of the Group for the Period amounted to approximately RMB90.4 million, representing an increase of approximately RMB258.8 million as compared with net cash outflow of approximately RMB168.4 million for the corresponding period of the previous year.
6. The Board has resolved not to declare an interim dividend for the Period.

## INTERIM RESULTS FOR THE SIX MONTHS ENDED 30 JUNE 2025

The board (the “Board”) of directors (the “Directors”) of C&D Property Management Group Co., Ltd (the “Company”) is pleased to announce the following unaudited interim consolidated results of the Company and its subsidiaries (collectively, the “Group”, “our Group” or “We”) for the six months ended 30 June 2025 (the “Period”) together with the comparative figures for the corresponding period of the previous year.

### INTERIM CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

*For the six months ended 30 June 2025*

		<b>For the six months ended 30 June 2025 RMB'000 (Unaudited)</b>	<b>For the six months ended 30 June 2024 RMB'000 (Unaudited)</b>
	<i>Notes</i>		
<b>Revenue</b>	<b>4</b>	<b>1,822,878</b>	1,602,395
Cost of sales		<u>(1,364,209)</u>	<u>(1,199,184)</u>
<b>Gross profit</b>		<b>458,669</b>	403,211
Other income		<b>3,980</b>	5,813
Selling and marketing expenses		<b>(3,307)</b>	(3,395)
Administrative and other operating expenses		<b>(197,680)</b>	(174,690)
Provision for expected credit losses allowance on trade and other receivables, net		<b>(11,756)</b>	(8,952)
Finance income, net		<b>45,008</b>	36,105
Share of results of associates		<u><b>164</b></u>	<u>584</u>
<b>Profit before income tax</b>		<b>295,078</b>	258,676
Income tax expense	<b>8</b>	<u><b>(73,736)</b></u>	<u>(64,117)</u>
<b>Profit for the period</b>		<u><b>221,342</b></u>	<u>194,559</u>
<b>Other comprehensive income</b>			
<i>Item that may be reclassified subsequently to profit or loss:</i>			
Exchange differences on translation of financial statements of foreign operations		<u><b>13</b></u>	<u>2,559</u>
<b>Total comprehensive income for the period</b>		<u><u><b>221,355</b></u></u>	<u><u>197,118</u></u>

		<b>For the six months ended 30 June 2025 RMB'000 (Unaudited)</b>	<b>For the six months ended 30 June 2024 RMB'000 (Unaudited)</b>
	<i>Notes</i>		
<b>Profit for the period attributable to:</b>			
— Equity holders of the Company		<b>216,032</b>	190,795
— Non-controlling interests		<b>5,310</b>	3,764
		<u><b>221,342</b></u>	<u>194,559</u>
<b>Profit and total comprehensive income attributable to:</b>			
— Equity holders of the Company		<b>216,045</b>	193,354
— Non-controlling interests		<b>5,310</b>	3,764
		<u><b>221,355</b></u>	<u>197,118</u>
<b>Earnings per share attributable to the equity holders of the Company</b>			
Basic ( <i>RMB</i> )	9(a)	<b>0.16</b>	0.14
Diluted ( <i>RMB</i> )	9(b)	<b>0.16</b>	0.14

# INTERIM CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

		As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
	Notes		
<b>ASSETS AND LIABILITIES</b>			
<b>Non-current assets</b>			
Property, plant and equipment		47,499	50,637
Right-of-use assets		31,909	35,682
Interests in associates		3,158	2,994
Goodwill		59,634	59,634
Intangible assets		11,395	13,468
Deferred tax assets		33,183	26,688
		<u>186,778</u>	<u>189,103</u>
<b>Current assets</b>			
Inventories		78,575	63,750
Trade and other receivables	5	954,936	662,696
Amounts due from related parties	7(a)	28,160	43,374
Restricted bank deposits		18,283	21,185
Cash and cash equivalents		2,829,278	2,894,833
		<u>3,909,232</u>	<u>3,685,838</u>
<b>Current liabilities</b>			
Trade and other payables	6	1,338,720	1,394,780
Contract liabilities	4(a)	741,181	512,598
Amounts due to related parties	7(b)	4,803	8,130
Income tax payables		104,436	97,203
Interest-bearing borrowings		507	508
Lease liabilities		4,883	7,068
		<u>2,194,530</u>	<u>2,020,287</u>
<b>Net current assets</b>		<u>1,714,702</u>	<u>1,665,551</u>
<b>Total assets less current liabilities</b>		<u>1,901,480</u>	<u>1,854,654</u>

	As at 30 June 2025 <i>RMB'000</i> (Unaudited)	As at 31 December 2024 <i>RMB'000</i> (Audited)
<b>Non-current liabilities</b>		
Interest-bearing borrowings	8,500	9,000
Lease liabilities	29,363	29,069
Deferred tax liabilities	5,862	5,975
	<u>43,725</u>	<u>44,044</u>
<b>Net assets</b>	<u><u>1,857,755</u></u>	<u><u>1,810,610</u></u>
<b>CAPITAL AND RESERVES</b>		
Share capital	11,941	11,941
Reserves	<u>1,793,923</u>	<u>1,750,275</u>
<b>Equity attributable to the equity holders of the Company</b>	<b>1,805,864</b>	1,762,216
Non-controlling interests	<u>51,891</u>	<u>48,394</u>
<b>Total equity</b>	<u><u>1,857,755</u></u>	<u><u>1,810,610</u></u>

# NOTES TO THE UNAUDITED INTERIM CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

*For the six months ended 30 June 2025*

## 1. GENERAL INFORMATION

C&D Property Management Group Co., Ltd (the “Company”) was incorporated as a company with limited liability in the British Virgin Islands (“BVI”) on 4 May 2016. The address of the registered office of the Company is Vistra (BVI) Limited, Vistra Corporate Services Centre, Wickhams Cay II, Road Town, Tortola, British Virgin Islands VG 1110 and its principal place of business in Hong Kong is located at Room 3517, 35/F, Wu Chung House, 213 Queen’s Road East, Wan Chai, Hong Kong.

The Company is an investment holding company and has not carried out any business since its incorporation. The Company and its subsidiaries (collectively, the “Group”) are principally engaged in the provision of property management services, community value-added and synergy services, the value-added services to non-property owners and commercial property operation management services in the People’s Republic of China (the “PRC”).

On 31 December 2020, the Company had its shares listed on the Main Board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) (“the Listing”).

The Company’s immediate holding company is C&D International Investment Group Limited (“C&D International”), a company incorporated in the Cayman Islands with limited liability. Well Land International Limited (“Well Land”), a company incorporated in BVI with limited liability, and C&D Real Estate Corporation Limited\* (建發房地產集團有限公司) (“C&D Real Estate”) which was incorporated in the PRC with limited liability are the Company’s intermediate holding companies, whereas the directors of the Company regard Xiamen C&D Corporation Limited\* (廈門建發集團有限公司) (“Xiamen C&D”), a state-owned enterprise incorporated in the PRC with limited liability, as the Company’s ultimate holding company and controlling party (the “Controlling Party”).

## 2. BASIS OF PREPARATION

The Interim Financial Information is prepared in accordance with Hong Kong Accounting Standard (“HKAS”) 34 “Interim Financial Reporting” issued by the Hong Kong Institute of Certified Public Accountants (“HKICPA”) as well as the applicable disclosure requirements of Appendix D2 to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “Listing Rules”).

The Interim Financial Information does not include all the information and disclosures required in the annual financial statements, and should be read in conjunction with the Group’s annual consolidated financial statements for the year ended 31 December 2024.

### 3. ADOPTION OF NEW AND AMENDED HKFRSs (“HKFRSs”)

#### (i) New and amended HKFRSs that are effective for annual periods beginning on or after 1 January 2025

The accounting policies and methods of computation used in the preparation of the Interim Financial Report are consistent with those used in the annual financial statements for the year ended 31 December 2024, except for the adoption of the following new and amended HKFRSs effective as of 1 January 2025. The Group has not early adopted any other standard, interpretation or amendment that has been issued but not yet effective.

Amendments to HKAS 21

Lack of exchangeability

The adoption of the new and amended HKFRSs had no material impact on how the results and financial position for the current and prior periods have been prepared and presented.

#### (ii) Issued but not yet effective HKFRSs

The Group has not early applied the following new and amended HKFRSs which have been issued but are not yet effective.

HKFRS 18

Presentation and Disclosure in Financial Statements<sup>2</sup>

HKFRS 19

Subsidiaries without Public Accountability:  
Disclosures<sup>2</sup>

Amendments to HKFRS 9 and  
HKFRS 7

Amendments to the Classification and Measurement  
of Financial Instruments<sup>1</sup>

Amendments to HKFRS 10 and  
HKAS 28

Sale or Contribution of Assets between an Investor  
and its Associate or Joint Venture<sup>3</sup>

Amendments to HKFRS  
Accounting Standards

Annual Improvements to HKFRS Accounting  
Standards — Volume 11<sup>1</sup>

Amendments to Hong Kong  
Interpretation 5

Presentation of Financial Statements — Classification  
by the Borrower of a Term Loan that Contains a  
Repayment on Demand Clause<sup>2</sup>

Amendments to HKFRS 9 and  
HKFRS 7

Contracts Referencing Nature — dependent  
Electricity<sup>1</sup>

<sup>1</sup> Effective for annual periods beginning on or after 1 January 2026

<sup>2</sup> Effective for annual periods beginning on or after 1 January 2027

<sup>3</sup> Effective date not yet determined

The Group is in the process of making an assessment of what the impact of these developments is expected to be in the Period of initial application. So far it has concluded that the adoption of them is unlikely to have a significant impact on the Group's consolidated financial statements.

#### 4. REVENUE AND SEGMENT INFORMATION

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

During the six months ended 30 June 2025 and 2024, the Group is principally engaged in the provision of property management services, value-added services and commercial property operation management services in the PRC. Management reviews the operating results of the business as one segment to make decisions about resources to be allocated. Therefore, the CODM of the Company regards that there is only one segment which is monitored to make strategic decision.

Revenue mainly comprises proceeds from property management services, value-added services and commercial property operation management services. An analysis of the Group’s revenue by category for the six months ended 30 June 2025 and 2024 is as follows:

	<b>For the six months ended</b>	
	<b>30 June</b>	
	<b>2025</b>	<b>2024</b>
	<b>RMB’000</b>	<b>RMB’000</b>
	<b>(Unaudited)</b>	<b>(Unaudited)</b>
<b>Revenue from customers and recognised over time</b>		
Property management services	<b>1,057,506</b>	859,302
Value-added services		
— Community value-added and synergy services	<b>278,620</b>	198,439
— Value-added services to non-property owners	<b>277,890</b>	344,721
Commercial property operation management services	<b>41,634</b>	37,334
	<b>1,655,650</b>	1,439,796
<b>Revenue from customers and recognised at point in time</b>		
Value-added services		
— Community value-added and synergy services	<b>167,228</b>	162,599
	<b>1,822,878</b>	1,602,395

#### Information about major customers

For the six months ended 30 June 2025, revenue from entities controlled by Xiamen C&D and its associates contributed to 29.8% (For the corresponding period of the previous year: 36.6%) of the Group’s revenue. Other than entities controlled by Xiamen C&D and associates of Xiamen C&D, the Group had a large number of customers and none of whom contributed 10% or more of the Group’s revenue.

#### Geographical information

The principal operating entities of the Group are domiciled in the PRC. Accordingly, all of the Group’s revenue were derived in the PRC during the six months ended 30 June 2025 and 2024. As at 30 June 2025 and 2024, substantially all of the specified non-current assets (other than deferred tax assets and financial assets at Fair Value Through Profit and Loss (FVTPL)) of the Group were located in the PRC.



(a) *Contract liabilities*

The Group recognises the following revenue-related contract liabilities:

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
Property management services	691,080	465,007
Community value-added and synergy services	43,961	43,684
Value-added services to non-property owners	2,977	2,951
Commercial property operation management services	3,163	956
	<u>741,181</u>	<u>512,598</u>

Contract liabilities of the Group mainly arise from the advance payments made by customers while the underlying services are yet to be provided. Such liabilities increased as a result of the growth of the Group's business.

(b) *Revenue recognised in relation to contract liabilities*

The following table shows the revenue recognised during the six months ended 30 June 2025 brought-forward from contract liabilities:

	For the six months ended 30 June 2025 RMB'000 (Unaudited)		2024 RMB'000 (Unaudited)
<b>Revenue recognised that was included in contract liabilities at the beginning of the period</b>			
Property management services	397,161		336,636
Community value-added and synergy services	16,654		33,988
Value-added services to non-property owners	744		3,414
Commercial property operation management services	956		167
	<u>415,515</u>		<u>374,205</u>

(c) *Unsatisfied performance obligations*

For property management services, the Group recognises revenue in the amount that equals to the right to invoice which correspond directly with the value to the customer of the Group's performance to date on a monthly basis. The Group has elected the practical expedient for not to disclose the remaining performance obligation for these types of contracts. For value-added services to non-property owners, the Group expects that the majority of the contract amounts allocated to unsatisfied performance obligations will be recognised as revenue from providing services during the next reporting period.

For community value-added and synergy services, the transaction price allocated to the remaining unsatisfied or partially satisfied performance obligations as at 30 June 2025 is as follows:

	<b>As at 30 June 2025 RMB'000 (Unaudited)</b>	<b>As at 30 June 2024 RMB'000 (Unaudited)</b>
Within one year	<b>210,815</b>	152,843
More than one year	<b>23,910</b>	103,263
	<b><u>234,725</u></b>	<u>256,106</u>

## 5. TRADE AND OTHER RECEIVABLES

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
<i>Notes</i>		
<b>Trade receivables</b>		
— Third parties	486,344	284,161
— Related parties	355,412	260,370
	<b>841,756</b>	544,531
Less: Provision for ECL allowance of trade receivables	(32,542)	(19,723)
(a)	<b>809,214</b>	524,808
<b>Other receivables</b>		
Deposits	31,544	29,388
Prepayments	39,738	24,857
Other receivables	12,693	21,909
Amounts due from non-controlling interests	6,750	6,750
Payment on behalf of property owners	45,304	48,853
Value-added tax receivables	12,534	10,035
	<b>148,563</b>	141,792
Less: Provision for ECL allowance of other receivables	(2,841)	(3,904)
(b)	<b>145,722</b>	137,888
	<b>954,936</b>	662,696

**(a) Trade receivables**

Trade receivables mainly arise from property management services managed under lump-sum basis, as well as commercial property operation management services and value-added services.

Property management services income under lump-sum basis and commercial property operation management services income are received in accordance with the term of the relevant property service agreements. Service income from property management services and commercial property operation management services income is due for payment by property owners upon rendering of services.

Income from value-added services other than smart community services are received in accordance with the terms of the relevant services agreements, and due for payment upon the issuance of invoice. Smart community services income are received in accordance with the terms of the relevant service agreements, and the Group normally allows a credit period ranged from 5 days to 60 days to its customers.

The Group did not hold any collateral as security or other credit enhancements over the impaired trade receivables, whether determined on an individual or collective basis.

The ageing analysis of trade receivables, net of ECL allowance, based on invoice date, is as follows:

	As at <b>30 June 2025</b> <i>RMB'000</i> (Unaudited)	As at 31 December 2024 <i>RMB'000</i> (Audited)
0–180 days	<b>604,647</b>	432,080
181–365 days	<b>137,988</b>	40,143
1–2 years	<b>54,099</b>	42,465
2–3 years	<b>8,511</b>	7,398
3–4 years	<b>2,544</b>	1,659
4–5 years	<b>1,425</b>	1,063
	<b>809,214</b>	524,808

**(b) Other receivables**

The balances mainly represent the payments on behalf of property owners in respect of utilities and maintenance costs of the properties.

## 6. TRADE AND OTHER PAYABLES

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
<i>Note</i>		
<b>Trade payables</b>		
— Third parties	404,318	446,974
— Related parties	51,133	26,262
	<u>455,451</u>	<u>473,236</u>
(a)		
<b>Other payables</b>		
Accrued charges and other payables	66,302	69,641
Amounts collected on behalf of property owners	249,742	205,816
Deposit received	223,661	210,118
Value-added tax payable	38,612	46,658
Other tax payables	2,453	3,639
Staff costs and welfare accruals	212,614	294,591
Payable in relation to the restricted shares incentive scheme	82,643	91,081
Dividends payable	7,242	—
	<u>883,269</u>	<u>921,544</u>
	<u><u>1,338,720</u></u>	<u><u>1,394,780</u></u>

### (a) Trade payables

The credit terms of trade payables vary according to the terms agreed with different suppliers. The ageing analysis of the trade payables based on invoice date, is as follows:

	As at 30 June 2025 RMB'000 (Unaudited)	As at 31 December 2024 RMB'000 (Audited)
0 to 30 days	180,666	172,244
31 to 60 days	61,103	77,060
61 to 90 days	46,584	22,019
Over 90 days	167,098	201,913
	<u>455,451</u>	<u>473,236</u>

## 7. AMOUNTS DUE FROM/(TO) RELATED PARTIES

### (a) Amounts due from related parties

	As at 30 June 2025 <i>RMB'000</i> (Unaudited)	As at 31 December 2024 <i>RMB'000</i> (Audited)
Companies controlled by Xiamen C&D	27,860	43,374
Associates of Xiamen C&D	300	—
	<u>28,160</u>	<u>43,374</u>

### (b) Amounts due to related parties

	As at 30 June 2025 <i>RMB'000</i> (Unaudited)	As at 31 December 2024 <i>RMB'000</i> (Audited)
Companies controlled by Xiamen C&D	4,803	8,130
	<u>4,803</u>	<u>8,130</u>

As at 30 June 2025 and 31 December 2024, the amounts due from/(to) related parties (except prepayments for amount of underwritten inventory property) are non-trade nature, unsecured, interest-free and repayable on demand.

## 8. INCOME TAX EXPENSE

	For the six months ended 30 June	
	2025	2024
	RMB'000	RMB'000
	(Unaudited)	(Unaudited)
<b>Current income tax</b>		
PRC Enterprise Income Tax ("EIT")	80,344	70,761
<b>Deferred tax</b>	<u>(6,608)</u>	<u>(6,644)</u>
<b>Total income tax expense</b>	<u><b>73,736</b></u>	<u><b>64,117</b></u>

*Notes:*

(a) BVI Income tax

Pursuant to the relevant rules and regulations of the BVI, the Group is not subject to any income tax in the BVI during the six months ended 30 June 2025 and 2024.

(b) Hong Kong profits tax

No Hong Kong profits tax has been provided as the Group did not derive any assessable profit arising in Hong Kong during the six months ended 30 June 2025 and 2024.

(c) PRC EIT

Income tax provision of the Group in respect of operations in the PRC has been calculated at the applicable tax rate on the estimated assessable profits for the six months ended 30 June 2025 and 2024, based on the existing legislation, interpretations and practices in respect thereof. The statutory tax rate was 25% for the six months ended 30 June 2025 and 2024.

Pursuant to the relevant laws and regulation in the PRC, certain of the Group's PRC entities which are qualified as small low-profit enterprises enjoyed a preferential tax rate of 20% from 1 January 2025 to 31 December 2025. The portion of annual taxable income, which does not exceed RMB3,000,000, shall be computed at a reduced rate of 25%, and be subject to EIT at 20%.

## 9. EARNINGS PER SHARE

### (a) Basic earnings per share

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Company by the weighted average number of ordinary shares in issue during the six months ended 30 June 2025 and 2024. The earnings per share is calculated by using the weighted average number of ordinary shares of 1,352,190,516 (30 June 2024: 1,348,041,324) shares issued during the Period as follows:

	<b>For the six months ended 30 June</b>	
	<b>2025</b>	<b>2024</b>
	<b>(Unaudited)</b>	<b>(Unaudited)</b>
Profit for the period attributable to equity holders of the Company (RMB'000)	<u>216,032</u>	<u>190,795</u>
Weighted average number of ordinary shares in issue (thousands)	<b>1,352,191</b>	1,348,041
Basic earnings per share (RMB)	<u><b>0.16</b></u>	<u>0.14</u>

### (b) Diluted earnings per share

The restricted shares granted by the Company have potential dilutive effect on earnings per share. Diluted earnings per shares is calculated by adjusting the weighted average number of ordinary shares outstanding by the assumption on the conversion of all potential dilutive shares arising from restricted shares granted by the Company (collectively forming the denominator for computing the diluted earnings per share).

	<b>For the six months ended 30 June</b>	
	<b>2025</b>	<b>2024</b>
	<b>(Unaudited)</b>	<b>(Unaudited)</b>
Profit for the period attributable to equity holders of the Company (RMB'000)	<u>216,032</u>	<u>190,795</u>
Weighted average number of ordinary shares in issue (thousands)	<b>1,352,191</b>	1,348,041
Adjustments for restricted shares (thousands)	<u><b>35,009</b></u>	<u>59,998</u>
Weighted average number of ordinary shares for the calculation of diluted earnings per shares (thousands)	<b>1,387,200</b>	1,408,039
Diluted earnings per share (RMB)	<u><b>0.16</b></u>	<u>0.14</u>

## 10. DIVIDENDS

The Board has resolved not to declare interim dividend for the Period (corresponding period of the previous year: Nil).

## 11. EVENTS AFTER THE REPORTING DATE

Save as disclosed elsewhere in this announcement, no significant events took place subsequent to 30 June 2025.



## MANAGEMENT DISCUSSION AND ANALYSIS

### 1. MARKET REVIEW

In the first half of 2025, the property management industry accelerated its evolution amid the wave of intelligent and digital transformation, while continuing to promote quality enhancement in line with the core concept of transitioning from “good properties” to “good services”. On the one hand, heightened economic uncertainties, coupled with intensified industry competition, have increased property owners’ sensitivity to service quality, thereby posing greater challenges to the collection of property management fees and placing traditional service models under mounting pressure. On the other hand, property management companies have also proactively responded to market changes by leveraging digital tools such as AI empowerment and the deployment of Internet of Things (“IoT”) devices to restructure service processes. These initiatives have not only optimised labour costs and improved operational efficiency, but also enabled precise services to meet the diverse needs of property owners, thereby enhancing the visibility of service value. Looking ahead, the in-depth application of intelligent technologies and the pursuit of refined service quality are expected to become the key differentiators within the industry. Only enterprises that leverage technology to enable service innovation and build brand barriers through quality will be able to consolidate their market position in future competition, steadily leading the industry towards a high-quality development path driven by both “quality and technology”.

### 2. BUSINESS REVIEW

#### (1) Overview

In April 2025, we were ranked 13th “Top 100 Property Service Capability Companies in China\* (中國物業服務力百強企業)” by CRIC Property Management (克而瑞物管) and China Property Management Research Institution, with three places improved as compared with 2024. In May 2025, we were also awarded “Top 20 Listed Property Management Companies in China\* (中國物業管理上市公司20強)” by CRIC Property Management. Our mission is to “Leading a Wonderful Life by Creating a Better Quality of Living Space (打造更有品質的生活空間，引領美好生活)”. We are committed to becoming “most trusted property company that keeps our customers assured (讓客戶放心，最值得信賴的物業公司)”.

As at 30 June 2025, (i) our property management portfolio covered 65 cities across 16 province(s), municipality(ies) and autonomous region(s) in the PRC (as at 31 December 2024: 63 cities); (ii) our contracted Gross Floor Area (“GFA”) was approximately 112.8 million sq.m., among which, the GFA under management reached approximately 83.3 million sq.m.; and (iii) we provided services to over 495,000 households.

Our four main business lines, namely, (i) property management services; (ii) community value-added and synergy services; (iii) value-added services to non-property owners; and (iv) commercial property operation management services, have formed an integrated service offering to our customers and have covered the entire value chain of property management.

## **(2) Property Management Services**

During the Period, our revenue from property management services was approximately RMB1,057.5 million, representing an increase of approximately 23.1% from approximately RMB859.3 million for the corresponding period of the previous year. The increase in revenue from property management services was primarily driven by the growth of our total GFA under management.

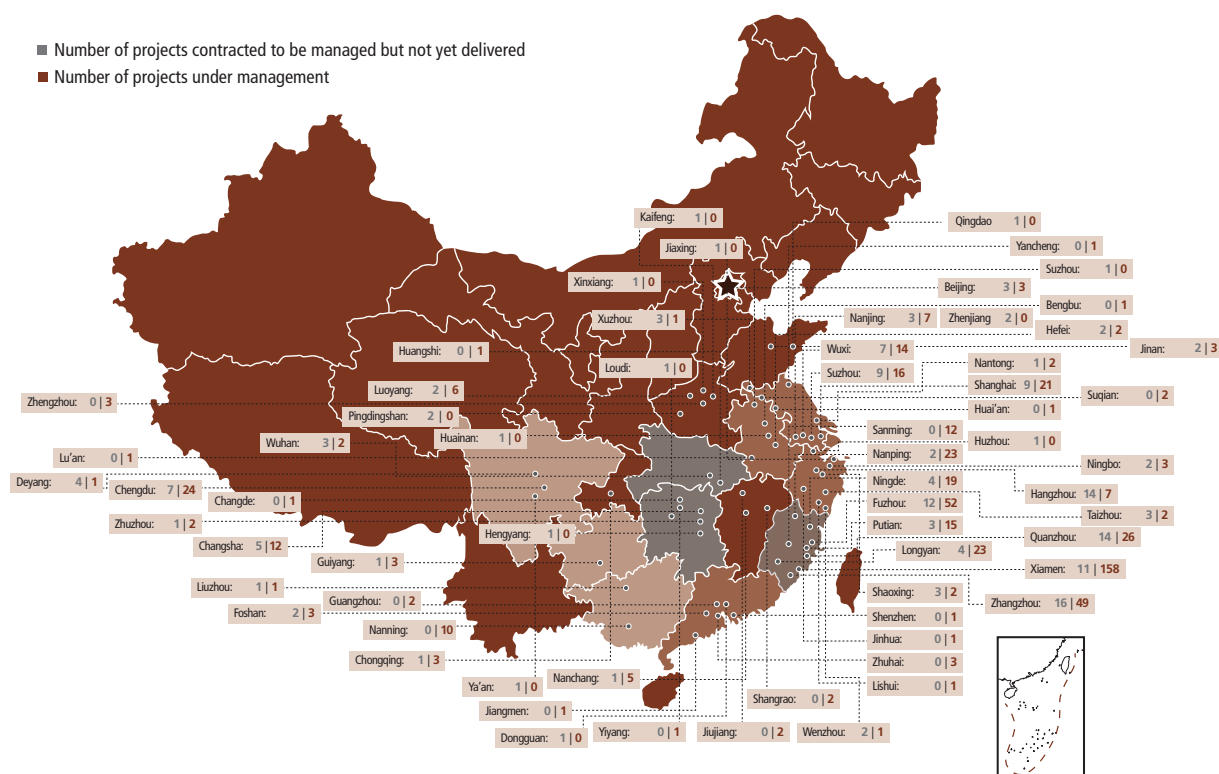
### *GFA and the number of projects*

As at 30 June 2025, we had contracted GFA of approximately 112.8 million sq.m., and our number of contracted projects was 730, representing an increase of approximately 3.4% and 3.8% respectively as compared with those as at 31 December 2024 (as at 31 December 2024: approximately 109.1 million sq.m., and 703). As at 30 June 2025, the GFA under management reached approximately 83.3 million sq.m., and number of projects under management was 558, representing an increase of approximately 10.2% and 5.9% respectively as compared with those as at 31 December 2024 (as at 31 December 2024: approximately 75.5 million sq.m., and 527).

## Geographic Coverage

As at 30 June 2025, we had 730 contracted projects covering 65 cities across 16 province(s), municipality(ies) and autonomous region(s) in the PRC, with 558 projects under management, covering 52 cities, serving over 495,000 households.

The map below illustrates the geographic coverage of the properties under our management as at 30 June 2025 in terms of (i) contracted GFA; and (ii) GFA under management, respectively:



The table below sets out breakdown of our contracted GFA and GFA under management by geographic region as at 30 June 2025 and 31 December 2024:

	As at 30 June 2025		As at 31 December 2024	
	Contracted GFA	under management	Contracted GFA	under management
	'000 sq.m.	'000 sq.m.	'000 sq.m.	'000 sq.m.
Haixi Cluster ( <i>Note 1</i> )	76,846	61,823	74,225	56,164
Eastern China Cluster ( <i>Note 2</i> )	23,205	15,068	22,286	13,761
Southeast China Cluster ( <i>Note 3</i> )	12,743	6,389	12,595	5,616
Total	<u>112,794</u>	<u>83,280</u>	<u>109,106</u>	<u>75,541</u>

*Notes:*

- As at 30 June 2025 and 31 December 2024, cities in the Haixi Cluster included Fuzhou, Nanping, Sanming, Longyan, Putian, Quanzhou, Xiamen, Zhangzhou, Foshan, Zhuhai, Dongguan, Liuzhou, Nanning, Guangzhou, Jiangmen, Shenzhen, Guiyang, Changde, Hengyang, Loudi, Yiyang, Changsha, Zhuzhou, Chengdu, Deyang, Ya'an and Chongqing;
- As at 30 June 2025, cities in the Eastern China Cluster comprised Zhenjiang, Qingdao, Bengbu, Hefei, Huainan, Suzhou (宿州), Lu'an, Beijing, Luoyang, Pingdingshan, Xinxiang, Kaifeng, Zhengzhou, Huai'an, Nanjing, Nantong, Suzhou, Suqian and Shanghai, Wuxi, Xuzhou, Yancheng, Jinan. As at 31 December 2024, cities in the Eastern China Cluster included Bengbu, Hefei, Huainan, Suzhou (宿州), Lu'an, Beijing, Luoyang, Pingdingshan, Xinxiang, Kaifeng, Zhengzhou, Huai'an, Nanjing, Nantong, Suzhou, Suqian and Shanghai, Wuxi, Xuzhou, Yancheng, Jinan.
- As at 30 June 2025 and 31 December 2024, cities in the Southeast China Cluster included Jiujiang, Nanchang, Shangrao, Huangshi, Wuhan, Ningde, Hangzhou, Huzhou, Jinhua, Ningbo, Shaoxing, Taizhou, Lishui, Jiaxing and Wenzhou.

### *Source of Projects*

As at 30 June 2025, the contracted GFA for property management services with Xiamen C&D and its subsidiaries, associates and joint ventures (excluding our Group) (“Xiamen C&D Group”) was approximately 68.0 million sq.m., representing an increase of approximately 1.2% from approximately 67.2 million sq.m. as at 31 December 2024.

While maintaining close business relationship with Xiamen C&D Group, we also further expanded the scale of our property management service business and market share through the expansion in scale of projects from independent third parties. As at 30 June 2025, our contracted GFA for property management services to independent third parties was approximately 44.8 million sq.m., representing an increase of approximately 6.9% from approximately 41.9 million sq.m. as at 31 December 2024.

The table below sets out our GFA under management as at 30 June 2025 and 30 June 2024 and the breakdown of our revenue from our property management services derived from property projects developed by Xiamen C&D Group and independent third parties for each of the six months ended 30 June 2025 and 2024:

	As at 30 June/For the six months ended 30 June 2025			2024		
	GFA under management '000 sq.m.	Revenue RMB'000	% of revenue	GFA under management '000 sq.m.	Revenue RMB'000	% of revenue
Xiamen C&D Group	52,911	704,922	66.7	42,787	545,853	63.5
Independent third parties	30,369	352,584	33.3	24,750	313,449	36.5
Total	<u>83,280</u>	<u>1,057,506</u>	<u>100.0</u>	<u>67,537</u>	<u>859,302</u>	<u>100.0</u>

### *Types of the Managed Properties*

We focused on providing property management services to residential communities in the PRC, but we also endeavoured to diversify our property management portfolio by actively developing high quality non-residential properties, including commercial and office buildings, industrial parks, government buildings and public facilities, hospitals and schools. As at 30 June 2025, our contracted GFA for non-residential properties was approximately 11.0 million sq.m., representing an increase of approximately 29.6% from approximately 8.5 million sq.m. as at 31 December 2024.

The table below sets out the GFA under management as at 30 June 2025 and 30 June 2024 and the breakdown of our revenue from our property management services by type of property for each of the six months ended 30 June 2025 and 2024:

	As at 30 June/For the six months ended 30 June 2025			2024		
	GFA under management '000 sq.m.	Revenue RMB'000	% of revenue	GFA under management '000 sq.m.	Revenue RMB'000	% of revenue
Residential	75,427	881,451	83.4	61,174	696,034	81.0
Non-residential	7,853	176,055	16.6	6,363	163,268	19.0
Total	<u>83,280</u>	<u>1,057,506</u>	<u>100.0</u>	<u>67,537</u>	<u>859,302</u>	<u>100.0</u>

### ***Revenue Model***

We generally determine the revenue model of property management services based on the following factors, including but not limited to: (i) the type(s), scale(s) and location(s) of properties to be managed; (ii) the nature and scope of the services to be provided; (iii) expected personnel and material inputs; and (iv) arm's length negotiation with our customers. During the Period, we mainly charged property management fees on a lump-sum basis, while a few property management service projects were charged on commission basis.

The table below sets out the GFA under management as at 30 June 2025 and 30 June 2024 and the breakdown of our revenue from our property management services by revenue model for each of the six months ended 30 June 2025 and 2024:

	As at 30 June/For the six months ended 30 June 2025			2024		
	GFA under management '000 sq.m.	Revenue RMB'000	% of revenue	GFA under management '000 sq.m.	Revenue RMB'000	% of revenue
Lump-sum basis	81,100	1,018,947	96.4	66,012	825,866	96.1
Commission basis	2,180	38,559	3.6	1,525	33,436	3.9
Total	<u>83,280</u>	<u>1,057,506</u>	<u>100.0</u>	<u>67,537</u>	<u>859,302</u>	<u>100.0</u>

### **(3) Community Value-added and Synergy Services**

During the Period, a variety of community value-added and synergy services were provided mainly by ourselves or through third-party sub-contractors or service companies. The services mainly included: (i) home living services, such as housekeeping and cleaning services, repair and maintenance services and merchandise retail business; (ii) smart community services, mainly design and construction services of smart property management services and operation of our mobile application “Huishenghuo\* (慧生活)”; (iii) home beauty services, providing turn-key move-in services (拎包入住服務) with one-stop home beauty solutions for overall design, interior home furnishing and appliances installation and hard decoration services, etc.; (iv) value-added services for public areas, including leasing out public areas and advertising spots; (v) real estate brokerage and asset management services, including services for secondary sales or rental transactions of properties and/or car parking spaces, and sales agency services for unsold inventory property units of the property developers; and (vi) elderly-care & health value-added services, mainly including the operation of C&D Yibai Elderly Care Centre\* (建發溢佰養老中心) and Haicang Yibai Elderly Care Centre\* (海滄溢佰養老中心) which provided community elderly-care services and institutional elderly-care services.

During the Period, the Group’s revenue from community value-added and synergy services was approximately RMB445.8 million, representing an increase of approximately 23.5% from approximately RMB361.0 million for the corresponding period of the previous year, which was mainly due to the increase in housekeeping services orders and the continuous expansion of the merchandise retail business, which drove the revenue growth in home living services. In addition, ongoing optimization of the product competitiveness of smart home automation systems further boosted our revenue from smart community services.

The table below sets out the breakdown of our revenue derived from the provision of different types of community value-added and synergy services for each of the six months ended 30 June 2025 and 2024:

	For the six months ended 30 June			
	2025		2024	
	Revenue <i>RMB'000</i>	%	Revenue <i>RMB'000</i>	%
Home living services	144,497	32.4	107,907	29.9
Smart community services	111,071	24.9	83,897	23.2
Home beauty services	67,347	15.1	62,686	17.4
Value-added services for public areas	69,866	15.7	43,837	12.1
Real estate brokerage and asset management services	20,646	4.6	35,008	9.7
Elderly-care & health value-added services	32,421	7.3	27,703	7.7
Total	<u>445,848</u>	<u>100.0</u>	<u>361,038</u>	<u>100.0</u>

#### (4) Value-added Services to Non-property Owners

During the Period, we mainly provided (i) reception, order maintenance and cleaning services to property developers and other non-property owners at the pre-sales centres; and (ii) consultancy services to property developers and other non-property owners during the property development and construction stages on aspects such as project design and construction materials from the perspective of property management and operation and requirement of the property owners.

During the Period, our revenue from value-added services to non- property owners was approximately RMB277.9 million, representing a decrease of approximately 19.4% from approximately RMB344.7 million for the corresponding period of the previous year. The decrease was mainly due to a decrease in the number of pre-sales centres.



The table below sets out the breakdown of our revenue from our value-added services to non-property owners for each of the six months ended 30 June 2025 and 2024:

	For the six months ended 30 June			
	2025		2024	
	Revenue <i>RMB'000</i>	%	Revenue <i>RMB'000</i>	%
Reception, order maintenance and cleaning services	273,138	98.3	338,762	98.3
Consultancy services	4,752	1.7	5,959	1.7
Total	<u>277,890</u>	<u>100.0</u>	<u>344,721</u>	<u>100.0</u>

#### (5) Commercial Property Operation Management Services

During the Period, we provided commercial property operation management services to owners of various types of commercial properties such as office buildings and shopping malls. We provided commercial property operation management services to: (i) commercial properties during pre-opening stage, such as positioning, planning and design consultancy services, etc.; and (ii) established commercial properties, such as provision of tenant and lease management, operation management and planning and marketing services.

During the Period, our revenue from commercial property operation management services was approximately RMB41.6 million, representing an increase of approximately 11.5% from approximately RMB37.3 million for the corresponding period of the previous year. The increase was mainly due to the improved performance of commercial projects under management and the addition of newly opened commercial projects. As at 30 June 2025, we provided services to 20 business projects and the area of the commercial properties under management of the Group was approximately 1.24 million sq.m. (as at 31 December 2024: 22 and approximately 1.28 million sq.m.).

### 3. FINANCIAL REVIEW

#### Revenue

During the Period, due to our continuous business development, our revenue was approximately RMB1,822.9 million, representing an increase of approximately 13.8% from approximately RMB1,602.4 million for the corresponding period of the previous year.

The table below sets out our revenue by business line for each of the six months ended 30 June 2025 and 2024:

	For the six months ended 30 June			
	2025		2024	
	<i>RMB'000</i>	<i>%</i>	<i>RMB'000</i>	<i>%</i>
Property management services	<b>1,057,506</b>	<b>58.0</b>	859,302	53.6
Community value-added and synergy services	<b>445,848</b>	<b>24.5</b>	361,038	22.5
Value-added services to non-property owners	<b>277,890</b>	<b>15.2</b>	344,721	21.5
Commercial property operation management services	<b>41,634</b>	<b>2.3</b>	37,334	2.4
Total	<b><u>1,822,878</u></b>	<b><u>100.0</u></b>	<b><u>1,602,395</u></b>	<b><u>100.0</u></b>

Property management services remained our largest source of revenue. During the Period, the revenue from property management services was approximately RMB1,057.5 million, accounting for approximately 58.0% of our total revenue. The revenue from property management services increased by approximately 23.1% from approximately RMB859.3 million for the corresponding period of the previous year, which was primarily driven by the growth of our total GFA under management. During the Period, our total GFA under management increased from approximately 75.5 million sq.m. as at 31 December 2024 to approximately 83.3 million sq.m. as at 30 June 2025, which was due to our steady cooperation with cooperative property developers and our efforts to expand the third-party customer base.

The revenue from community value-added and synergy services increased by approximately 23.5% from approximately RMB361.0 million for the corresponding period of the previous year to approximately RMB445.8 million for the Period, which was mainly due to the increase in housekeeping services orders and the continuous expansion of the merchandise retail business, which drove the revenue growth in home living services. In addition, ongoing optimization of the product competitiveness of smart home automation systems further boosted our revenue from smart community services.

The revenue from value-added services to non-property owners decreased by approximately 19.4% from approximately RMB344.7 million for the corresponding period of the previous year to approximately RMB277.9 million for the Period, which was mainly due to a decrease in the number of pre-sales centres.

The revenue from the commercial property operation management services increased by approximately 11.5% from approximately RMB37.3 million for the corresponding period of the previous year to approximately RMB41.6 million for the Period, which was mainly due to the improved performance of commercial projects under management and the addition of newly opened commercial projects.

### **Cost of sales**

Cost of sales increased by approximately 13.8% from approximately RMB1,199.2 million for the corresponding period of the previous year to approximately RMB1,364.2 million for the Period, which was primarily due to the increase of the business scale.

### **Gross profit and gross profit margin**

As a result of the above principal factors, our gross profit increased by approximately 13.8% from approximately RMB403.2 million for the corresponding period of the previous year to approximately RMB458.7 million for the Period, with gross profit margin of approximately 25.2% for the Period, remaining flat as compared with approximately 25.2% of the corresponding period of the previous year.

### **Other income**

Other income was approximately RMB4.0 million for the Period, representing a decrease of approximately 31.5% from approximately RMB5.8 million for the corresponding period of the previous year, which was mainly due to the decrease in government subsidy income for the Period.

## **Selling and marketing expenses**

During the Period, our selling and marketing expenses were approximately RMB3.3 million, representing a decrease of approximately RMB0.1 million from approximately RMB3.4 million for the corresponding period of the previous year, which was mainly due to a decrease in the marketing and advertising fees.

## **Administrative and other operating expenses**

Our administrative and other operating expenses mainly included staff cost (including expenses of the 2021 and 2023 restricted share incentive schemes), travelling and entertainment expenses, consultancy fee, telecommunication and utilities, depreciation, office expenses and other expenses (mainly including bank handling fees, gains and losses on disposal of assets and insurance fees).

During the Period, total administrative and other operating expenses amounted to approximately RMB197.7 million, representing an increase of approximately 13.2% from approximately RMB174.7 million for the corresponding period of the previous year, which was mainly due to a corresponding increase in staff costs as a result of additional projects under management and newly opened commercial projects.

## **Net provision for expected credit losses (“ECL”) allowance on trade and other receivables**

Our net provision for ECL allowance on trade and other receivables increased from approximately RMB9.0 million for the corresponding period of the previous year to approximately RMB11.8 million for the Period, representing an increase of approximately RMB2.8 million, which was mainly due to an increase in trade receivables.

## **Net finance income**

Our net finance income mainly included interest income on bank deposit, interest income on amounts due from related parties, and lease liability interest relating to lease liabilities arising from leased properties used for office. During the Period, net finance income was approximately RMB45.0 million, representing an increase of approximately 24.7% as compared with approximately RMB36.1 million for the corresponding period of the previous year, which was mainly due to an increase in interest income on amounts due from related parties.

### **Profit before income tax**

Due to the combined effect of the abovementioned factors, the profit before income tax for the Period was approximately RMB295.1 million, representing an increase of approximately 14.1% as compared with approximately RMB258.7 million for the corresponding period of the previous year.

### **Income tax expense**

Income tax expense increased from approximately RMB64.1 million for the corresponding period of the previous year to approximately RMB73.7 million for the Period, representing an increase of approximately 15.0%. The increase was mainly attributable to the increase in profit before income tax due to our business growth.

### **Profit attributable to equity holders of the Company**

The profit attributable to equity holders of the Company was approximately RMB216.0 million for the Period, representing an increase of approximately 13.2% as compared with approximately RMB190.8 million for the corresponding period of the previous year.

### **Property, plant and equipment**

Our property, plant and equipment mainly consisted of leasehold improvement, office equipment and other fixed assets. As at 30 June 2025, property, plant and equipment amounted to approximately RMB47.5 million, representing a decrease of approximately 6.2% from approximately RMB50.6 million as at 31 December 2024, which was mainly due to the amortization and depreciation expenses of assets.

### **Trade and other receivables**

Our trade and other receivables were mainly from property management services income from properties managed on a lump-sum basis and trade receivables of value-added services as well as other receivables from payments on behalf of property owners and residents in respect of utilities and maintenance costs. As at 30 June 2025, trade and other receivables were approximately RMB954.9 million, representing an increase of approximately 44.1% as compared with approximately RMB662.7 million as at 31 December 2024, which was mainly due to the increase in the receivables from property management service arising from the expansion of our management scale and part of the income from the value-added services had not reached the agreed settlement period.

## **Cash and cash equivalents**

As at 30 June 2025, about 99% of cash and cash equivalents held by us was denominated in RMB, and about 1% was denominated in HKD, and our cash and cash equivalents were approximately RMB2,829.3 million, representing a decrease of approximately 2.3% from approximately RMB2,894.8 million as at 31 December 2024, which was mainly due to payment of final dividend for 2024 during the Period.

## **Trade and other payables**

Our trade and other payables mainly included dividends payable, trade payables, amounts collected on behalf of property owners, received deposits (保證金) and accrued staff costs and welfares. As at 30 June 2025, our trade and other payables were approximately RMB1,338.7 million, representing a decrease of approximately 4.0% from approximately RMB1,394.8 million as at 31 December 2024, which was mainly due to payment of staff costs and benefits provided for 2024, made during the Period.

## **Contract liabilities**

Our contract liabilities were service prepayment paid by customers for the services which had not been provided and not been recognised as revenue. As at 30 June 2025, contract liabilities amounted to approximately RMB741.2 million, representing an increase of approximately 44.6% from approximately RMB512.6 million as at 31 December 2024, which was primarily due to the increase in projects under management during the Period.

## **Liquidity and financial resources**

We continue to satisfy our requirement for working capital, capital expenditure and other capital requirement through cash generated from its operation. During the Period, net cash inflow from operating activities was approximately RMB90.4 million, representing an increase of approximately RMB258.8 million from net cash outflow of approximately RMB168.4 million for the corresponding period of the previous year, which was mainly due to operating income and contract liabilities increased for the Period.

As at 30 June 2025, our net current assets were approximately RMB1,714.7 million, representing an increase of approximately RMB49.1 million from approximately RMB1,665.6 million as at 31 December 2024, which was mainly due to an increase in trade receivables as a result of the expansion of the management scale. As at 30 June 2025, our current ratio was approximately 1.8x (total current assets divided by total current liabilities) (as at 31 December 2024: approximately 1.8x). As at 30 June 2025, our cash at banks and on hand amounted to approximately RMB2,847.6 million (as at 31 December 2024: approximately RMB2,916.0 million).

As at 30 June 2025, our gearing ratio (sum of current liabilities and non-current liabilities divided by sum of current assets and non-current assets) was approximately 54.6% (as at 31 December 2024: approximately 53.3%).

As at 30 June 2025, we had interest-bearing borrowings of approximately RMB9.0 million, which was denominated in RMB and carried an interest rate of 2.75% per annum on a floating rate basis (as at 31 December 2024: approximately RMB9.5 million, which was denominated in RMB and carried an interest rate ranging from 3.1% to 3.4% per annum). Saved as disclosed herein, as at 30 June 2025, the Group did not have any outstanding loan capital, bank overdrafts and liabilities, or other similar indebtedness, debentures, mortgages, charges or loans (as at 31 December 2024: Nil). 100.0% of the Group's borrowings carried interest on a floating rate basis.

### **Contingent liabilities**

As at 30 June 2025, we had no significant contingent liabilities (as at 31 December 2024: Nil).

### **Interest rate risk**

As we had no significant interest-bearing assets and liabilities for the Period, we were not exposed to material risk directly relating to changes in market interest rate.

### **Foreign exchange risk**

Our principal activities were conducted in the PRC, and a majority of the Group's income and expenses were denominated in Renminbi. Therefore, we were not exposed to material risk directly relating to foreign exchange rate fluctuation except certain bank balances were denominated in Hong Kong dollars. During the Period, we did not use any financial instrument to hedge its exposure to foreign exchange risk, but the management will continue to monitor the foreign exchange exposure, and take prudent measures to reduce the foreign exchange risk if necessary.

### **Pledge of Assets**

As at 30 June 2025, there were no charges on our assets.

### **Significant Investments, Material Acquisitions and Disposals of Subsidiaries, Joint Ventures and Associates**

During the Period, we did not hold any significant investment or significant securities investment as part of its asset portfolio, and had no material acquisition or disposal of subsidiaries, joint ventures and associates. As at the date of this announcement, our Company did not have any future plans for material investments or capital assets.



## **Events after the Period**

As at the date of this announcement, no material events took place after 30 June 2025.

## **Employees and remuneration policy**

As at 30 June 2025, we had 16,400 employees (as at 31 December 2024: 15,835 employees).

During the Period, total staff costs, including Directors' emoluments and share-based payments, of the Group were approximately RMB856.7 million (corresponding period of the previous year: approximately RMB801.6 million).

Our Group adopted remuneration policies similar to its peers in the industry. The remuneration payable to our staff was fixed by reference to the duties and the prevailing market rates in the region. Discretionary performance bonus after assessments was paid to employees to reward their contributions. In compliance with the applicable statutory requirements in the PRC and existing requirements of the local government, the Group has participated in different social welfare plans for our employees. Restricted share incentive schemes were adopted by our Company to motivate our management and core staff.

The same remuneration principle is applicable to the Directors. Apart from benchmarking against the market, our Company reviews individual competence, contributions and the affordability of our Company in determining the exact level of remuneration for each Director.

## **Principal Risks and Uncertainties**

### *Government Policy Risk*

Our business growth is, and will likely continue to be affected by the PRC government regulations or policies of our industry. The PRC government may introduce regulations or policies to restrict or reduce property development activities and affect the delivery schedule and occupancy rates of the properties which we provide services to. Any such governmental regulations and measures may affect the PRC real estate industry, thus limiting our business growth and resulting in a material adverse effect on our business, financial position and results of operations. We will continue to enrich the business structure to ensure a stable property management revenue, thereby minimizing the impact.



### *Future Acquisition or Expansion Risk*

When suitable opportunities arise, we will also explore selective investments or acquisitions of other property management companies in the PRC. However, there can be no assurance that we will be able to identify suitable opportunities. Acquisitions involve uncertainties and risks, including but not limited to, potential ongoing financial obligations and unforeseen or hidden liabilities, failure to achieve the intended objectives, benefits or revenue-enhancing opportunities, and diversion of resources and management attention. Even if the Company manages to identify suitable opportunities, the Company may not be able to complete the acquisitions on terms favourable or acceptable to us, in a timely manner, or at all. The inability to identify suitable acquisition targets or complete acquisitions could materially and adversely affect our competitiveness and growth prospects. Given the above, the Company will identify acquisition targets in a cautious manner.

## **4. OUTLOOK AND PROSPECT**

Looking ahead to the second half of the year, we will focus on four key areas, including service quality, market expansion, value-added services, and technology empowerment, to continuously advance its high-quality growth strategy and become “the most trusted property company that keeps our customers assured (讓客戶放心，最值得信賴的物業公司)”:

### **(1) Optimizing Empowerment to Promote Further Upgrading of Service Quality**

The Group will continue to consolidate and enhance the quality of its fundamental services by deeply implementing the “Everyday Excellence\* (天天好)” service system, comprehensively improving the service image and professional standards across all projects. At the same time, frontline staff training and empowerment will be strengthened by establishing a closed-loop system integrating training, empowerment, and practical inspection to ensure service standards are precisely implemented and efficiently executed. In addition, a professional Butler Academy (管家學院) will be established, leveraging dual learning channels and a system of course instructors to continuously refine and enhance customer-facing capabilities of butlers, setting a new benchmark for quality living through excellence in service.

## **(2) Strengthening Expansion to Drive Quality Growth in Management Scale**

In adherence to the “profit and safety bottom line requirements”, the Group will focus on key core cities by adopting multiple measures to strengthen efforts in third-party project expansion, thereby driving quality growth in management scale:

1. For the expansion of non-residential projects, the Group will, through the five dedicated public facility preparation offices established at the beginning of the year, continue to deepen vertical integration of expansion and management, supported by the development of corresponding mechanisms to strengthen the reserve of professional personnel for non-residential project expansion, with a view to achieving breakthroughs in the expansion of non-residential projects outside the province.
2. The Group will optimize the follow-up mechanism on project expansion by reviewing the implementation status of target projects on a weekly basis, producing and following up on a key project list on a monthly basis to ensure a closed-loop process. Through the in-depth inventory of reserve projects to secure priority projects, dedicated personnel will be assigned to follow up on directly commissioned projects to ensure the orderly implementation of expansion projects.
3. The Group will deeply identify mergers and acquisitions market opportunities and closely monitor high-quality mergers and acquisitions opportunities across the upstream and downstream segments of the residential and property industry chain, so as to promote the steady and sustained growth in the Group’s scale.

## **(3) Identifying Demands and Seizing Opportunities for the Development of Value-added Services**

In respect of community value-added services, the Group will increase resource investment, continuously explore the diverse and deeper needs of property owners, and actively innovate business models and operational mechanisms, in order to seize opportunities for the development of value-added services.

1. In respect of housekeeping services, leveraging dedicated “Housekeeping Recommendation Officer (家務推薦官)” for frequent customer engagement, the Group will implement integrated online and offline operations, maintain weekly specialised community online promotions and offline outreach activities, continuously activating momentum on project marketing to drive steady growth in the sales performance.

2. In respect of retail business, the Group will continue to optimize product selection and customer reach by deeply cultivating best-selling items, creating specialty products (such as alcoholic beverages, paper products, and local specialties), offering a range of price points, and introducing multiple brands to diversify the product assortment and enhance the overall competitiveness of the retail business.
3. Meanwhile, the Group will continue to intensify its expansion in the housing rental and sales sector by attracting more customers through targeted marketing and channel optimization. For the sales of remaining parking spaces, specialised clearance strategies will be developed, including multi-channel promotion and on-site support, to continuously improve the speed and efficiency of clearance.

#### **(4) Enhancing Efficiency to Advance the Value Transformation of Digital Technologies**

In the second half of the year, the Group will focus on enhancing efficiency and comprehensively deepening the application of technology. In respect of internal management, it will launch a property data warehouse and project data management platform to establish a standardised data governance system, enabling refined control over the entire lifecycle of project data. In respect of project management, the upgraded remote meter reading system, a pilot program, will complete the digital upgrade of the energy consumption management platform, utilising IoT technology to achieve real-time monitoring and anomaly alerts for energy consumption data. The coverage of unmanned floor scrubbers will continue to expand, improving operational efficiency and reducing labor costs through automated cleaning equipment.

Through this series of technology empowerment initiatives, the Group is committed to establishing a new management model of “data-driven plus intelligent operations,” achieving simultaneous improvements in management efficiency and service experience, and creating a more efficient, transparent, and intelligent property service ecosystem for property owners.

## **OTHER INFORMATION**

### **No Material Changes**

Save as disclosed in this announcement, there have been no material change in respect of matters relating to the business developments, financial position and future prospects, and important events affecting us since the date of the annual report of the Company for the year ended 31 December 2024 that needs to be disclosed pursuant to paragraphs 32, 40(2) and 46(3) of Appendix D2 to the Listing Rules.

### **Interim Dividend**

The Board has resolved not to declare an interim dividend for the Period (corresponding period of the previous year: Nil).

### **Model Code for Securities Transactions by Directors**

Our 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 for dealings in securities of the Company by its Directors. The Company has made specific enquiries to all Directors and each of them confirmed that they have complied with the required standard set out in the Model Code during the Period.

### **Corporate Governance**

Our Company is committed to maintaining high corporate governance standards. It believes that high corporate governance standards are essential in providing a framework for the Company to safeguard the interests of the shareholders of the Company (the “Shareholders”), enhance corporate value, formulate its business strategies and policies, and enhance its transparency and accountability. The Company has complied with all applicable principles and code provisions as set out in Part 2 of the Corporate Governance Code (the “CG Code”) contained in Appendix C1 to the Listing Rules during the Period.

### **Purchase, Sale or Redemption of the Company’s Listed Securities**

Neither the Company nor any of its subsidiaries purchased, redeemed or sold any of the Company’s listed securities (including the sale of treasury shares) during the Period.

## **Review of Results by Audit Committee**

The Board has established an audit committee with written terms of reference in compliance with the CG Code. The primary duties of the audit committee are to assist the Board to review financial information and reporting process, risk management and internal control system, effectiveness of internal audit function, scope of audit and appointment of external auditors, and arrangements to enable employees of the Company to raise concerns about possible improprieties in financial reporting, internal control or any other matters of the Company. The audit committee consists of all three independent non-executive Directors, namely Mr. Lee Cheuk Yin Dannis (committee chairman), Mr. Li Kwok Tai James and Mr. Wu Yat Wai.

The audit committee has reviewed with management the accounting principles and practices adopted by the Group and the unaudited consolidated financial statements of the Group for the Period and is of the opinion that such statements comply with the applicable accounting standards and requirements, and that adequate disclosures have been made.

## **Interim Report**

The interim report of the Company for the Period will be dispatched to the Shareholders who requested for a printed copy and available on the respective websites of the Stock Exchange and the Company in due course.

## **APPRECIATION**

The Group would like to take this opportunity to express its sincere gratitude to the Shareholders for their continuing support and its appreciation to all staff members for the dedication and loyalty to the Group.

By Order of the Board  
**C&D Property Management Group Co., Ltd**  
**Qiao Haixia**  
*Chairperson and Executive Director*

Hong Kong, 22 August 2025

As at the date of this announcement, the Board comprises:

*Executive Directors:*

Ms. Qiao Haixia (*Chairperson*)

Mr. Huang Danghui (*Chief Executive Officer*)

*Non-executive Directors:*

Mr. Lin Weiguo

Mr. Xu Yixuan

*Independent Non-executive Directors:*

Mr. Lee Cheuk Yin Dannis

Mr. Li Kwok Tai James

Mr. Wu Yat Wai

*This announcement is prepared in both English and Chinese; in the event of inconsistency, the English text of the announcement shall prevail over the Chinese text.*

\* *denotes English translation of the name of a Chinese company, entity and place and is provided for identification purpose only*