

Stock Code 股份代號: 726



DIT Group Limited
築友智造科技集團有限公司
(Incorporated in Bermuda with limited liability)
(於百慕達註冊成立之有限公司)

A LEADING INTEGRATED
SERVICE PROVIDER
IN SMART BUILDING

領袖型智慧建築
整體方案
服務商

ANNUAL
REPORT
年報
2025





DIT Group Limited • 2025 Annual Report
二零二五年年報 • 築友智造科技集團有限公司

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CORPORATE INFORMATION

公司資料

BOARD OF DIRECTORS

Executive Directors

Mr. HE Yuanqing (appointed on 3 September 2025)
Ms. HU Liping (appointed on 3 September 2025)
Mr. GUO Weiqiang (*Chairman and Chief Executive Officer*)
(resigned on 3 September 2025)
Ms. WANG Jing (passed away on 19 January 2025)
Ms. WANG Yuping (appointed on 10 March 2025
and resigned on 3 September 2025)

Non-executive Directors

Mr. WANG Jun
Mr. GUO Jianfeng

Independent Non-executive Directors

Mr. JIANG Hongqing
Mr. LEE Chi Ming
Mr. MA Lishan

BOARD COMMITTEES

Audit Committee

Mr. LEE Chi Ming (*Chairman*)
Mr. JIANG Hongqing
Mr. MA Lishan

Nomination Committee

Ms. HU Liping (*Chairman*) (appointed on 3 September 2025)
Mr. GUO Weiqiang (resigned on 2 July 2025)
Ms. WANG Yuping (*Chairman*) (appointed on 2 July 2025
and resigned on 3 September 2025)
Mr. JIANG Hongqing
Mr. LEE Chi Ming

Remuneration Committee

Mr. JIANG Hongqing (*Chairman*)
Mr. HE Yuanqing (appointed on 3 September 2025)
Mr. GUO Weiqiang (resigned on 3 September 2025)
Mr. LEE Chi Ming

COMPANY SECRETARY

Mr. WAN Shun Man (appointed on 16 January 2026)
Mr. TSANG Ho Pong (resigned on 16 January 2026)

董事會

執行董事

何遠卿先生(於二零二五年九月三日獲委任)
胡利平女士(於二零二五年九月三日獲委任)
郭衛強先生(主席兼行政總裁)
(於二零二五年九月三日辭任)
王靜女士(於二零二五年一月十九日辭世)
王玉平女士(於二零二五年三月十日獲委任
並於二零二五年九月三日辭任)

非執行董事

王俊先生
郭建鋒先生

獨立非執行董事

姜洪慶先生
李志明先生
馬立山先生

董事會委員會

審核委員會

李志明先生(主席)
姜洪慶先生
馬立山先生

提名委員會

胡利平女士(主席)(於二零二五年九月三日獲委任)
郭衛強先生(於二零二五年七月二日辭任)
王玉平女士(主席)(於二零二五年七月二日獲委任
並於二零二五年九月三日辭任)
姜洪慶先生
李志明先生

薪酬委員會

姜洪慶先生(主席)
何遠卿先生(於二零二五年九月三日獲委任)
郭衛強先生(於二零二五年九月三日辭任)
李志明先生

公司秘書

溫迅敏先生(於二零二六年一月十六日獲委任)
曾浩邦先生(於二零二六年一月十六日辭任)



CORPORATE INFORMATION 公司資料

AUTHORISED REPRESENTATIVES

Mr. HE Yuanqing (appointed on 3 September 2025)
Mr. GUO Weiqiang (resigned on 3 September 2025)
Mr. TSANG Ho Pong (resigned on 16 January 2026)
Mr. WAN Shun Man (appointed on 16 January 2026)

REGISTERED OFFICE

Victoria Place, 5th Floor, 31 Victoria Street
Hamilton HM 10, Bermuda

PRINCIPAL PLACE OF BUSINESS IN THE PEOPLE'S REPUBLIC OF CHINA ("PRC")

DIT Group, Block E, Jianye Headquarters
Junction of Nongye East Road and Ruyi West Road
Zhengdong New District, Zhengzhou City
Henan Province, the PRC

HEAD OFFICE AND PRINCIPAL PLACE OF BUSINESS IN HONG KONG

Units 1602–1605, 16/F
Tower 2, The Gateway
Harbour City, 25 Canton Road
Tsim Sha Tsui
Kowloon, Hong Kong

INDEPENDENT AUDITOR

ZHONGHUI ANDA CPA Limited
Certified Public Accountants
Registered Public Interest Entity Auditor

PRINCIPAL BANKER

The Hongkong and Shanghai Banking Corporation Limited
The Bank of China Limited

PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Appleby Global Corporate Services
(Bermuda) Limited
Canon's Court
22 Victoria Street
PO Box HM 1179
Hamilton HM EX
Bermuda

授權代表

何遠卿先生(於二零二五年九月三日獲委任)
郭衛強先生(於二零二五年九月三日辭任)
曾浩邦先生(於二零二六年一月十六日辭任)
溫迅敏先生(於二零二六年一月十六日獲委任)

註冊辦事處

Victoria Place, 5th Floor, 31 Victoria Street
Hamilton HM 10, Bermuda

中華人民共和國(「中國」) 主要營業地點

中國河南省
鄭州市鄭東新區
農業東路與如意西路交叉口建業總部港E座
築友集團

總辦事處及香港主要營業地點

香港九龍
尖沙咀
廣東道25號海港城
港威大廈2座
16樓 1602–1605室

獨立核數師

中匯安達會計師事務所有限公司
執業會計師
註冊公眾利益實體核數師

主要往來銀行

香港上海滙豐銀行有限公司
中國銀行股份有限公司

主要股份登記及過戶登記處

Appleby Global Corporate Services
(Bermuda) Limited
Canon's Court
22 Victoria Street
PO Box HM 1179
Hamilton HM EX
Bermuda



CORPORATE INFORMATION

公司資料

HONG KONG SHARE REGISTRAR AND TRANSFER OFFICE

Computershare Hong Kong Investor Services Limited
Shops 1712–1716
17th Floor, Hopewell Centre
183 Queen's Road East
Wanchai, Hong Kong

STOCK CODE

The Stock Exchange of Hong Kong Limited: 00726

WEBSITE

<http://dit.aconnect.com.hk>

SHAREHOLDERS' INFORMATION

Share listing

The Company's shares are listed on the Main Board of the Stock Exchange of Hong Kong Limited

Ordinary Share (as at 31 December 2025)

Shares outstanding:	3,101,095,730 shares
Nominal value:	HK\$0.40 per share

FINANCIAL CALENDAR

2025 annual results announcement: 26 March 2026

Book closure period (for determining shareholders' eligibility to attend and vote at the annual general meeting (the "2026 AGM")): 27 May 2026 to 1 June 2026 (both days inclusive)

2026 AGM: 1 June 2026

香港股份登記及過戶登記處

香港中央證券登記有限公司
香港灣仔
皇后大道東 183 號
合和中心 17 樓
1712 至 1716 號舖

股份代號

香港聯合交易所有限公司：00726

網站

<http://dit.aconnect.com.hk>

股東資料

股份上市

本公司股份於香港聯合交易所有限公司主板上市

普通股 (於二零二五年十二月三十一日)

已發行股份：	3,101,095,730 股
面值：	每股 0.40 港元

財務日誌

二零二五年全年業績公佈日期：二零二六年三月二十六日

暫停辦理股份過戶登記期間 (以釐定股東出席股東週年大會 (「二零二六年股東週年大會」) 及於會上投票的資格)：二零二六年五月二十七日至二零二六年六月一日 (包括首尾兩日)

二零二六年股東週年大會：二零二六年六月一日



DIT Group Limited (hereinafter referred to as “the Company”, together with its subsidiaries, collectively, “the Group”) (stock code: 726.HK) is listed on the Main Board of the Stock Exchange of Hong Kong Limited (the “Stock Exchange”).

The Group positions itself as a leading integrated service provider in smart building, as well as an innovative high-tech enterprise that specializes in business throughout the entire value chain of prefabricated construction (“PC”). We are the first listed company in the prefabricated construction industry. The main business of the Group covers prefabricated concrete manufacturing, smart landscaping services and smart decoration services. The Group has already set up several smart PC plants nationwide. It has 19 self-operated PC plants and several plants owned and operated by franchisees.

築友智造科技集團有限公司(下稱「本公司」，連同其附屬公司統稱「本集團」，股票編號：726.HK)在香港聯合交易所有限公司(「聯交所」)主板上市。

本集團的定位為領袖型智慧建築整體解決方案服務商，同時從事裝配式建築全產業鏈的創新型高科技企業，是行業第一家上市公司。本集團主營業務為裝配式建築，智能智慧園林及智能智慧裝飾業務。本集團已在全國多個省市佈局智能化數字工廠，目前在全國擁有直營工廠19家、加盟及輕資產數家。



CORPORATE PROFILE

公司簡介

The Group provides green buildings and one-stop home solutions as our key mission and is dedicated to the strategic presence nationwide to seize the opportunities from construction industrialisation in China during the 10-year golden era, and achieve such industrialisation, informationalization and technologicalization of the construction industry with the application of various technology collaborations. We aim to transform traditional construction from “on-site” to “precast components + on-site assembly” mode, bringing unprecedented change to the construction industry.

“Developing Brilliant Living” is our corporate value and we aim to facilitate the upgrade and transformation of the modernization of the construction industry. With our commitment to the creation of the largest modernized operating platform of the construction industry in China, we strive to create a new construction industry which is environmentally friendly, highly efficient and at top quality by the process of informationalization with the seamless combination between technology and building. The Group has set up several smart PC plants nationwide, and is the industry leading enterprise in China in terms of the number of smart production lines. The Group’s technologies and products receive wide recognition from our clients. The Group currently provides its service for projects under construction with site area of approximately 6 million square metres in China.

提供綠色建築和城市家居整體解決方案為本集團的主要使命，本集團致力於全國佈局，搶佔建築工業化在中國的黃金十年，同時利用多方技術合作，成就建築業的工業化、信息化和科技化，為中國傳統建築行業帶來前所未有巨大轉變，改「建造」模式為「預製+現場裝配」模式。

「智造美好生活」為企業使命，推動建築業的升級轉型及現代化，搭建中國最大的建築產業現代化經營平台，以科技和建築的完美結合，打造環保、高效、優質、信息化的新型建築產業。本集團已在全國多個省市佈局智能化數字工廠，是擁有智能化生產線數量行業領先的企業。本集團的技術和產品得到了客戶廣泛認可，目前已服務全國工程項目施工面積約600萬平米。



CORPORATE PROFILE

公司簡介

With the consistent adherence to its development strategy of “driving development with leading technology”, the Group is equipped with the five most advanced core technology systems specific to the industry of prefabrication construction in the world with the Group’s possession of a plenitude of core technologies ranging from Building Information Modeling (“BIM”) in the context of intelligent construction, the Internet of Things, Big Data to artificial intelligence. The number of the Group’s patents has been continuously ranking first in the prefabricated construction industry. The Group has the one and only one research and development (“R&D”) center at provincial level in the industry, as well as the pilot smart manufacturing R&D platform.

The Group is dedicated to provide safer, more comfortable and smarter living experience through its continuing technological innovation.

本集團始終堅持「科技領先」的發展戰略，擁有行業全球領先的五大核心技術體系，掌握了智慧建築領域建築信息模型（「BIM」）、物聯網、大數據、人工智能等核心技術。本集團自主研發的專利數量一直穩居行業第一位。本集團設有行業唯一的省級工程研究及開發（「研發」）中心等科研機構，擁有智能製造示範企業的科研平台。

本集團立志通過持續技術創新，幫助人們享受更安全、舒適、智能的居住體驗。

DIRECTOR BUSINESS REVIEW

董事業務回顧



Dear Shareholders,

On behalf of the Board of Directors, I would like to present the annual consolidated results and business overview of the Group for the year ended 31 December 2025.

In 2025, the global economic landscape remained complex and volatile, while external factors such as trade frictions brought multiple uncertainties. China's economy forged ahead amid challenges and advanced towards innovation and higher-quality development, with growth achieved in areas such as industrial production and manufacturing investment. Nevertheless, the construction industry remained in a period of deep adjustment. The downward trend in the real estate market further intensified. During the year, national real estate development investment

尊敬的各位股東：

本人謹代表董事會，向各位提呈本集團截至2025年12月31日的年度綜合業績及業務概況。

2025年，全球經濟形勢複雜多變，貿易摩擦等外部因素帶來多重不確定性，中國經濟迎難而上、向新向優發展，工業生產、製造業投資等領域實現增長，但建築行業仍處於深度調整階段。房地產市場下行態勢進一步加劇，全年全國房地產開發投資8.28萬億元，同比下降17.2%；房屋新開工



DIRECTOR BUSINESS REVIEW

董事業務回顧

amounted to RMB8.28 trillion, representing a year-on-year decrease of 17.2%; newly commenced floor area amounted to 588 million square metres, representing a year-on-year decrease of 20.4%; and sales area of newly constructed commodity properties amounted to 881 million square metres, representing a year-on-year decrease of 8.7%, reflecting a clear contraction in overall market demand. The prefabricated construction market also fell into a saturated dilemma. The area of newly commenced prefabricated buildings nationwide declined for the third consecutive year, and the situation of overcapacity and imbalance between supply and demand had not been fundamentally improved. Competition within the industry continued to intensify, and PC prices were subject to severe internal competition. The guiding prices in major PC markets across the country recorded declines to varying degrees. Leading enterprises have not made any new factory investment for consecutive years, and the industry is facing unprecedented challenges in its development.

Affected by the complex economic situation, the Group's results for 2025 declined year-on-year, with shrinking orders and revenue. As of 31 December 2025, the Group recorded sales revenue of approximately HK\$139.2 million, representing a year-on-year decrease of approximately 62.8%; gross loss of approximately HK\$25.3 million; and net loss attributable to the equity shareholders of HK\$1,282.6 million.

In the face of the industry downturn, the Group remained confident and proactive, with "stopping losses, increasing revenue and asset management" as its main focus. It withstood operational pressure and, to the greatest extent possible, safeguarded the stability of the fundamentals of production and operation, while accelerating business transformation and exploring new paths for development in adversity. On the business front, the Group strengthened the maintenance of strategic customers, secured more quality orders, broke through regional barriers, integrated city resources and gradually improved its operating conditions. On the capital front, it promoted the recovery of receivables through legal actions, facilitating settlement and accelerating collection. It also strengthened asset management, improved asset utilisation efficiency and adopted multiple measures to bridge cash flow gaps, thereby laying a solid foundation for the Group's sustainable development.

面積5.88億平方米，同比下降20.4%；新建商品房銷售面積8.81億平方米，同比下降8.7%，行業整體需求收縮明顯。裝配式建築市場亦陷入飽和困境，全國新開工裝配式建築面積連續三年下降，產能過剩、供需失衡的格局未得到根本改善，行業競爭持續加劇，PC價格內卷嚴重，全國主要城市PC市場指導價均出現不同程度下降，頭部企業已連續多年未新增工廠投資，行業發展面臨前所未有的挑戰。

受複雜經濟形勢影響，集團2025年度業績同比下滑，訂單及收入收縮。截至2025年12月31日，集團實現銷售收入約1.392億港元，同比減少約62.8%；毛虧約0.253億港元；權益持有人應佔虧損1,282.6百萬港元。

面對行業寒冬，本集團堅定信心、主動作為，以「止損增收、資產管理」為主線，頂住經營壓力，最大程度保障生產經營基本面穩定，同時加快業務轉型，在逆境中探索發展新路徑。業務端強化戰略客戶維繫，獲取更多優質訂單，打通區域壁壘，整合城市資源，逐步改善經營狀況；資金端推動主訴清欠，以訴訟促進結算、加快回款；強化資產管理，提高資產利用率，多舉措彌補現金流缺口，為集團可持續發展築牢基礎。



DIRECTOR BUSINESS REVIEW

董事業務回顧

Restructuring and upgrading opened up a new landscape, and diversified businesses delivered tangible results.

Against the backdrop of traditional housing construction business being impacted by the industry environment, the Group continued to deepen new business expansion and transformation and upgrading, and achieved remarkable progress in areas such as wind turbine towers, municipal construction and overseas prefabricated business. In 2025, the Group newly signed contracts with an aggregate amount of RMB200 million, all of which were external orders, and its business structure continued to improve. Among them, orders from restructuring and upgrading and new businesses amounted to RMB56 million, accounting for 28%; 19 new orders were secured from strategic customers, with contract value amounting to RMB121 million, accounting for 60%, and the stickiness of cooperation with core customers continued to strengthen; and the amount of new orders from state-owned enterprises and central state-owned enterprises amounted to RMB86 million, accounting for 43%, representing a year-on-year increase of 11 percentage points, further demonstrating the results of resource integration with state-owned and central state-owned enterprise customers.

Meticulous operations consolidated the foundation, while market expansion promoted development.

Leveraging the industry competitive advantages of its PC business, the Group remained committed to the high-quality development of its traditional PC business. As at 31 December 2025, the Group had laid out 19 PC factories and one prefabricated interior industrial park across the country, with annual design capacity reaching 725,000 cubic metres, and its nationwide production capacity layout continued to improve. In 2025, the Group's contracted sales of prefabricated PC components amounted to approximately RMB200 million, with total output of approximately 62,000 cubic metres and sales volume of approximately 76,000 cubic metres. In terms of regional sales distribution, Central China accounted for approximately 52%, the Yangtze River Delta region accounted for approximately 18%, Henan region accounted for approximately 16%, the Greater Bay Area accounted for approximately 12%, and other regions accounted for approximately 2%. The characteristics of the Group's nationwide business layout were prominent, and all customers were quality enterprises in the construction industry.

轉型升級拓新局，多元業務顯成效。在傳統房建業務受行業環境衝擊的背景下，集團持續深化新業務拓展與轉型升級，在風電塔筒、市政建設、海外裝配式業務等領域均取得顯著進展。2025年集團累計新簽合同2.0億元，且全部為外部訂單，業務結構持續優化。其中，轉型升級與新業務訂單0.56億元，佔比28%；戰略客戶新簽訂單19個，訂單金額1.21億元，佔比60%，核心客戶合作粘性持續提升；央國企新簽訂單金額0.86億元，佔比43%，同比增加11個百分點，國央企資源綁定成效進一步顯現。

精耕運營穩根基，開拓市場促發展。集團始終依托PC業務的行業競爭優勢，堅持傳統PC業務高質量發展。截至2025年12月31日，集團在全國佈局19家PC工廠及1家裝配式裝飾產業園，設計年產能達72.5萬立方米，全國化產能佈局持續完善。2025年，集團裝配式PC構件銷售合同額約為人民幣2.0億元，總產量約6.2萬立方米，銷量約7.6萬立方米；從銷售地區來看，華中地區佔比約52%，長三角地區佔約18%，河南地區佔約16%，大灣區佔約12%，其他地區佔約2%，全國化業務佈局特徵顯著，客戶均為建築行業優質企業。



DIRECTOR BUSINESS REVIEW 董事業務回顧

Policy dividends are creating opportunities, and there remains room for industry upgrading.

As the domestic “dual carbon” strategy is being implemented in depth, prefabricated buildings, as a core carrier of green construction, have become a key driver for the industry’s low-carbon transformation. The assessment of the proportion of prefabricated buildings in various regions has been advanced in depth, providing solid support for enhancing industry penetration. The 2026 Government Work Report explicitly proposed to “develop intelligent construction and cultivate a modernised construction industry chain”, incorporating it into the key direction for improving the quality and upgrading of traditional industries and fostering new growth drivers. BIM technology, construction robots, prefabricated buildings and smart construction sites will all benefit from favourable policies. Coupled with policy support from various provinces and cities for intelligent construction and green building materials, the prefabricated construction market has strong momentum for development. At the national level, investment in broad infrastructure sectors has continued to increase, and fields such as the national water network, high-speed railway and rail transit, rural revitalisation and urban renewal have become new growth engines for the construction industry, bringing diversified application scenarios for prefabricated buildings.

Upholding technology leadership and deepening digital-intelligence integration.

The Group will continue to implement its “technology leadership” development strategy and drive technological upgrades through operational value-added. It will accelerate the commercialisation and large-scale application of core technologies such as the concrete MIC system and lightweight non-load-bearing wall panels, and build a full-industry-chain supply chain system. It will also optimise the manufacturing management platform and online procurement platform, promote the digitalisation and intelligentisation of production and operation, and build core competitiveness through technological innovation.

政策紅利迎機遇，行業升級有空間。國內「雙碳」戰略深化實施，裝配式建築作為綠色建造的核心載體，成為行業低碳轉型的關鍵抓手，各地裝配式建築佔比考核向縱深推進，為行業滲透率提升提供剛性支撐。2026年政府工作報告明確提出「發展智能建造，培育現代化建築產業鏈」，將其納入傳統產業提質升級與新動能培育的重點方向，BIM技術、建築機器人、裝配式建築、智慧工地等將迎來政策春風，疊加各省市對智能建造、綠色建材的政策支持，裝配式建築市場發展後勁充足。國家層面持續加碼泛基建領域投資，國家水網、高鐵軌道交通、鄉村振興、城市更新等領域成為建築行業新的增長引擎，為裝配式建築帶來多元化的應用場景。

堅持科技領先，深化數智融合。集團將持續落實「科技領先」發展戰略，以經營附加值推動技術更新。加速混凝土MIC體系、輕量化非受力牆板等核心技術的成果轉化與規模化應用，構建全產業鏈供應鏈體系；優化製造管理平台和線上招採平台，推動生產運營的數字化、智能化，以技術創新打造核心競爭力。



DIRECTOR BUSINESS REVIEW

董事業務回顧

Deepening ecosystem cooperation to activate development momentum. In the domestic market, the Group will continue to leverage quality resources from central state-owned enterprises and state-owned enterprises such as China State Construction Engineering Corporation Limited, China National Nuclear Corporation and China Energy Engineering Group Co., Ltd., and undertake large-scale infrastructure projects through the EPC consortium model. It will also accelerate the development of strategic customers, maintain cooperative relationships with existing customers, and ensure quality growth in orders. In overseas markets, the Group will adopt a product-focused strategy, taking MIC modular buildings and fully-fitted villas as its core export products, while simultaneously carrying out overseas green building materials trading business to meet demand in overseas markets for low-rise and mid-rise buildings, affordable housing and villas, thereby creating benchmark overseas projects. Meanwhile, relying on its technical accumulation and industry resources, the Group will cooperate with leading design and new material enterprises in the industry to establish innovative business incubation companies and explore new paths for sustainable development.

Hereby, on behalf of the Board, I would like to express my sincere gratitude to all employees for their hard work and unrelenting efforts, and pay high tribute to all shareholders, investors and partners for their tremendous support and steadfast companionship! In 2025, the Group withstood pressure and moved forward steadily amid the industry downturn, achieving optimisation of its business structure and enhancement of its development capabilities. In 2026, in the face of new opportunities and challenges, the Group will stay committed to its strategic transformation direction, unite as one and tackle difficulties head-on, continuously enhance its market development capability and core competitiveness, strive to achieve high-quality development, create long-term value for shareholders, and contribute to the sound development of the prefabricated construction industry.

BY ORDER OF THE BOARD
DIT Group Limited
He Yuanqing
Executive Director

Hong Kong, 26 March 2026

深化生態合作，激活發展動能。國內市場方面，持續綁定中建、中核建、中能建等央國企優質資源，通過EPC聯合體模式承接大型基建項目；加快戰略客戶開發，維繫老客戶合作關係，保障有質量的訂單增長。海外市場方面，採用產品聚焦戰略，以MIC模塊化建築、整裝別墅為核心出口產品，同步開展海外綠色建材貿易業務，適配海外低多層建築、保障房、別墅等市場需求，打造海外標桿項目。同時，集團將依托技術積累與行業資源，與業內頭部設計、新材料企業合作設立創新業務孵化公司，探索可持續發展新路徑。

在此，本人謹代表董事會，向全體員工的辛勤付出與不懈奮鬥致以誠摯的感謝，向各位股東、投資者及合作夥伴的鼎力支持與堅定陪伴致以崇高的敬意！2025年，集團在行業寒冬中頂住壓力、穩步前行，實現了業務結構的優化與發展能力的提升；2026年，面對新的發展機遇與挑戰，集團將堅定戰略轉型方向，凝心聚力、攻堅克難，持續提升市場業務能力與核心競爭力，努力實現高質量發展，為股東創造長期價值，為裝配式建築行業的良性發展貢獻力量！

承董事會命
築友智造科技集團有限公司
執行董事
何遠卿

香港，2026年3月26日

FINANCIAL HIGHLIGHTS

財務摘要

SUMMARY OF CONSOLIDATED STATEMENT OF PROFIT OR LOSS

綜合損益表概要

For the year ended 31 December

截至十二月三十一日止年度

		2025 二零二五年	2024 二零二四年	Changes 變動
Revenue (HK\$'000)	收入(千港元)	139,188	373,990	-62.8%
Gross (loss)/profit (HK\$'000)	毛(虧)/利(千港元)	(25,312)	9,461	-367.5%
Gross (loss)/profit margin	毛(虧)/利率	-18.2%	2.5%	-20.7*
Net loss (HK\$'000)	淨虧損(千港元)	(1,394,629)	(494,158)	182.2%
Net loss margin	淨虧損率	-1,002.0%	-132.1%	869.9*
Loss attributable to equity shareholders (HK\$'000)	權益持有人應佔虧損(千港元)	(1,282,649)	(464,536)	176.1%
Basic losses per share (HK\$ cents)	每股基本虧損(港仙)	(41.36)	(14.98)	176.1%
Diluted losses per share (HK\$ cents)	每股攤薄虧損(港仙)	(41.36)	(14.98)	176.1%

SUMMARY OF CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表概要

As at 31 December

於十二月三十一日

		2025 二零二五年	2024 二零二四年	Changes 變動
Total cash (including cash and cash equivalents and restricted bank deposit) (HK\$'000)	總現金(包括現金及現金等值項目以及有限制銀行存款)(千港元)	28,171	33,254	-15.3%
Total assets (HK\$'000)	資產總額(千港元)	4,128,989	5,489,993	-24.8%
Total liabilities (HK\$'000)	負債總額(千港元)	3,475,590	3,471,457	0.1%
Total equity (including non-controlling interest) (HK\$'000)	權益總額(包括非控股權益)(千港元)	653,399	2,018,536	-67.6%
Total debt (HK\$'000)	債務總額(千港元)	1,710,863	1,679,650	1.9%
Current ratio ⁽¹⁾	流動比率 ⁽¹⁾	41.4%	70.1%	-28.7*
Net gearing ratio ⁽²⁾	淨借貸比率 ⁽²⁾	282.3%	86.0%	196.3*
Net asset value per share (HK\$)	每股資產淨值(港元)	0.21	0.65	-67.7%
Equity attributable to equity shareholders per share (HK\$)	權益持有人應佔每股權益(港元)	0.04	0.44	-90.9%

Notes:

* Change in percentage points

(1) Calculated based on the total current assets divided by the total current liabilities

(2) Calculated as set out on page 28

附註：

* 百分比變動

(1) 總流動資產除以總流動負債

(2) 計算過程請參見第28頁



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

BUSINESS REVIEW

In 2025, the global economic situation was complex and volatile. Affected by factors such as trade wars and tariff wars, China pressed ahead in the face of challenges, with its economy advancing towards innovation and higher-quality development. Industrial production recorded relatively fast growth, investment in manufacturing increased significantly, market sales expanded, and the service retail sector grew rapidly. At the same time, however, multiple challenges remained, and the construction industry was still in a period of adjustment.

In 2025, national real estate development investment amounted to RMB8.28 trillion, representing a year-on-year decrease of 17.2%; newly commenced housing area amounted to 588 million square metres, representing a year-on-year decrease of 20.4%; and sales area of newly constructed commodity properties amounted to 881 million square metres, representing a year-on-year decrease of 8.7%. The area of newly commenced prefabricated buildings nationwide declined for the third consecutive year. The domestic prefabricated construction market remained saturated, with overall overcapacity. Tightened policies and shrinking market size led to increasingly intense competition in the industry. The imbalance between supply and demand had not been fundamentally improved, prices continued their downward trend, leading prefabricated construction enterprises had not invested in new factories for several consecutive years, and the guiding prices in major PC markets across the country declined to varying degrees.

The market environment in 2025 remained challenging. Severe price competition in the PC market and difficulties in securing quality orders inevitably affected the Group's operating results in 2025. During the year ended 31 December 2025, the Group achieved sales revenue of approximately HK\$139.2 million, representing a year-on-year decrease of approximately 62.8%; its gross loss was approximately HK\$25.3 million; and net loss attributable to the parent amounted to approximately HK\$1,282.6 million.

業務回顧

二零二五年，全球經濟形勢複雜多變，受貿易戰、關稅戰等因素影響，中國迎難而上，經濟發展向新向優，工業生產增長較快，製造業投資增長顯著，市場銷售規模擴大，服務零售行業較快增長，但同時也面臨多重挑戰，建築行業發展仍處於調整階段。

二零二五年，全國房地產開發投資人民幣8.28萬億元，同比下降17.2%；房屋新開工面積5.88億平方米，同比下降20.4%；新建商品房銷售面積8.81億平方米，同比下降8.7%。全國新開工裝配式建築面積連續三年降低，國內裝配式市場仍處於飽和狀態，整體產能過剩，政策收緊、規模收縮導致行業競爭持續加劇，供需失衡格局未得到根本改善，價格延續下行趨勢，頭部裝配式企業已連續多年未投資新工廠，全國主要城市PC市場指導價均出現不同程度下降。

2025年市場環境依然嚴峻，PC價格內卷嚴重，優質訂單獲取困難，本集團二零二五年的經營業績不可避免地受到影響。截至二零二五年十二月三十一日止，本集團銷售收入約139.2百萬港元，同比減少約62.8%；毛虧約25.3百萬港元，歸屬母公司淨虧損約1,282.6百萬港元。



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

I. **Adjusting business strategies to stabilise operations and expanding markets through transformation and upgrading**

In 2025, in the face of a challenging market environment, DIT Group withstood the pressure and, based on its actual operating conditions, decisively made substantial adjustments to its business strategies in the second half of the year. With “stopping losses, increasing revenue and asset management” as the main focus, the Group comprehensively implemented a differentiated “one factory, one strategy” approach, categorising PC factories into operating and suspended plants, and adopting classified management and targeted measures to stabilise the fundamentals of production and operation.

Meanwhile, DIT Group accelerated the pace of technical marketing and all-staff marketing on the business front. The Company continued to promote business transformation and market upgrading, and proactively transformed itself into a technology integration and application service enterprise. On the capital front, it stepped up the recovery of receivables, promoted the leasing of idle plants and disposal of idle assets, and bridged cash flow gaps. On the basis of its traditional housing construction business, DIT Group accelerated the transformation and upgrading and the expansion of new businesses.

The cumulative new contracts signed in 2025 amounted to RMB200 million, all being external orders. New orders for transformation and upgrading and new businesses amounted to RMB56 million, accounting for 28%. New orders from central state-owned enterprises and state-owned enterprises amounted to RMB86 million, accounting for 43% and representing an increase of 11 percentage points year-on-year. A total of 19 new orders were secured from strategic customers, with contract value amounting to RMB121 million, accounting for 60%.

一、調整思路穩定經營，轉型升級拓展市場

二零二五年，面對嚴峻的市場環境，築友集團頂住壓力，根據公司經營實際狀況，於下半年果斷大幅度調整經營思路，以「止損增收、資產管理」為主線，全面推行「一廠一策」差異化策略，將PC工廠劃分為在產與關停兩類，實施分類管理、精準施策，穩定生產經營基本面。

同時，築友集團在業務上加快技術營銷、全員營銷步伐。公司持續推動業務轉型與市場升級，積極向技術集成應用服務企業蛻變；資金上加強清欠回款，推動閒置廠房出租、閒置資產處置，彌補現金流。築友集團在傳統房建業務的基礎上，加快推動轉型升級和新業務拓展。

二零二五年累計新簽合同2.0億元，全部為外部訂單；新簽轉型升級和新業務訂單0.56億元，佔比28%；新簽央國企訂單金額0.86億元，佔比43%，同比增加11個百分點；新簽戰略客戶新簽訂單19個，訂單金額1.21億元，佔比60%。



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

Although the domestic prefabricated construction market remained sluggish, overseas markets developed rapidly. Countries under the Belt and Road Initiative showed strong demand for infrastructure construction and became key regions for overseas engineering projects. Central state-owned construction enterprises entered a period of opportunity for overseas development and accelerated their expansion abroad, making overseas markets an important growth driver. In addition, regions such as Australia, North America and South Africa are vigorously developing prefabricated buildings. Following continuous market expansion efforts, DIT Group has achieved certain progress in expanding overseas business in Hong Kong, El Salvador, Australia and other markets.

雖然國內裝配式市場萎靡，但海外市場發展迅速。「一帶一路」國家基礎設施建設需求強勁，成為海外工程項目的主要區域，建築央企迎來海外發展的機遇期，加速出海掘金，海外市場成為重要增長點；澳洲、北美、南非等地區正在大力發展裝配式建築。經過持續市場拓展，築友集團在香港、薩爾瓦多、澳大利亞等海外業務拓展上已取得一定進展。

II. Optimising management and refining production to improve quality and efficiency through united efforts

During the Year, based on its competitive advantages and industry-leading position in the PC business, the Group continued to maintain quality development in its traditional PC business. As at 31 December 2025, the Group had 19 PC factories and one prefabricated decoration industrial park nationwide, with a designed annual production capacity of 725,000 cubic metres.

In 2025, the contract sales of prefabricated PC components of DIT Group amounted to approximately RMB200 million. The output of PC components was approximately 62,000 cubic metres, and the sales volume of PC components was approximately 76,000 cubic metres. In terms of PC components sales by regions, Central China accounted for approximately 52%, the Yangtze River Delta region accounted for approximately 18%, Henan region accounted for approximately 16%, the Greater Bay Area accounted for approximately 12%, and other regions accounted for approximately 2%, reflecting the Company's nationwide production capacity and business layout planning.

二、優化管理精細生產，凝心聚力提質增效

年內，基於PC業務的競爭優勢和行業領先地位，本集團在傳統PC業務上繼續保持質量發展。截至二零二五年十二月三十一日止，本集團在全國佈局19家PC工廠及1家裝配式裝飾產業園，設計年產能達72.5萬立方米。

二零二五年，築友集團裝配式PC構件銷售合同額約為人民幣2.0億元，PC構件產量約6.2萬立方米，PC構件銷量約7.6萬立方米。從PC構件銷售地區分類來看，華中地區佔比約52%，長三角地區佔約18%，河南地區佔約16%，大灣區佔約12%，其他地區佔約2%，體現公司全國化的產能與業務佈局規劃。



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

In 2025, DIT Group completed operating cash collection of RMB241 million, of which cash receipts amounted to RMB94 million, accounting for 39%; collections from major litigation claims amounted to RMB41.48 million, recovering over RMB10 million from bad debt losses. During the year, 18 new lease contracts were signed, with newly leased land and plant area amounting to 79,800 square metres. The cumulative leased area increased from 64,300 square metres to 144,000 square metres, and rental recovery and proceeds from asset disposals amounted to RMB24.83 million.

In 2025, based on the actual operating conditions of each factory, the Company comprehensively implemented a dynamic labour management model centred on workforce efficiency, adopted a merit-based selection mechanism, and selected and appointed outstanding management personnel. The Company also actively promoted the spirit of heroism, advocated five categories of heroes, and identified 14 exemplary individuals from among frontline employees.

In 2025, leveraging mainly the Company's internal lecturer resources, 10 quality training sessions were organised around key areas such as technical marketing, debt resolution to safeguard operations, and technological innovation, with a total of 1,779 participants and 11 accumulated training hours. These sessions played a positive role in helping employees understand industry trends and implement best practices. The Company also jointly organised a thematic study session on the "Law on the Promotion of the Private Economy" with the Enterprise Party Committee of Jinxia Park in Changsha, highlighting the spirit of the rule of law, advancing in step with the law and keeping pace with the times.

二零二五年，築友集團完成經營回款2.41億元，其中現金回款0.94億元，佔比39%；完成主訴回款4,148萬元，實現壞賬挽損超1,000萬元；全年新簽租賃合同18個，新增土地廠房租賃面積7.98萬 m^2 ，累計租賃面積由6.43萬 m^2 增至14.4萬 m^2 ，完成租金收回和資產處置回款2,483萬元。

二零二五年，公司根據各工廠實際經營情況，全面推行以人效為核心的動態用工管理模式，實施優勝劣汰，選拔任用優秀管理幹部；積極弘揚英雄精神，倡導五類英雄，從一線員工中發掘英雄人物14人。

二零二五年，以公司內部講師資源為主，圍繞技術營銷、化債保經營、技術創新等重點工作領域，開展了10期優質課程，共計1779人次參與，累計11學時，為員工瞭解行業動態、優秀經驗落地起到積極作用。公司聯合長沙市金霞園區企業黨委舉辦《民營經濟促進法》專題學習活動，強調了法治精神，與法同行，與時俱進。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

BUSINESS OUTLOOK AND STRATEGY

The year 2026 will be a critical year linking the conclusion of the national “14th Five-Year Plan” and the planning of the “15th Five-Year Plan”. At present, with the in-depth implementation of the domestic dual-carbon strategy, the continued strengthening of policies promoting the coordinated development of intelligent construction and construction industrialisation, and the green building materials industry ushering in trillion-yuan market opportunities, together with the release of infrastructure demand along the Belt and Road, the prefabricated construction industry is shifting from improved penetration to in-depth upgrading in terms of intelligence, greenness and application scenarios. Leveraging its core strengths across the entire industry chain, DIT Group will be driven by the integration of technology and digital intelligence, with cost reduction and efficiency enhancement as its key focus, deepen domestic ecosystem cooperation, strive to achieve breakthroughs in overseas markets, and create a new growth pole for the high-quality development of the enterprise.

I. Policy dividends coupled with industrial upgrading are ushering in a golden era for the broad infrastructure sector

(i) Continuous policy empowerment, with intelligent construction as the core direction of development

Under the national dual-carbon strategy, the low-carbon transformation of the construction industry is accelerating. As a core carrier of green construction, prefabricated buildings are expected to enter a window period for policy implementation at the close of the “14th Five-Year Plan”. The assessment of the proportion of prefabricated buildings in various regions has been advanced in depth, providing solid support for enhancing industry penetration. The 2026 Government Work Report explicitly proposed to orderly promote the development of “good housing” that is safe, comfortable, green and intelligent, implement projects to improve housing quality, vigorously develop intelligent construction and prefabricated buildings, and foster new quality productive forces in the construction industry. It also proposed to develop intelligent construction and cultivate a modernised construction industry chain, incorporating them into the key directions for

業務展望及戰略

二零二六年是國家「十四五」規劃收官與「十五五」規劃謀篇佈局的關鍵銜接之年。當前國內雙碳戰略深化推進、智能建造與建築工業化協同發展政策持續加碼、綠色建材產業迎來千億級市場機遇，疊加「一帶一路」沿線基建需求釋放，裝配式建築行業正從滲透率提升向智能化、綠色化、場景化深度升級。築友集團將依托全產業鏈核心優勢，以科技與數智化融合為驅動，以降本增效為抓手，深化國內生態合作，攻堅海外市場突破，打造企業高質量發展新增長極。

一、政策紅利疊加產業升級，泛基建賽道迎來黃金期

(一) 政策端持續賦能，智能建造為發展核心導向

國家「雙碳」戰略下，建築行業低碳轉型加速，裝配式建築作為綠色建造核心載體，在「十四五」收官節點將迎來政策落地窗口期，各地裝配式建築佔比考核向縱深推進，為行業滲透率提升提供剛性支撐。2026年政府工作報告明確提出，有序推動安全舒適綠色智慧的「好房子」建設，實施房屋品質提升工程，大力發展智能建造與裝配式建築，培育建築業新質生產力；發展智能建造，培育現代化建築產業鏈，將其納入傳統產業提質升級與新動能培育的重點方向，BIM技術、建築機器



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

improving the quality and upgrading of traditional industries and fostering new growth drivers. BIM technology, construction robots, prefabricated buildings and smart construction sites will all benefit from favourable policies. The plan for stabilising growth in the building materials industry jointly issued by six departments set a target of generating over RMB300 billion in operating revenue from green building materials by 2026. Policies such as promoting green building materials in rural areas and preferential government procurement will create room for the integrated development of upstream and downstream sectors of prefabricated construction.

(ii) *Restructuring of market demand, with broad infrastructure becoming the core growth engine*

While the real estate industry is transforming towards a new development model, investment in broad infrastructure sectors such as the national water network, high-speed railway and rail transit, rural revitalisation and urban renewal continues to increase, bringing diversified application scenarios for prefabricated buildings. Overseas, countries along the Belt and Road have strong demand for infrastructure construction, and central state-owned construction enterprises are accelerating their expansion abroad. Due to their high efficiency and strong adaptability, prefabricated buildings have become the preferred solution for overseas housing and infrastructure projects, presenting new opportunities for technology export and product export.

人、裝配式建築、智慧工地等將迎來政策春風。六部門聯合印發的建材行業穩增長方案提出2026年綠色建材營業收入超3,000億元目標，綠色建材下鄉、政府採購政策傾斜為裝配式建築上下游融合發展打開空間。

(二) 市場端需求重構，泛基建成為核心增長引擎

在房地產行業向新發展模式轉型的同時，國家水網、高鐵軌道交通、鄉村振興、城市更新等泛基建領域投資持續加碼，為裝配式建築帶來多元化應用場景。海外方面，「一帶一路」沿線國家基礎設施建設需求強勁，建築央企出海步伐加快，裝配式建築因效率高、適配性強成為海外房建與基建項目的優選方案，技術輸出與產品出口迎來新機遇。



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(iii) Accelerated industry upgrading, with collaboration across the entire industry chain becoming key to competition

The prefabricated construction industry is upgrading from single-component production to full-lifecycle services covering design, manufacturing, construction and operation. Enterprises with full-chain EMPC capabilities, digital and intelligent management expertise, and core technology patents will develop differentiated competitive advantages. At the same time, the industry has an urgent need for cost reduction and efficiency enhancement, and “standardised products + modular construction + intelligent production” has become the mainstream direction of industry development.

(三) 行業端升級加速，全產業鏈協同成競爭關鍵

裝配式建築行業從單一構件生產向設計—製造—施工—運營全生命週期服務升級，具備EMPC全鏈條能力、數智化管理水平、核心技術專利的企業將形成差異化競爭優勢。同時，行業降本增效需求迫切，「標準化產品+模塊化建造+智能化生產」成為行業發展主流方向。

II. Focusing on orders and technology empowerment to expand upgraded application scenarios

DIT Group will take order growth as its core objective and technological innovation as its support, while consolidating collaboration across the entire industry chain. On the basis of stabilising its traditional housing construction business, the Group will expand into high-speed railway and rail transit, water conservancy and municipal engineering, and overseas prefabricated construction businesses. At the same time, it will optimise and upgrade mature application scenarios such as vertical industrial development and wind-concrete hybrid towers, unlock the potential of the existing market, and achieve a comprehensive upgrade of its business structure.

二、聚焦訂單技術賦能，拓展場景升級業務

築友集團將以訂單增長為核心，以技術創新為支撐，鞏固全產業鏈協同能力，在穩固傳統房建業務的基礎上，拓展高鐵與軌道交通、水利與市政、海外裝配式等業務，同時優化升級工業上樓、風電混塔等成熟場景，激活存量市場潛力，實現業務結構的全面升級。

(i) High-speed railway and rail transit

Leveraging the production capacity and locational advantages of the prefabricated production base in Henan Province, the Group will realise localised and large-scale supply of PC components to meet the high-volume and high-standard demands for components in high-speed railway and urban rail transit projects, thereby reducing transportation costs and shortening supply cycles, and creating a virtuous interaction of “bases supporting projects and projects driving production capacity”. Closely following the national rail transit development plan, the Group will expand into the rail transit project markets in provinces surrounding Henan, develop standardised product packages such as prefabricated segments,

(一) 高鐵與軌道交通

依托河南省裝配式生產基地的產能與區位優勢，實現PC構件本地化、規模化供應，滿足高鐵、城市軌道交通項目對構件的大批量、高標準需求，降低運輸成本、縮短供貨週期，形成「基地輻射項目、項目帶動產能」的良性互動。緊跟全國軌道交通建設規劃，拓展河南周邊省份軌交項目市場，研發



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platform components and protective structures suitable for rail transit projects, and deepen cooperation with central state-owned enterprises such as China Railway Group Limited and China State Construction Engineering Corporation Limited.

(ii) **Water conservancy and municipal engineering**

The Group will focus on water conservancy projects within Henan Province, while also aligning with the water network development plans for the Yangtze River and Yellow River basins. It will deepen cooperation with central state-owned enterprises in the water conservancy system and local water conservancy institutes, reduce the overall costs of water conservancy projects, and establish a benchmark brand for prefabricated water conservancy engineering. It will also expand into municipal engineering application scenarios, develop products such as prefabricated municipal pipeline networks, utility tunnels and sanitation facilities, and enrich the order structure of its municipal engineering business.

(iii) **Upgrading of mature application scenarios**

1. **Vertical industrial development**

In response to the mandatory prefabrication requirements in cities such as Shenzhen, Shanghai and Changsha, the Group will optimise its standardised product package of “laminated panels + prestressed frame beams”, promote the standardisation of construction processes, reduce overall costs, expand into the vertical industrial development markets in the Pearl River Delta and the Yangtze River Delta, and cooperate with local industrial parks to build benchmark prefabricated industrial plants.

適配軌交工程的預製管片、站台構件、防護結構等標準化產品包，深化與中鐵、中建等央企的合作。

(二) **水利與市政工程**

重點聚焦河南省內水利項目，同時對接長江、黃河流域水網建設規劃，深化與水利系統央企、地方水利院的合作，降低水利工程綜合成本，打造裝配式水利工程標桿品牌。拓展市政工程場景，研發預制市政管網、綜合管廊、環衛設施等產品，豐富市政業務訂單結構。

(三) **成熟場景升級**

1、**工業上樓**

針對深圳、上海、長沙等城市裝配率強制要求，優化「疊合板+預應力框架樑」標準化產品包，推進施工工藝標準化，降低綜合成本，拓展珠三角、長三角工業上樓市場，與地方產業園區合作打造裝配式工業廠房標桿。



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2. *Wind-concrete hybrid tower*

Capitalising on the continued growth in onshore wind power installations, the Group will deepen cooperation with Goldwind Science&Technology Co., Ltd., Ming Yang Smart Energy Group Limited and Shanghai Electric Group Company Limited, promote the “Hybrid Tower EPC” model, stabilise the profit margin of individual projects, complete its nationwide market layout for wind-concrete hybrid towers, and meet the demand arising from the construction of wind power bases.

3. *Urban renewal and old house renovation*

Leveraging the homeowner resources of Central China New Life, the Group will promote the use of prefabricated decoration in old house renovation, focus on community renewal and the renovation of old residential communities, advance interior industrialisation, and cooperate with local governments to build demonstration projects for prefabricated urban renewal.

III. Deepening domestic cooperation and striving for breakthroughs in overseas markets

(i) *Strengthening strategic cooperation with central state-owned enterprises and state-owned enterprises*

The Group will continue to leverage the resources of central state-owned enterprises such as China State Construction Engineering Corporation Limited, China Nuclear Industry Construction Co., Ltd., China Energy Engineering Group Co., Ltd., China Railway Group Limited and China Railway Construction Corporation Limited, and undertake large-scale infrastructure projects through the EPC consortium model so as to enhance project profit margins. It will focus on connecting with major strategic customers such as large central state-owned enterprises and state-owned enterprises, enter into long-term strategic cooperation agreements, maintain relationships with existing customers, further tap cooperation potential, promote all-staff marketing, and incentivise frontline teams to expand orders.

2、風電混塔

把握陸上風電裝機持續增長機遇，深化與金風科技、明陽風電、上海電氣的合作，推廣「混塔EPC」模式，穩定單項目利潤率，完成全國風電混塔市場佈局，適配風電基地建設需求。

3、城市更新與舊房改造

依托建業新生活業主資源，推動舊房改造使用裝配式裝修，聚焦社區更新、老舊小區改造，推進內裝工業化，聯合地方政府打造城市更新裝配式示範項目。

三、深化國內合作，攻堅海外市場

（一）加強央國企戰略合作

持續綁定中建、中核建、中能建、中鐵、鐵建等央企資源，通過EPC聯合體模式承接大型基建項目，提升項目利潤率。重點對接大型央國企等戰略客戶，簽署長期戰略合作協議；維繫老客戶，深挖合作潛力，推進全員營銷，激勵一線拓單。



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(ii) **Accelerating the expansion of overseas markets**

Leveraging DIT's listed company platform and technological advantages, the Group will actively connect with and expand overseas order business in regions such as the Middle East and Latin America, and build benchmark overseas projects. Seizing the infrastructure opportunities under the Belt and Road Initiative, the Group will position overseas business as its second growth pole and, through a model of technology export + product export + industrial cooperation, undertake businesses such as prefabricated design, component production and construction guidance for overseas housing and infrastructure projects, thereby achieving scaled breakthroughs in overseas business.

By adopting a product-focused strategy, the Group will take MiC modular buildings and fully-fitted villas as its core export products, while positioning ALC wall panels, doors and windows, aluminium veneers, capsule units, and components of the RIFF system and full-dry system as opportunity products. At the same time, it will carry out overseas green building materials trading business to meet demand in overseas markets for low-rise and mid-rise buildings, affordable housing and villas.

Meanwhile, relying on DIT's years of technological accumulation and industry resources, the Group will cooperate with leading companies in the industry in areas such as architectural design and new building materials to establish innovative business incubation companies, thereby exploring more pathways for DIT's sustainable development.

(二) 加快拓展海外市场

利用築友上市公司平台及技術優勢，積極對接和拓展中東及拉美等地區海外訂單業務，打造海外標桿項目。把握「一帶一路」基建機遇，將海外業務作為集團第二增長極，以技術輸出+產品出口+產業合作的模式，承接其海外房建、基建項目的裝配式設計、構件生產、施工指導等業務，實現海外業務的規模化突破。

採用產品聚焦戰略，以MiC模塊化建築、整裝別墅為核心出口產品，將ALC牆板、門窗、鋁單板、太空艙及RIFF體系、全干法體系構件作為機會產品，同步開展海外綠色建材貿易業務，適配海外低多層建築、保障房、別墅等市場需求。

同時，依托築友多年技術積累及行業資源，與業內頭部的建築設計及建築新材料等公司合作設立創新業務孵化公司，為築友的可持續發展探索更多路徑。



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FINANCIAL REVIEW

Review of Results

The principal activities of the Group are prefabricated construction work, decoration and landscaping services, granting licenses, consulting services and sales of equipment in the People's Republic of China.

Revenue

The revenue of the Group decreased sharply by approximately 62.8% from approximately HK\$374.0 million for the year ended 31 December 2024 to approximately HK\$139.2 million for the year ended 31 December 2025. The significant decline was primarily attributable to the prolonged downturn in the PRC real-estate market, which led to reduced new project commencements by property developers, cautious client spending amid economic uncertainties, and intensified market competition. This resulted in substantially lower volumes of prefabricated construction ("PC") components delivered and slower progress, deferrals or cancellations in decoration and landscaping contracts.

Revenue from sales of prefabricated construction units, the Group's core revenue stream, decreased by approximately 62.1% to HK\$122.1 million (2024: HK\$322.1 million), accounting for approximately 87.7% of total revenue (2024: approximately 86.1%). The sharp decline reflected fewer residential and commercial PC projects awarded or progressed during the year, as developers deferred or scaled back developments amid the sector's adjustment cycle.

Revenue from decoration and landscaping services fell sharply by approximately 87.4% to HK\$4.35 million (2024: HK\$34.44 million), mainly due to project deferrals and reduced scope from clients facing liquidity pressures. Consulting services revenue decreased to HK\$0.203 million (2024: HK\$2.9 million), while revenue from sales of prefabricated construction equipment dropped to HK\$0.538 million (2024: HK\$3.15 million), reflecting lower demand for ancillary equipment amid the overall contraction in PC activities. Rental income remained relatively stable at HK\$12.03 million (2024: HK\$11.41 million), primarily from leasing of certain Group-held assets.

財務回顧

業績回顧

本集團的主要業務為於中華人民共和國從事預製裝配式建築工程、裝飾和園林服務、授予專利技術使用權、諮詢服務及銷售設備。

收入

本集團收入由截至2024年12月31日止年度約3.740億港元大幅下降約62.8%至截至2025年12月31日止年度約1.392億港元。該大幅下降主要由於中國房地產市場持續低迷，導致物業開發商新項目開工減少、經濟不確定性下客戶支出謹慎，以及市場競爭加劇，致使預製建築（「PC」）構件交付量大減及裝飾與園林綠化合約進度放緩、延遲或取消。

預製建築單位銷售收入（本集團核心收入來源）下降約62.1%至1.221億港元（2024年：3.221億港元），佔總收入約87.7%（2024年：約86.1%）。下降幅度劇烈反映年內住宅及商業PC項目獲授或推進數量大幅減少，開發商在行業調整週期下延遲或縮減開發規模。

裝飾及園林綠化服務收入大幅下降約87.4%至約435萬港元（2024年：約3,444萬港元），主要由於客戶流動資金壓力導致項目延遲及範圍縮減。諮詢服務收入減少至約20.3萬港元（2024年：約290萬港元），預制建築設備銷售收入下降至約53.8萬港元（2024年：約315萬港元），反映PC業務整體收縮下輔助設備需求減弱。租金收入相對穩定，為約1,203萬港元（2024年：約1,141萬港元），主要來自集團持有的若干資產租賃。

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Cost of sales

The Group recorded cost of sales of approximately HK\$164.5 million (2024: approximately HK\$364.5 million) for the year ended 31 December 2025. The decrease was primarily attributable to the substantial reduction in revenue scale from PC components and landscaping/decoration services, with a corresponding decline in direct production, material and subcontracting costs. However, fixed production overheads and certain amortisation expenses continued to be incurred, contributing to pressure on unit costs.

Gross profit and gross profit margin

The Group recorded a gross loss of approximately HK\$25.3 million for the year ended 31 December 2025 (2024: gross profit of approximately HK\$9.5 million). The gross loss margin was negative 18.2% in 2025 (2024: positive 2.5%). The shift to gross loss was mainly due to intensified market competition leading to lower unit selling prices for PC components, combined with higher per-unit amortisation and production costs arising from reduced order volumes and under-utilised capacity in PC factories. Management has implemented cost optimisation measures, including workforce adjustments and selective project acceptance, to mitigate further margin erosion.

Other income

Other income for the year ended 31 December 2025 amounted to approximately HK\$1.16 million (2024: approximately HK\$0.502 million), mainly comprising interest income from bank deposits and other non-operating items.

Other losses — net

The Group recorded net other losses of HK\$142.4 million in 2025 (2024: HK\$47.3 million), representing a substantial increase of approximately 201.1%. The increase was primarily driven by two significant non-operating items:

- loss on deconsolidation of a subsidiary of HK\$93.6 million (2024: nil) during the year; and
- fair value loss on investment properties of HK\$6.5 million (2024: gain of HK\$0.2 million).

Losses on disposal of property, plant and equipment amounted to HK\$24.37 million, a modest improvement from HK\$28.72 million in 2024, while fair value losses on financial assets at fair value through profit or loss decreased markedly to HK\$1.59 million (2024: HK\$14.8 million). No overdue interest charges to suppliers were recorded in 2025.

銷售成本

截至2025年12月31日止年度，本集團錄得銷售成本約1.645億港元（2024年：約3.645億港元）。該減少主要由於PC構件及園林／裝飾服務收入規模大幅縮減，導致直接生產、材料及分包成本相應下降所致。然而，固定生產開支及若干攤銷費用持續產生，對單位成本造成壓力。

毛利及毛利率

截至2025年12月31日止年度，本集團錄得毛損約2,530萬港元（2024年：毛利約950萬港元）。2025年毛損率為負18.2%（2024年：正2.5%）。轉為毛損主要由於市場競爭加劇導致PC構件單位售價下降，加上訂單量減少及PC工廠產能利用率低導致單位攤銷及生產成本上升所致。管理層已實施成本優化措施，包括調整人力及選擇性承接項目，以減輕進一步毛利率侵蝕。

其他收入

截至2025年12月31日止年度，其他收入約116萬港元（2024年：約50.2萬港元），主要包括銀行存款利息收入及其他非經營項目。

其他虧損 — 淨額

本集團於二零二五年錄得其他虧損淨額1.424億港元（二零二四年：4,730萬港元），增幅約201.1%。增幅主要來自兩項重大非經營項目：

- 年內終止綜合入賬一間附屬公司的虧損為9,360萬港元（二零二四年：零）；及
- 投資物業公平值虧損650萬港元（二零二四年：收益20萬港元）。

物業、廠房及設備處置虧損為2,437萬港元，較二零二四年的2,872萬港元略有改善，而按公平值計入損益的金融資產公平值虧損大幅減少至159萬港元（二零二四年：1,480萬港元）。二零二五年並無向供應商支付逾期利息。



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Selling and distribution expenses

Selling and distribution expenses decreased to approximately HK\$14.78 million (2024: approximately HK\$37.88 million) for the year ended 31 December 2025, mainly due to reduced transportation and delivery activities following the sharp decline in PC component sales volumes.

Administrative expenses

Administrative expenses amounted to approximately HK\$177.48 million (2024: approximately HK\$206.3 million) for the year ended 31 December 2025. The slight decrease reflected cost-control initiatives.

Finance costs

Finance costs decreased to approximately HK\$79.02 million (2024: approximately HK\$87.94 million) for the year ended 31 December 2025, mainly representing interest expenses on borrowings.

Liquidity and Financial Resources

As at 31 December 2025, the cash and cash equivalents of the Group amounted to approximately HK\$4.13 million (2024: approximately HK\$6.4 million) and the current ratio of the Group was 0.4 (2024: 0.7).

As at 31 December 2025, the borrowings of the Group amounted to approximately HK\$1,710.9 million (31 December 2024: approximately HK\$1,679.7 million) and the net gearing ratio, calculated as net debt divided by total equity, was 282.3% (2024: 86.0%).

Capital Structure

The shares of the Company were listed on the Main Board of the Stock Exchange on 25 July 1991. The capital structure of the Group comprised issued share capital and reserves. Details of the share capital of the Company are set out in Note 30 to the consolidated financial statements.

On 19 November 2021, the Company issued and allotted 300,000,000 new shares (the "Subscription Shares") of the Company to Glodon (Hongkong) Software Limited for cash at subscription price of HK\$0.96 per Subscription Share (the "Subscription") (representing a premium of approximately 33.33% to the closing price of HK\$0.72 per Share as quoted on the Stock Exchange on the date of the subscription agreement). The net proceeds from the Subscription (after deducting the expenses incurred in the Subscription) amounted to approximately HK\$287,500,000. The Company intends to apply the net proceeds

銷售及分銷開支

截至2025年12月31日止年度，銷售及分銷開支減少至約1,478萬港元(2024年：約3,788萬港元)，主要由於PC構件銷售量大幅下降導致運輸及交付活動減少所致。

行政開支

截至2025年12月31日止年度，行政開支約1.7748億港元(2024年：約2.063億港元)。輕微減少反映成本控制措施。

融資成本

截至2025年12月31日止年度，財務成本減少至約7,902萬港元(2024年：約8,794萬港元)，主要為借款利息開支。

流動資金及財務資源

於二零二五年十二月三十一日，本集團現金及現金等值項目約為4.13百萬港元(二零二四年：約6.4百萬港元)，本集團流動比率為0.4(二零二四年：0.7)。

於二零二五年十二月三十一日，本集團持有借貸約1,710.9百萬港元(二零二四年十二月三十一日：約1,679.7百萬港元)，而淨借貸比率(按淨債務除以權益總額計算)為282.3%(二零二四年：86.0%)。

股本架構

本公司股份於一九九一年七月二十五日在聯交所主板上市。本集團的股本架構包括已發行股本及儲備。本公司股本詳情載於綜合財務報表附註30。

於二零二一年十一月十九日，本公司向廣聯達(香港)軟件有限公司發行及配發本公司300,000,000股新股份(「認購股份」)，認購價為每股認購股份0.96港元，以現金支付(「認購事項」)(即股份於認購協議日期在聯交所所報之收市價每股0.72港元溢價約33.33%)。認購事項之所得款項淨額(扣除認購事項產生之開支後)約為287,500,000港元。本公司擬將認購事項之所得款項淨額用於下列各項：(i)90,000,000港元用於與建築業相關的數字化及軟件開發，及(ii)餘下金額用於營運資金及其他

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from the Subscription: (i) as to HK\$90,000,000 for digitalization and software development in relation to the construction industry, and (ii) the remaining amount for working capital and other general corporate purposes. There had been no change in the intended use of net proceeds as previously disclosed in the Company's announcements. In respect of the unutilized net proceeds from the Subscription of HK\$83.3 million as at 31 December 2024, in light of the market circumstances, such remaining unutilized net proceeds had not been utilized towards its intended use purpose in the year ended 31 December 2025. It is expected that the unutilized net proceeds of HK\$83.3 million will be utilized for its intended purpose by 31 December 2026 depending on market circumstances. The details of the use of the net proceeds from the Subscription are set out below:

一般企業用途。所得款項淨額的擬定用途與先前於本公司公告所披露者一致。就於二零二四年十二月三十一日的認購事項未動用所得款項淨額83.3百萬港元而言，鑑於市場情況，該餘下未動用所得款項淨額於截至二零二五年十二月三十一日止年度並無按其預定用途使用。預期未動用所得款項淨額83.3百萬港元將視乎市況於二零二六年十二月三十一日前用作擬定用途。有關認購事項之所得款項淨額用途之詳情載列如下：

		Net proceeds from the Subscription	Actual unutilized amount up to 31 December 2024 截至二零二四年 十二月三十一日的 實際未動用 金額 (HK\$ million) (百萬港元)	Actual amount utilized during the Reporting Period 於報告期內 的實際動用 金額 (HK\$ million) (百萬港元)	Actual amount utilized up to 31 December 2025 截至二零二五年 十二月三十一日的 實際動用金額 (HK\$ million) (百萬港元)	Actual unutilized amount as at 31 December 2025 於二零二五年 十二月三十一日 的實際未 動用金額 (HK\$ million) (百萬港元)	Expected utilization timeline for unutilized amount 未動用金額 的預期動用 時間表
Uses of net proceeds	所得款項淨額用途						
Digitalization and software development in relation to the construction industry	與建築業相關的數字化及軟件開發	90.0	83.3	–	6.7	83.3	31 December 2026 二零二六年十二月三十一日
Working capital and other general corporate purposes	營運資金及其他一般企業用途	197.5	–	–	197.5	–	–

As disclosed in the announcement dated 20 August 2021, the Group will, from time to time, explore collaboration opportunities with strategic investors and partners to create synergies with, and complement, the Group's existing business and future business development. Glodon is a top rank market leader of construction engineering informationization in the PRC. The Board believes that there is considerable potential for business collaboration and synergies between the Group and Glodon's group, which may lead to greater operational efficiencies and complement the Group's business expansion plan. The additional funds brought to the Group from the Subscription can strengthen the financial position and broaden the capital base of the Group to facilitate its business operations and development.

誠如日期為二零二一年八月二十日的公告所披露，本集團將不時探索與戰略投資者及合作夥伴的合作機會，與本集團的現有業務及未來業務發展產生協同效應，並與之相輔相成。廣聯達為於中國建築工程信息化市場領導企業。董事會認為，本集團與廣聯達集團之間的業務合作及協同效應潛力巨大，可能會產生更高的營運效率，並補充本集團的業務擴張計劃。認購事項為本集團帶來的額外資金可鞏固本集團的財務狀況及擴寬資本基礎，有利業務營運和發展。

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Structure of Borrowings and Deposits

The Group continued to adopt a prudent principle on financial management and centralise our funding and financial management. Therefore, we maintained a high proportion of cash with a reasonable level of borrowing. As at 31 December 2025, the repayment schedule of the Group's bank loans and lease liabilities was as follows:

借貸及存款結構

本集團繼續堅持審慎理財原則，集中資金和財務管理，因此得以維持高現金持有比例，以及保持合理的借貸水平。於二零二五年十二月三十一日，本集團銀行貸款及租賃負債的還款年期如下：

Repayment Schedule	還款年期	As at 31 December 2025 於二零二五年 十二月三十一日 HK'000 千港元	As at 31 December 2024 於二零二四年 十二月三十一日 HK'000 千港元
Bank borrowings	銀行借貸		
Within one year	一年內	1,609,853	959,656
More than one year, but not exceeding two years	一年以上但未超過兩年	–	322,556
More than two years, but not exceeding five years	兩年以上但未超過五年	101,010	397,438
More than five years	超過五年	–	–
		1,710,863	1,679,650
Lease Liabilities	租賃負債		
Within one year	一年內	934	–
More than one year, but not exceeding two years	一年以上但未超過兩年	–	–
More than two years, but not exceeding five years	兩年以上但未超過五年	583	–
More than five years	超過五年	3,768	–
		5,285	–
Total debt	債務總額	1,716,148	1,679,650
Interest payable	應付利息	132,697	61,972
Less: deposit for bank borrowings	減：銀行借貸保證金	–	–
Less: cash and cash equivalents	減：現金及現金等值項目	(4,131)	(6,435)
Net debt	淨債務	1,844,714	1,735,187
Total equity	權益總額	653,399	2,018,536
Net gearing ratio	淨借貸比率	282.3%	86.0%



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論及分析

Foreign exchange risk

Our business mainly operates in the PRC with most of our transactions settled in Renminbi, and our financial statements are presented in Hong Kong dollars. Renminbi is not a freely convertible currency. The State Administration of Foreign Exchange, under the authority of the People's Bank of China, controls the conversion of Renminbi into foreign currencies. The value of Renminbi is subject to changes in central government policies and international economic and political developments affecting supply and demand in the China Foreign Exchange Trading System market. We do not believe that we currently have any significant direct foreign exchange risk and have not used any derivative financial instruments to hedge our exposure to such risk.

FINAL DIVIDEND

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

DIVIDEND POLICY

Under the Dividend Policy, provided the Group is profitable and without affecting the normal operations of the Group, the Company may consider to declare and pay dividends to the shareholders of the Company (the "Shareholders"). In deciding whether to propose a dividend and in determining the dividend amount, the board of directors of the Company shall take into account, among others, the operating results, cash flow, financial condition and capital requirements of the Group and the interests of the shareholders of the Company. Declaration of dividend by the Company is also subject to the laws of Bermuda, the bye-laws of the Company and any applicable laws, rules and regulations.

The Dividend Policy will continue to be reviewed from time to time and there can be no assurance that a dividend will be proposed or declared in any specific periods.

外匯風險

我們主要在中國經營業務，大部分交易以人民幣結算，且我們的財務報表以港元呈列。人民幣並非可自由轉換貨幣。中國人民銀行轄下機關國家外匯管理局對人民幣轉換為外幣實行管控。人民幣價值受中央政府影響及中國外匯交易中心市場供需的國際經濟及政治發展的變動所影響。我們認為，我們現時並無任何重大直接外匯風險，且並無使用任何衍生金融工具對沖有關風險。

末期股息

董事會不建議派發截至二零二五年十二月三十一日止年度的任何股息（二零二四年十二月三十一日：無）。

股息政策

根據股息政策，假若本集團可獲利且不影響本集團日常運作，則本公司可考慮向本公司股東（「股東」）宣派及支派股息。在決定是否擬派股息時及釐定股息金額時，本公司董事會考慮（其中包括）本集團的經營業績、現金流量、財務狀況及資本要求及本公司股東權益。本公司宣派股息亦受百慕達法例、本公司細則及任何適用法律、規則及規例制約。

股息政策將持續不時加以檢討，難以保證將於任何特定期間擬派或宣派股息。



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DETAILS OF FUTURE PLANS FOR MATERIAL INVESTMENTS OR CAPITAL ASSETS

Except as disclosed in the paragraphs headed “Business Review” above, the Group does not have any future plans for material investments or capital assets as at the date of this annual report.

SIGNIFICANT INVESTMENTS, MATERIAL ACQUISITIONS AND DISPOSALS

As of 31 December 2025, there were no significant investments held by the Company, nor were there any material acquisitions or disposals of subsidiaries, associates and joint ventures during the year.

HUMAN RESOURCES

As at 31 December 2025, the Group had a total of 186 (2024: 321) employees excluding the directors of the Company (the “Directors”). 183 (2024: 318) of them worked in Mainland China and 3 (2024: 3) of them worked in Hong Kong, China.

Employees are basically remunerated based on the nature of their job and their performance as well as the prevailing market trend. Other employee benefits include mandatory provident fund, medical benefits and year-end discretionary bonus. Following a people-oriented approach, we implement a systematic recruitment, training and incentive platform, providing internal fuel for the growth of the Company. In doing so, we create a desirable workplace for our employees to develop and flourish.

The Company has adopted a share option scheme as an incentive to the Directors and eligible employees, details of the scheme are set in the section headed “Share Option Scheme” below.

Details of the emoluments of the Directors and the five individuals with the highest remuneration are set out in Notes 12 and 10 to the consolidated financial statements.

重大投資或資本性資產之未來計劃之詳情

除上文「業務回顧」各段披露者外，於本年報日期，本集團並無計劃於未來作重大投資或購入資本性資產。

重大投資、重大收購及出售

截至二零二五年十二月三十一日，本公司並未持有重大投資，年內亦未發生附屬公司、聯營公司及合營企業的重大收購或出售事項。

人力資源

於二零二五年十二月三十一日，本集團的僱員總數為186(二零二四年：321)人，不包括本公司董事(「董事」)，其中183(二零二四年：318)人受僱於中國內地，3(二零二四年：3)人受僱於中國香港。

僱員薪酬基本上按工作性質、僱員表現及現行市場趨勢而釐定。其他僱員福利包括強積金、醫療福利及年終酌情花紅。我們秉承以人為本的理念，通過實行系統化的招聘、培訓與激勵機制，為本公司的增長提供內在驅動力，並藉此為僱員的發展與成長創造理想的工作環境。

本公司已採納一項購股權計劃作為董事及合資格僱員的獎勵，有關計劃詳情載於下文「購股權計劃」章節。

董事及五名最高薪酬人士的酬金詳情載於綜合財務報表附註12及10。



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CONTINGENT LIABILITIES

As at 31 December 2025, the Group did not have any material contingent liabilities.

CHARGES ON GROUP ASSETS

As at 31 December 2025, the Group had no significant assets pledged to banks to secure general banking facilities and bank loan granted to the Group, except for the one as disclosed in Note 28 to the consolidated financial statements.

LITIGATION

During the Reporting Period, there was no litigation or arbitration with material impact on our operations.

As at 31 December 2025, there were various litigations against the Group which were claimed by certain suppliers and banks with respect to overdue payables and borrowings amounted to approximately RMB1,639,784,000 (equivalent to HK\$1,815,487,000) in total (2024: RMB574 million (equivalent to HK\$619 million)). Based on the advice of legal counsel and/or information available to the Group, the Directors are of the opinion that no provision should be made for the estimated liabilities for the litigations.

或然負債

於二零二五年十二月三十一日，本集團並無任何重大或然負債。

本集團資產的抵押

於二零二五年十二月三十一日，本集團並無重大資產抵押予銀行作為本集團獲授一般銀行融資及銀行貸款的擔保，惟綜合財務報表附註28所披露者除外。

訴訟

報告期內，本集團未發生對經營活動產生重大影響的訴訟、仲裁。

於二零二五年十二月三十一日，若干供應商及銀行就合共約人民幣1,639,784,000元（相等於1,815,487,000港元）的逾期應付款項及借款向集團提起多項訴訟（二零二四年：人民幣5.74億元（相當於6.19億港元））。根據法律顧問的意見及／或本集團可獲得的資料，董事認為無須就該等訴訟的估計負債作出撥備。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理人員履歷

EXECUTIVE DIRECTORS

Mr. He Yuanqing (“**Mr. He**”), aged 47, was appointed as an executive Director on 3 September 2025.

Mr. He joined CCRE Group in 2019 and has held various positions in the CCRE Group including the general manager of investment legal centre, chief risk officer and vice president. Prior to joining CCRE Group, Mr. He had extensive years of working experience in various entities, including legal departments in various companies and law firms. Mr. He holds the Chinese lawyer qualification certificate (non-practising). Mr. He obtained his bachelor of law degree from South China University of Technology in 1999 and his master of law degree from Fudan University in 2002.

Mr. He has obtained legal advice pursuant to Rule 3.09D of the Listing Rules on 3 September 2025 and has confirmed that he understood his obligations as a director of the Company.

Ms. Hu Liping (“**Ms. Hu**”), aged 46, was appointed as an executive Director on 3 September 2025.

Ms. Hu, joined CCRE Group in 2001 and has held various positions in the CCRE Group since then. Throughout over 20 years in the CCRE Group, Ms. Hu worked as the manager, chief financial officer, vice president and general manager of various subsidiaries of the CCRE Group. Ms. Hu obtained bachelor's degree in accounting from Zhengzhou University in 2001.

Ms. Hu has obtained legal advice pursuant to Rule 3.09D of the Listing Rules on 3 September 2025 and has confirmed that she understood her obligations as a director of the Company.

執行董事

何遠卿先生(「何先生」)，47歲，於二零二五年九月三日獲委任為執行董事。

何先生，於二零一九年加入建業集團，並於建業集團歷任多個職位，包括投資法務中心總經理、首席風險官及助理總裁。加入建業集團之前，何先生曾於多家實體(包括多個公司法務部及律師事務所)擁有豐富工作經驗。何先生持有中國律師資格證(非執業)，於一九九九年取得華南理工大學法學學士學位，並於二零零二年取得復旦大學法學碩士學位。

何先生已於二零二五年九月三日根據上市規則第3.09D條取得法律意見，並確認了解彼作為本公司董事的義務。

胡利平女士(「胡女士」)，46歲，於二零二五年九月三日獲委任為執行董事。

胡女士，於二零零一年加入建業集團，自此於建業集團歷任多個職位。於建業集團服務逾20年期間，胡女士先後歷任建業集團多間附屬公司經理、首席財務官、副總經理及總經理。胡女士於二零零一年取得鄭州大學會計學學士學位。

胡女士已於二零二五年九月三日根據上市規則第3.09D條取得法律意見，並確認了解彼作為本公司董事的義務。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理人員履歷

NON-EXECUTIVE DIRECTORS

Mr. Wang Jun ("Mr. Wang"), aged 45, was appointed as a non-executive Director on 17 September 2019. He has over 21 years of experience in the real estate industry and capital market.

From 2003 to 2007, Mr. Wang served in PricewaterhouseCoopers Zhong Tian CPAs Limited Company with the latest position as a senior associate; from 2007 to 2011, he served as the head of investor relations and a senior manager of the finance department in Country Garden Holdings Company Limited; and from 2011 to June 2018, he served in Morgan Stanley Asia Limited with the latest position as an executive director. Mr. Wang has served as an executive director of CCRE from August 2018 to August 2022. Mr. Wang has served as an executive director and the chairman of the board of directors of Central China New Life Limited (stock code: 9983) since October 2018.

Mr. Wang obtained a Bachelor's Degree in English from Guangdong University of Foreign Studies in 2002 and a Master's Degree in Business Administration from Hong Kong University of Science and Technology in 2011.

Mr. Guo Jianfeng ("Mr. Guo JF"), aged 44, has been appointed as a non-executive Director on 7 January 2022. He has over 17 years of experience in digital construction.

From February 2007 to April 2012, Mr. Guo JF served as the researcher at the Shanghai research and development center of Autodesk, Inc., during which he was responsible for researching BIM solutions and cross-profession collaboration for the entire life cycle of construction projects. He joined Glodon in April 2012 and has held various positions therein since then, including the senior technical researcher, the manager of cloud platform department, the general manager of platform technology center, the general manager of digital constructor business division and the member and the head of the standing committee of technology committee. He is currently the vice president of Glodon and the general manager of its Glodon Business Platform division.

Mr. Guo JF obtained a Doctorate Degree in Civil Engineering from Tsinghua University in January 2007.

非執行董事

王俊先生(「王先生」)，45歲，於二零一九年九月十七日獲委任為非執行董事。彼擁有逾21年房地產及資本市場經驗。

王先生於二零零三年至二零零七年任職於普華永道中天會計師事務所，任至高級審計師。王先生於二零零七年至二零一一年出任碧桂園控股有限公司投資者關係主管兼財務部高級經理。王先生於二零一一年至二零一八年六月任職於摩根士丹利亞洲有限公司，任至執行董事。王先生自二零一八年八月至二零二二年八月，任職建業地產執行董事。王先生自二零一八年十月至今任職建業新生活有限公司(股份代號：9983)執行董事及董事會主席。

王先生於二零零二年取得廣東外語外貿大學之英語學士學位，及於二零一一年取得香港科技大學之工商管理碩士學位。

郭建鋒先生(「郭建鋒先生」)，44歲，已於二零二二年一月七日獲委任為非執行董事。彼在數字建設方面擁有逾17年經驗。

自二零零七年二月至二零一二年四月，郭建鋒先生擔任Autodesk, Inc.上海研究中心的研究員，期間從事建設項目全生命週期BIM解決方案及跨專業協作研究。彼於二零一二年四月加入廣聯達，此後在廣聯達歷任資深技術研究員、雲平台部經理、平台技術中心總經理、數字建設方事業部總經理以及技術委員會常委及主任等多個職務。彼現為廣聯達副總裁兼其業務平台部總經理。

郭建鋒先生於二零零七年一月取得清華大學土木工程系博士學位。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理人員履歷

INDEPENDENT NON-EXECUTIVE DIRECTORS

Mr. Jiang Hongqing (“Mr. Jiang”), aged 58, was appointed as an independent non-executive Director on 2 February 2015. Mr. Jiang holds a Ph.D. in Engineering majoring in Architectural Design and Theory from South China University of Technology. He also holds a Master of Engineering Degree majoring in Landscape Architecture Design and a Bachelor of Engineering Degree majoring in Urban Planning from Chongqing Institute of Architecture and Engineering. Mr. Jiang also studied in Ecole d’Architecture Parisla-Seine in Paris, France. He is a Professorate Senior Urban Planner and a Certified Planner of the People’s Republic of China. Mr. Jiang presided over and participated in a number of major engineering technology or research projects at national, provincial and ministerial level; and he has a certain extent of study in Xiongan New Area, China’s Hainan Free Trade Zone, Guangdong - Hong Kong - Macau - Bay Area, urban and rural development, urban renewal and health (pension) industry. Mr. Jiang was an executive director of the Hong Kong Life Sciences and Technologies Group Limited (stock Code: 8085) from 1 December 2012 to 29 September 2017. Mr. Jiang was also an executive director of Birmingham International Holdings Limited (stock code: 2309) from 30 August 2011 to 20 January 2012.

Mr. Lee Chi Ming (“Mr. Lee”), aged 72, was appointed as an independent non-executive Director on 30 December 2014. He is a fellow member of Association of Chartered Certified Accountants and Hong Kong Institute of Certified Public Accountants. Mr. Lee graduated from Hong Kong Polytechnic. He also holds a LLB Degree from University of London and a Master Degree in Business Administration from University of Hong Kong. Mr. Lee has over 27 years’ experience in the fields of accounting, regulations and asset management. He held various senior positions with the Securities and Futures Commission (“SFC”), Hong Kong since 1995, as director of Licensing, director of Corporate Planning and director of Finance and Administration. Mr. Lee retired from SFC in July 2014, and he is the director and managing partner of Benington Capital Partner Ltd.

獨立非執行董事

姜洪慶先生(「姜先生」)，58歲，於二零一五年二月二日獲委任為獨立非執行董事。姜先生持有華南理工大學建築設計及其理論專業工學博士學位，彼亦持有重慶建築工程學院風景園林規劃與設計專業工學碩士學位以及城市規劃專業工學學士學位。姜先生亦曾留學於法國巴黎－塞納建築學院。彼為城市規劃高級工程師(教授級)及中華人民共和國註冊城市規劃師。姜先生主持及參與完成了多項國家級與省(部)級重大工程技術或研究專案；在雄安新區、中國(海南)自由貿易區、粵港澳大灣區、城鄉發展、城市更新及健康(養老)產業等領域有一定的研究。姜先生於二零一二年十二月一日至二零一七年九月二十九日擔任香港生命科學技術集團有限公司(股份代號：8085)執行董事。姜先生亦曾於二零一一年八月三十日至二零一二年一月二十日擔任伯明翰環球控股有限公司(股份代號：2309)執行董事。

李志明先生(「李先生」)，72歲，於二零一四年十二月三十日獲委任為獨立非執行董事。李先生為特許公認會計師公會及香港會計師公會資深會員。彼畢業於香港理工學院。彼亦持有倫敦大學法學學士學位及香港大學工商管理碩士學位。李先生在會計、法規及資產管理領域具有逾27年經驗。彼自一九九五年起在香港證券及期貨事務監察委員會(「證監會」)擔任多個高級職務，包括發牌科總監、機構策劃組總監與財務及行政科總監。李先生於二零一四年七月從證監會退休，現任Benington Capital Partner Ltd董事及管理合夥人。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT 董事及高級管理人員履歷

Mr. Ma Lishan (“**Mr. Ma**”), aged 74, was appointed as an independent non-executive Director on 28 June 2016. He has extensive experience in operation and management of modern large-scale corporations and listed companies. Mr. Ma graduated from Beijing Foreign Studies University in the PRC in 1975. From January 1996 to June 2003, Mr. Ma served as an executive director of China Foods Limited, a company listed on the Stock Exchange (stock code: 506). From May 1997 to June 2003, Mr. Ma served as an executive director and the managing director of China Foods Limited. From June 2000 to June 2003, Mr. Ma served as the deputy general manager of China Foods Import and Export (Group) Co., Ltd. From June 2008 to January 2009, Mr. Ma was an executive director of Sino Resources Group Limited (now known as Elife Holdings Limited), a company listed on the Stock Exchange (stock code: 223). From March 2008 to 30 December 2021, he was an independent non-executive director of Silver Base Group Holdings Limited (which has since been wound up), a company listed on the Stock Exchange (stock code: 886), and since 30 December 2021, he is an non-executive director of Silver Base Group Holdings Limited. From 2 August 2009 to present, he is an independent non-executive director of Sunac China Holdings Limited, a company listed on the Stock Exchange (stock code: 1918). From September 2010 to August 2012, he was also the executive director, managing director and chairman of Hao Tian Resources Group Limited (now known as Hao Tian Development Group Limited), a company listed on the Stock Exchange (stock code: 474). He was the senior consultant in Hao Tian Development Group Limited from August 2012 to August 2016. From March 2016 to February 2025, he is also an independent non-executive director of SRE Group Limited, a company listed on the Stock Exchange (stock code: 1207) (which has since been delisted). From August 2016 to present, he is an independent non-executive director of Huarong International Financial Holdings Limited, a company listed on the Stock Exchange (stock code: 993).

馬立山先生(「馬先生」)，74歲，於二零一六年六月二十八日獲委任為獨立非執行董事。馬先生在現代大型企業及上市公司的經營和管理等方面積累了豐富經驗。馬先生於一九七五年畢業於中國北京外國語學院(現稱北京外國語大學)。於一九九六年一月至二零零三年六月，馬先生出任聯交所上市公司中國食品有限公司(股份代號：506)的執行董事。於一九九七年五月至二零零三年六月，馬先生擔任中國食品有限公司執行董事及行政總裁。於二零零零年六月至二零零三年六月，馬先生獲委任為中糧集團有限公司副總裁。於二零零八年六月至二零零九年一月，馬先生為聯交所上市公司神州資源集團有限公司(現稱易生活控股有限公司)(股份代號：223)的執行董事。自二零零八年三月至二零二一年十二月三十日，彼為聯交所上市公司銀基集團控股有限公司(股份代號：886)(已清盤)的獨立非執行董事，自二零二一年十二月三十日，轉任銀基集團控股有限公司非執行董事一職。自二零零九年八月二日至今，彼為聯交所上市公司融創中國控股有限公司(股份代號：1918)的獨立非執行董事。自二零一零年九月至二零一二年八月，彼亦為聯交所上市公司昊天能源集團有限公司(現稱昊天發展集團有限公司)(股份代號：474)之執行董事、行政總裁兼主席。於二零一二年八月至二零一六年八月，彼為昊天發展集團有限公司擔任高級顧問。自二零一六年三月至二零二五年二月，彼亦為聯交所上市公司上置集團有限公司(股份代號：1207)(已退市)的獨立非執行董事。自二零一六年八月至今，彼為聯交所上市公司華融國際金融控股有限公司(股份代號：993)的獨立非執行董事。



BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理人員履歷

SENIOR MANAGEMENT

Mr. Yu Dayou (“**Mr. Yu**”), aged 64, was appointed as the chief technology officer of the Company on 1 May 2016. Mr. Yu has over 31 years of experience in architectural design and property industry. He has held technical management positions as Deputy General Manager of Hunan Office of China Poly Property* (中國保利地產湖南公司) and General Manager of Hunan Architectural Design Institute. Mr. Yu graduated from Architectural Profession University in 1989. He has led or involved in formulating numerous local standards and has personally owned more than 40 patent rights. He also received 3 Elite Awards in Science Technology* (精 瑞 科 學 技 術 獎). Mr. Yu is a Senior Engineer, Certified Level-one Architect, an expert of Hunan Province Committee of Experts of Engineering Construction Standardisation* (湖南省工程建設地方標準化專家委員會) and an expert of Committee of Information Management of National Construction Enterprise CIO Development Union* (國家建築企業CIO發展聯盟管理資訊化專業委員會).

高級管理人員

俞大有先生(「**俞先生**」)，64歲，於二零一六年五月一日獲委任為本公司首席技術官。俞先生擁有逾31年的建築設計與房地產行業工作經驗。他曾擔任中國保利地產湖南公司副總經理及湖南省建築設計院總經理等技術管理職位。俞先生於一九八九年於建築學專業大學畢業，他曾主編或參編多項地方標準制定，個人擁有40餘項專利，3次獲得精瑞科學技術獎。俞先生為高級工程師、國家一級註冊建築師、湖南省工程建設地方標準化專家委員會專家及國家建築企業CIO發展聯盟管理資訊化專業委員會專家。

* For identification purpose only



CORPORATE GOVERNANCE REPORT 企業管治報告

CORPORATE GOVERNANCE PRACTICES

The Company is committed to maintaining high standard corporate governance practices as the Board considers that good and effective corporate governance is essential for enhancing accountability and transparency of a company to the investing public and other stakeholders. During the year ended 31 December 2025, the Company has complied with the code provisions set out in the Corporate Governance Code (the "Code") contained in Appendix C1 (previously known as Appendix 14) to the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "Listing Rules"), except for the following:

Code provision C.2.1 of the Code states that the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. Mr. Guo Weiqiang, being the then chief executive officer of the Company, was appointed as the chairman of the Board on 26 January 2024. Mr. Guo resigned from the positions of the chairman, chief executive officer and an executive Director of the Company with effect from 3 September 2025. Since then, the Company has not appointed any Chairman of the Board or Chief Executive Officer. This constitutes a deviation from Code Provision C.2.1.

The daily operation and management of the Group are monitored by the Executive Directors together with the senior management team. The Board as a whole is responsible for the overall strategic planning and major decisions of the Company. The Board is of the view that, although there is no Chairman and no Chief Executive Officer, the balance of power and authority is ensured by the collective decision-making of the Board, which comprises experienced individuals who meet from time to time to discuss issues affecting the operation of the Group. This arrangement enables the Group to make and implement decisions promptly and achieve its objectives efficiently and effectively in response to the changing environment.

The Company will, at the appropriate time, arrange for the appointment of a suitable candidate to fill the positions of Chairman and/or Chief Executive Officer to fully comply with the Corporate Governance Code.

企業管治常規

本公司致力於維持高水平的企業管治常規。董事會認為，良好有效的企業管治對於公司加強其面向投資大眾及其他利益攸關方的問責制及透明度至關重要。於截至二零二五年十二月三十一日止年度，本公司已遵守香港聯合交易所有限公司證券上市規則（「上市規則」）附錄C1（前稱附錄十四）所載的企業管治守則（「守則」）的守則條文，惟下文披露之偏離除外：

守則之守則條文第C.2.1條訂明主席與行政總裁之角色應有區分，並不應由一人同時兼任。郭衛強先生原為本公司行政總裁，於2024年1月26日獲委任為董事會主席。郭先生於2025年9月3日起辭任董事會主席、行政總裁及執行董事職務。此後，本公司一直未委任任何董事會主席或行政總裁。此情況構成對第C.2.1條的偏離。

本集團的日常營運及管理由執行董事及高級管理團隊負責。董事會整體負責本公司的整體策略規劃及重大決策。董事會認為，雖然目前沒有董事會主席及行政總裁，但權力與權威的平衡仍可透過董事會的集體決策得到確保（董事會由經驗豐富的成員組成，會不時開會討論影響集團營運的事宜）。此安排可讓本集團迅速作出及執行決策，從而有效及高效地達致本集團的目標以應對不斷變化的環境。

本公司將在適當時候委任合適人選填補董事會主席及／或行政總裁職位，以全面遵守《企業管治守則》。



CORPORATE GOVERNANCE REPORT

企業管治報告

Save as disclosed above, the principles as set out in the Code have been applied in our corporate governance structure throughout the year ended 31 December 2025. The Board has taken actions and measures to make sure that the Company is in all aspects in strict compliance with the Listing Rules and the Code. The current practices are reviewed and updated regularly to be in line with the local and international corporate governance practices.

CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the “Model Code”) contained in Appendix C3 to the Listing Rules as its code of conduct regarding Directors’ securities transactions. In response to the specific enquiry made to all Directors by the Company, all the Directors confirmed that they have fully complied with the required standard as set out in the Model Code throughout the year ended 31 December 2025.

BOARD OF DIRECTORS

All the Directors are high caliber executives with diversified industry expertise and bring a wide range of skills and experience to the Group. As at the date of this annual report, the Board comprised two executive Directors, two non-executive Directors and three independent non-executive Directors, whose biographies are set out on pages 32 to 35 of this annual report. Save as disclosed under the section headed “Biographies of Directors and Senior Management”, there is no financial, business, family or other material or relevant relationships between Board members.

During the year ended 31 December 2025, the Board maintained a high level of independence, with at least one-third of the Board comprised of independent non-executive Directors, who had exercised independent judgement. The independent non-executive Directors are expressly identified in all corporate communications whenever the names of Directors are disclosed.

除上文所披露者外，截至二零二五年十二月三十一日止年度，守則所載原則已於整個年度內應用於我們的企業管治架構。董事會已採取行動及措施確保本公司於各方面均嚴格遵守上市規則及守則。現行慣例會定期審閱及更新，以符合地方及國際企業管治慣例。

證券交易守則

本公司已採納上市規則附錄C3所載的上市發行人董事進行證券交易的標準守則（「標準守則」），作為董事進行證券交易的行為守則。應本公司向全體董事所作特定查詢，全體董事已確認，彼等於截至二零二五年十二月三十一日止年度已全面遵守標準守則所載的規定標準。

董事會

全體董事均為才能超群的行政人員，具備不同行業專長，為本集團帶來各種技術與經驗。於本年報日期，董事會由二名執行董事、二名非執行董事及三名獨立非執行董事所組成，彼等的履歷已列載於本年報第32至35頁。除於「董事及高級管理人員履歷」一節所披露者外，董事會成員並無擁有任何財務、業務、家族或其他重大或相關關係。

截至二零二五年十二月三十一日止年度，董事會維持高度獨立，至少三分之一成員由作出獨立判斷的獨立非執行董事組成。所有企業通訊披露董事姓名時，每次均會表明獨立非執行董事的身份。

CORPORATE GOVERNANCE REPORT

企業管治報告

Meetings

The composition of the Board and the Directors' respective attendance in the general meeting and the Board meetings during the year ended 31 December 2025 are as follows:

會議

截至二零二五年十二月三十一日止年度的董事會成員組合及董事各自的股東大會及董事會會議出席記錄如下：

		Number of meetings attended/held during the respective tenure 於各自任職期間出席／舉行的會議次數	
		General meetings 股東大會	Board meetings 董事會會議
Executive Directors	執行董事		
Mr. He Yuanqing (appointed on 3 September 2025)	何遠卿先生 (於二零二五年九月三日獲委任)	0/1	1/5
Ms. Hu Liping (appointed on 3 September 2025)	胡利平女士 (於二零二五年九月三日獲委任)	0/1	1/5
Mr. Guo Weiqiang (Chairman and Chief Executive Officer) (resigned on 3 September 2025)	郭衛強先生 (主席兼行政總裁) (於二零二五年九月三日辭任)	1/1	4/5
Ms. Wang Jing (passed away on 19 January 2025)	王 靜女士 (於二零二五年一月十九日辭世)	N/A 不適用	N/A 不適用
Ms. Wang Yuping (appointed on 10 March 2025 and resigned on 3 September 2025)	王玉平女士 (於二零二五年三月十日獲委任 並於二零二五年九月三日辭任)	1/1	4/5
Non-executive Directors	非執行董事		
Mr. Wang Jun	王 俊先生	0/1	5/5
Mr. Guo Jianfeng	郭建鋒先生	1/1	5/5
Independent non-executive Directors	獨立非執行董事		
Mr. Jiang Hongqing	姜洪慶先生	1/1	5/5
Mr. Lee Chi Ming	李志明先生	1/1	5/5
Mr. Ma Lishan	馬立山先生	1/1	5/5



CORPORATE GOVERNANCE REPORT

企業管治報告

Responsibilities and Delegation

The Board has delegated the supervision of the day-to-day management of the Company's business to the executive Directors. However, the Directors are collectively responsible for promoting the success of the Company by guiding and monitoring the Company to achieve its strategic objectives. The Board's primary functions are to set corporate policy and overall strategy for the Group and to oversee the management's performance. Accordingly, the Board approves strategic plans, major disposals and acquisitions, connected transactions and other significant operational issues. Furthermore, Board meetings may be held on occasions when a Board level decision on a particular matter is required; otherwise daily operational decisions as well as the implementation of the Board's policies and strategies are delegated to the executive Directors and management of the Group.

Independent Views and Input

The Company has established mechanisms to ensure independent views and input are available to the Board. The Board ensures the appointment of at least three independent non-executive directors and at least one-third of its members being independent non-executive directors. The nomination committee of the Board (the "Nomination Committee") strictly adheres to the independence assessment criteria as set out in the Listing Rules with regard to the nomination and appointment of independent non-executive Directors, and the Board is mandated to assess annually the independence of independent non-executive Directors to ensure that they can continually exercise independent judgement. No equity-based remuneration with performance-related elements will be granted to independent non-executive Directors as this may lead to bias in their decision-making and compromise their objectivity and independence. In addition, independent non-executive Directors are invited to serve as the chairmen and majority members of the audit committee of the Board (the "Audit Committee"), the remuneration committee of the Board (the "Remuneration Committee") and the Nomination Committee. Through participation in Board meetings, providing valuable perspectives to the Board discussions, taking the lead in managing issues involving potential conflict of interests and serving on various

責任與授權

董事會已授權執行董事監督本公司業務的日常管理。然而，董事共同負責促進本公司的成功發展，共同領導及監察本公司以達至其策略目標。董事會主要職能是為本集團制定企業政策、整體策略及監督管理層的表現。因此，董事會審批策略計劃、主要出售及收購、關連交易及其他重大營運事宜。此外，董事會亦可能於其須就某事項作出決定時舉行董事會會議，否則日常營運決策以及執行董事會的政策及策略由本集團執行董事以及管理層負責。

獨立觀點及意見

本公司已訂立相關機制以確保董事會可獲得獨立觀點及意見。董事會確保委任最少三名獨立非執行董事及當中最少三分之一成員為獨立非執行董事。董事會提名委員會（「提名委員會」）嚴格遵守上市規則所載有關提名及委任獨立非執行董事的獨立性評估準則，董事會並獲授權每年評估獨立非執行董事之獨立性，確保彼等能持續作出獨立判斷。獨立非執行董事並無獲給予帶有績效表現相關元素的股本權益薪酬，因為這類薪酬或會導致其決策偏頗並影響其客觀性和獨立性。此外，獨立非執行董事亦獲邀擔任董事會審計委員會（「審計委員會」）、董事會薪酬委員會（「薪酬委員會」）及提名委員會的主席及大多數成員。透過參與董事會會議，為董事會討論提供寶貴角度，領導管理有潛在利益衝突事務及於董事會轄下多個委員會服務，全體獨立非執行董事對本公司之有效運作均作出貢獻，且可以公開坦誠的方式自由表達



CORPORATE GOVERNANCE REPORT 企業管治報告

Board committees, all independent non-executive Directors are contributory to the effective running of the Company, and free to express their views in an open and candid manner. The Chairman annually holds meeting(s) with the independent non-executive Directors without the presence of other Directors. Should the circumstances require, independent non-executive Directors have open access to interact with the management and other Board members including the Chairman outside the boardroom.

Directors' Continuous Professional Development

To ensure their contributions to the Board remain informed and relevant, all the Directors are encouraged to participate in continuous professional training to develop and refresh their knowledge and skill.

During the year ended 31 December 2025, all the Directors were provided with regular updates and presentations on changes and developments of the Group's business and the latest developments in laws, rules and regulations relating to director's duties and responsibilities.

In addition, every newly appointed Director will receive an induction on the first occasion of his or her appointment, so as to ensure that he or she has a proper understanding of the operations and business of the Company, and his or her responsibilities under laws, regulations and especially the governance policies of the Company.

For the year ended 31 December 2025, all of the Directors confirmed that they have obtained sufficient continuous professional development training.

自身觀點。主席每年與獨立非執行董事舉行並無其他董事出席的會議。如情況需要，獨立非執行董事可在會議室外與管理層及其他董事會成員（包括主席）進行公開交流。

董事持續專業發展

為確保董事在具備充分資訊及切合所需情況下對董事會作出貢獻，我們鼓勵所有董事參加持續專業培訓，以增進及更新彼等的知識及技能。

截至二零二五年十二月三十一日止年度，全體董事已獲提供有關本集團業務變化及發展情況以及有關董事職責及責任的法律、規則及法規的最新發展情況的定期更新及展示。

此外，每名新獲委任之董事將在其首次獲委任時收到介紹，以確保其充分了解本公司之營運及業務，以及其於法律、法規及尤其是本公司管治政策下之責任。

截至二零二五年十二月三十一日止年度，所有董事均確認已獲得足夠的持續專業發展培訓。

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Throughout the year ended 31 December 2025, the Directors have participated in continuous professional training as follows:

於截至二零二五年十二月三十一日止年度，董事已參加持續專業培訓情況如下：

Name of directors	董事姓名	Type of continuous professional development training ^{(1), (2)} 持續專業發展培訓種類 ^{(1), (2)}
Mr. He Yuanqing	何遠卿先生	A & B
Ms. Hu Liping	胡利平女士	A & B
Mr. Guo Weiqiang	郭衛強先生	A & B
Ms. Wang Jing	王 靜女士	A & B
Ms. Wang Yuping	王玉平女士	A & B
Mr. Wang Jun	王 俊先生	A & B
Mr. Guo Jianfeng	郭建鋒先生	A & B
Mr. Jiang Hongqing	姜洪慶先生	A & B
Mr. Lee Chi Ming	李志明先生	A & B
Mr. Ma Lishan	馬立山先生	A & B

Notes:

附註：

- (1) A: Attending seminar(s), conference(s), forum(s) and/or training course(s)
- (2) B: Reading materials provided by external parties or by the Company including but not limited to updates relating to the Company's business or directors' duties and responsibilities, corporate governance and regulatory update, Listing Rules and other applicable regulatory requirements

- (1) A：出席研討會、會議、論壇及／或培訓課程
- (2) B：閱讀由外部人士或本公司提供的材料，包括但不限於與本公司業務或董事職務及職責、企業管治及法規更新、上市規則及其他適用法規規定有關的最新資料

Appointment and Re-election of Directors

Code provision B.2.2 of the Code requires that every director, including those appointed for a specific term, should be subject to retirement by rotation at least once every three years.

At each annual general meeting, one-third of the directors for the time being (or, if their number is not a multiple of three, the number nearest to but not less than one-third) shall retire from office by rotation, provided that every director shall be subject to retirement by rotation at least once every three years. As such, the Company considers that such provision is sufficient to meet the underlying objective of this code provision.

According to the bye-laws of the Company (the "Bye-laws"), Directors appointed to fill casual vacancies shall hold office until the next following general meeting and can be eligible for re-appointment at that time.

董事委任及重選

守則的守則條文第B.2.2條規定每名董事（包括有指定任期的董事）應輪流退任，至少每三年一次。

於每屆股東週年大會上，當時三分之一董事（或倘人數並非三的倍數，則最接近但不少於三分之一的人數）須輪值退任，惟每名董事須最少每三年輪值退任一次。因此，本公司認為是項條文充分符合此守則條文的相關目的。

根據本公司公司細則（「公司細則」）的規定，獲委任以填補臨時空缺的任何董事須任職至下屆股東大會，屆時符合資格膺選連任。

Insurance of the Directors and Officers

The Company has bought liability insurance for Directors and officers in respect of legal action against the Directors and officers which is in compliance with code provision C.1.8 of the Code.

Board Diversity Policy

Under code provision B.1.3 of the Code, the Board should review the implementation and effectiveness of the Company's policy on Board diversity on an annual basis.

The Board adopted a board diversity policy (the "Board Diversity Policy") on 1 January 2019 and reviewed the implementation of it on an annual basis. The Company recognises and embraces the benefits of having a diverse Board and endeavors to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business. In determining the optimum composition of the Board, diversity of Board members will be considered from a number of factors in order to maintain an appropriate range and balance of talents, skills, experience and knowledge on the Board. The Company will also take into account its own business model and specific needs from time to time.

For the purpose of implementing the Board Diversity Policy, the Board has set the following measurable objectives: (1) female Directors will continue to play a significant role in the Company and the Board will ensure there is a balance of male and female representation at Board level; (2) the Board will continue to comprise of members with working experience in other industries and knowledge and skills in different aspects; and (3) the Board will continue to comprise of members from different age groups.

董事及行政人員保險

本公司已遵照守則的守則條文第C.1.8條，就董事及行政人員的法律訴訟為彼等購買責任保險。

董事會多元化政策

根據守則的守則條文第B.1.3條，董事會應每年檢討本公司董事會多元化政策的實施及有效性。

董事會於二零一九年一月一日採納董事會成員多元化政策（「董事會多元化政策」），並每年檢討政策的實施情況。本公司深明並擁有多元化董事會的益處，並致力確保董事會在適用於本公司業務要求的技術、經驗及觀點多元化方面保持平衡。於釐定董事會的最佳成員組合時，董事會成員的多元化將從若干因素考慮，使董事會成員在人才、技能、經驗及知識方面保持適當的範疇及平衡。本公司亦將不時考慮自身的業務模式及具體需要。

為實施董事會多元化政策，董事會制定以下可衡量的目標：(1) 女性董事將繼續於本公司發揮重要作用，董事會將確保董事會層面的男女比例平衡；(2) 董事會將繼續由具有其他行業工作經驗及不同領域知識與技能的成員組成；及(3) 董事會將繼續由不同年齡組別的成員組成。



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The Board currently consists of one female Director and six male Directors, and Directors are at ages ranging from 45 to 75 years old with four of them between the age group of 40–49, one of them between the age group of 50–59 and the remaining two at the age over 70, serving on the Board for different tenures. The current Board members are well-experienced in different areas including banking and finance, digital construction, real estate, business operation and capital market. In view of the present size of the Board and the Group's operations and the nature of the risks and challenges it faces, the Board considers that the Company has achieved gender diversity as the Board has one female member and has struck a right balance of skills, experience and knowledge among the present Board members, hence the above measurable objectives of the Board Diversity Policy have been satisfactorily implemented and that there is sufficient diversity in the Board for the Company's corporate governance and business development needs. Further, the Company has one male senior management in the age group of 60–69 with extensive experience in architectural design and property. As at 31 December 2025, the Group has a 2.9:1 ratio of male and female in the workforce. The Group will strive to maintain a balance of gender diversity when recruiting and selecting key management and other personnel across the Group's operations.

Following the passing away of Ms. Wang Jing in January 2025, the Board becomes a single-gender Board, which does not meet the requirements under Rule 13.92 of the Listing Rules for diversity of Board members. With the appointment of Ms. Hu Liping as executive Director in September 2025, the Company has complied with the requirements under 13.92 of the Listing Rules.

Board Nomination Policy

The Nomination Committee shall endeavor to find individuals of high integrity who have a solid record of accomplishment in their chosen fields and who possess the qualifications, qualities and skills to effectively represent the best interests of the Company and its Shareholders. Candidates will be selected for their ability to exercise good judgment, and to provide practical insights and diverse perspectives. Candidates will also be assessed in the context of the then-current composition of the Board and the operating requirements of the Group. In conducting this assessment, the Nomination Committee will, in connection with its assessment and recommendation of candidates for Director,

董事會現由一名女性董事及六名男性董事組成，董事年齡介乎45至75歲，當中40至49歲的有四名，50至59歲的有一名及剩下兩名超過70歲，有關董事服務董事會的任期長短各有不同。現任董事會成員於銀行及金融、數字建設、房地產、商業運營及資本市場等不同領域擁有豐富經驗。鑑於現任董事會及本集團的運營規模，以及所面臨的風險及挑戰的性質，董事會認為本公司已實現性別多元化，因為董事會有一名女性成員，並在現任董事會成員的技能、經驗及知識方面取得適當平衡。因此，董事會多元化政策的上述可衡量的目標已令人滿意地實施，董事會有足夠的多元化以滿足本公司的公司治理及業務發展需要。此外，本公司有一名男性高級管理層，年齡介乎60歲至69歲，於建築設計及物業方面經驗豐富。於二零二五年十二月三十一日，本集團員工男女比例為2.9:1。本集團在招聘及甄選關鍵管理層及其他業務人員時，將致力維持性別多元化的平衡。

王女士於二零二五年一月辭世後，董事會成為單一性別董事會，未能符合上市規則第13.92條對董事會成員多元化之要求。隨著胡利平女士於二零二五年九月獲委任為執行董事，本公司已遵守上市規則第13.92條的規定。

董事會提名政策

提名委員會致力於物色誠實守信並在彼等從事之領域擁有扎實成就及相關資格、資質及技能的人士加入本公司的董事會，以有效代表本公司及其股東的最佳權益。提名委員會甄選候選人時，將考慮及評估候選人的判斷力、提供實際及多元角度意見的能力、當時的董事會成員的架構和本集團的業務需求。於進行有關評估時，提名委員會不僅考慮有關董事候選人的評估及推薦建議，亦



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consider diversity (including, but not limited to, gender, race, ethnicity, age, experience and skills) and such other factors as it deems appropriate given the then-current and anticipated future needs of the Board and the Company, and to maintain a balance of perspectives, qualifications, qualities and skills on the Board.

The Nomination Committee shall consider the following criteria, which are not exhaustive, in recommending to the Board potential new Board members, or the continued service of existing members:

- reputation for integrity
- accomplishment and professional knowledge and industry experience which may be relevant to the Company
- commitment in respect of available time
- merit and potential contributions that such candidate could bring to the Board with reference to the Company's Board Diversity Policy (as adopted and amended by the Board from time to time), including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, independence, skills, knowledge and length of service
- in case of a candidate for an independent non-executive Director of the Company, to assess: (i) the independence of such candidate with reference to, among other things, the independence criteria as set out in Rule 3.13 of the Listing Rules; and (ii) the guidance and requirements relating to independent non-executive directors as set out in code provision B.3.4 of Appendix C1 to the Listing Rules and in the "Corporate Governance Guide for Boards and Directors" published by The Stock Exchange of Hong Kong Limited
- Board succession planning considerations and the long-term needs of the Company

考慮董事會成員的多樣性(包括但不限於性別、人種、民族、年齡、經驗及技能)及其認為符合董事會及本公司當時及預期未來需求的有關其他因素，以保持董事會觀點、資格、資質及技能的平衡。

在向董事會建議潛在新董事會成員或留任現有成員時，提名委員會需考慮以下資格(並非詳盡無疑)：

- 誠信信譽
- 或與本公司相關的成就、專業知識及行業經驗
- 可投入的時間
- 參考本公司的董事會多元化政策(經董事會採納並不時修訂)，有關候選人可為董事會帶來的好處及潛在貢獻，包括但不限於性別、年齡、文化及教育背景、種族、專業經驗、獨立性、技能、知識及服務期長短
- 就本公司獨立非執行董事候選人而言，將予評估：(i)有關候選人的獨立性(參考(其中包括)上市規則第3.13條所載的獨立性標準)；及(ii)上市規則附錄C1守則條文第B.3.4條及香港聯合交易所有限公司所公佈的「董事會及董事企業治理指引」所載的有關獨立非執行董事之指引及規定
- 董事會的繼任規劃考慮因素及本公司的長期需要



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CHAIRMAN AND CHIEF EXECUTIVE

Code provision C.2.1 of the Code states that the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. The Chairman provides leadership for the Board and ensures that the Board works effectively and discharges its responsibility whilst the chief executive officer of the Company has overall chief executive responsibility for the Group's business development and day-to-day management generally.

Mr. Guo Weiqiang, being the then chief executive officer of the Company, was appointed as the chairman of the Board on 26 January 2024. Mr. Guo resigned from the positions of the chairman, chief executive officer and an executive Director of the Company with effect from 3 September 2025. Since then, the Company has not appointed any Chairman of the Board or Chief Executive Officer. This constitutes a deviation from Code Provision C.2.1. The daily operation and management of the Group are monitored by the Executive Directors together with the senior management team. The Board as a whole is responsible for the overall strategic planning and major decisions of the Company. The Board is of the view that, although there is no Chairman and no Chief Executive Officer, the balance of power and authority is ensured by the collective decision-making of the Board, which comprises experienced individuals who meet from time to time to discuss issues affecting the operation of the Group. This arrangement enables the Group to make and implement decisions promptly and achieve its objectives efficiently and effectively in response to the changing environment. The Company may seek to re-comply with code provision C.2.1 by identifying and appointing a suitable and qualified candidate to the position of the chief executive officer or the chairman in due course by considering the business needs and developments of the Group.

主席及行政總裁

守則之守則條文第C.2.1條訂明主席與行政總裁之角色應有區分，並不應由一人同時兼任。主席領導董事會，確保董事會有效運作及履行其職責，而本公司行政總裁則全面負責本集團的業務發展及整體日常管理。

郭衛強先生原為本公司行政總裁，於2024年1月26日獲委任為董事會主席。郭先生於2025年9月3日起辭任董事會主席、行政總裁及執行董事職務。此後，本公司一直未委任任何董事會主席或行政總裁。此情況構成對第C.2.1條的偏離。本集團的日常營運及管理由執行董事及高級管理團隊負責。董事會整體負責本公司的整體策略規劃及重大決策。董事會認為，雖然目前沒有董事會主席及行政總裁，但權力與權威的平衡仍可透過董事會的集體決策得到確保（董事會由經驗豐富的成員組成，會不時開會討論影響集團營運的事宜）。此安排可讓本集團迅速作出及執行決策，從而有效及高效地達致本集團的目標以應對不斷變化的環境。本公司可透過考慮本集團的業務需要及發展，適時物色及委任合適及合資格候選人擔任行政總裁或主席一職，以尋求重新遵守守則條文第C.2.1條。

BOARD COMMITTEES

Audit Committee

The Company has set up the Audit Committee with specific written terms of reference which clearly deal with its authorities and duties. The primary role and function of the Audit Committee is to assist the Board in providing an independent review of the Group's financial reporting and risk management and internal control systems as well as the internal and external audit functions.

The Audit Committee currently comprises all of the three independent non-executive Directors, namely Mr. Jiang Hongqing, Mr. Lee Chi Ming and Mr. Ma Lishan. The composition and members of the Audit Committee comply with the requirements under Rule 3.21 of the Listing Rules. Mr. Lee Chi Ming is an independent non-executive Director with appropriate professional accounting qualification as required under Rule 3.10(2) of the Listing Rules.

During the year ended 31 December 2025, the Audit Committee held two meetings to review with the management the Group's adopted accounting principles and practices, internal controls and financial reporting matters in conjunction with the external auditors, including reviews of the half-year and annual financial results and reports. The Audit Committee has also discussed on the financial, operational and compliance controls in particular the adequacy of resources, qualifications and experience of staff of the Group's accounting and financial reporting function, and their training programmes and budget. The Audit Committee has not taken a different view from the Board regarding the selection and re-appointment of the external auditors. The attendance of each member of the Audit Committee is set out below:

Name of Members 成員名稱

Number of meetings attended 出席會議次數

Mr. Lee Chi Ming (Chairman)
Mr. Jiang Hongqing
Mr. Ma Lishan

李志明先生 (主席)
姜洪慶先生
馬立山先生

2/2
2/2
2/2

The audit committee of the Company has reviewed with the management and the independent auditor of the Company the accounting principles and practices adopted by the Group and has discussed the auditing, internal control and financial reporting matters, including a review of the annual results and the consolidated financial statements of the Group for the year ended 31 December 2025.

董事委員會

審核委員會

本公司已成立審核委員會，並有成文權責範圍明確載列其權力及職責。審核委員會的主要角色及功能為協助董事會就本集團的財務匯報及風險管理及內部監控制度，以至內部核數及外聘核數師的職能提供獨立評核。

審核委員會現時由全體三名獨立非執行董事，即姜洪慶先生、李志明先生及馬立山先生組成。審核委員會的構成及其成員均符合上市規則第3.21條的要求。李志明先生為具備上市規則第3.10(2)條規定的適當專業會計資格的獨立非執行董事。

截至二零二五年十二月三十一日止年度，審核委員會舉行二次會議，與管理層及外聘核數師共同審閱本集團所採納的會計原則及實務、內部監控及財務匯報等事宜，其中包括審閱半年度及全年財務業績及報告。審核委員會亦就財務、營運及合規監控作出討論，特別是本集團在會計及財務匯報職能方面的資源、員工資歷及經驗是否足夠，以及員工所接受的培訓課程及有關預算是否充足。審核委員會在挑選及續聘外聘核數師方面與董事會並無任何意見分歧。各審核委員會成員的出席記錄如下：

本公司的審核委員會已與本公司管理層及獨立核數師審閱本集團所採納的會計原則及實務，並討論審計、內部監控及財務匯報等事宜，其中包括審閱本集團截至二零二五年十二月三十一日止年度的全年業績及綜合財務報表。

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Nomination Committee

The Company has set up the Nomination Committee with specific written terms of reference which clearly deal with its authorities and duties. The primary duties of the Nomination Committee are to review the structure, size and composition of the Board on a regular basis (including the skills, knowledge and experience), to recommend to the Board on the selection of suitable candidates for directorships and on the succession planning for the Directors.

The Nomination Committee currently comprises one executive Director, namely Ms. Hu Liping; and two independent non-executive Directors, namely Mr. Jiang Hongqing and Mr. Lee Chi Ming.

During the year ended 31 December 2025, the Nomination Committee held one meeting to review the structure and composition and the succession plan of the Board, and to evaluate and make recommendations on individuals nominated for directorship. The attendance of each member of the Nomination Committee is set out below:

提名委員會

本公司已成立提名委員會，並有明文權責範圍明確載列其權力及職責。提名委員會的主要職責為定期審閱董事會的架構、規模及組成（包括技能、知識及經驗），就甄選合適董事候選人及董事繼任計劃等事宜向董事會提供建議。

提名委員會現時由一名執行董事（即胡利平女士）及兩名獨立非執行董事（即姜洪慶先生及李志明先生）組成。

於截至二零二五年十二月三十一日止年度，提名委員會舉行一次會議，以審視董事會的架構、組成及繼任計劃，並就各提名董事進行評價及提出建議。各提名委員會成員的出席記錄如下：

Name of Members 成員名稱		Number of meetings attended 出席會議次數
Ms. HU Liping (appointed on 3 September 2025)	胡利平女士（於二零二五年九月三日獲委任）	N/A 不適用
Ms. WANG Yuping (Chairman) (appointed on 2 July 2025 and resigned on 3 September 2025)	王玉萍女士（主席） （於二零二五年七月二日獲委任， 並於二零二五年九月三日辭任）	N/A 不適用
Mr. Guo Weiqiang (Chairman) (ceased to be a member on 2 July 2025 resigned on 3 September 2025)	郭衛強先生（主席） （於二零二五年七月二日不再擔任 成員並於二零二五年九月三日辭任）	2/2
Mr. Jiang Hongqing	姜洪慶先生	2/2
Mr. Lee Chi Ming	李志明先生	2/2

Remuneration Committee

The Company has set up the Remuneration Committee with specific written terms of reference which clearly deal with its authorities and duties. The primary duties of the Remuneration Committee are to make recommendations to the Board on the overall remuneration policy and structure relating to all Directors and senior management of the Company, including benefits in kind, pension rights and compensation payments including any compensation payable for loss or termination of their office or appointment, and make recommendations to the Board of the remuneration of non-executive Directors. The Remuneration Committee should consider factors such as salaries paid by comparable companies, time commitment and responsibilities of the Directors, and ensure no Director or any of his associates may be involved in any decisions as to his own remuneration.

From 2024 onwards, the Remuneration Committee will also review the share option scheme and other share schemes (if any) of the Company on annual basis. During the year ended 31 December 2025, since there was no share option granted under the share option scheme of the Company, no material matter relating to the share option scheme has been reviewed by the Remuneration Committee.

The Remuneration Committee currently comprises one executive Director, namely Mr. He Yuanqing; and two independent non-executive Directors, namely Mr. Jiang Hongqing and Mr. Lee Chi Ming.

薪酬委員會

本公司已成立薪酬委員會，並有明文權責範圍明確載列其權力及職責。薪酬委員會的主要職責為就本公司全體董事及高級管理人員的整體薪酬政策及架構，包括非金錢利益、退休金權利及補償金（包括喪失或終止職務或委任的賠償），向董事會作出推薦建議；並就非執行董事的薪酬向董事會提供建議。薪酬委員會應考慮的因素包括：同類公司支付的薪金、董事所投放時間及職責，並確保董事或其任何聯繫人不可參與制定其個人薪酬的任何決定。

自二零二四年起，薪酬委員會亦會每年檢討本公司的購股權計劃及其他股份計劃（如有）。截至二零二五年十二月三十一日止年度，由於本公司並無根據購股權計劃授予購股權，因此薪酬委員會並無檢討與購股權計劃有關的重大事項。

薪酬委員會現時由一名執行董事（即何遠卿先生）及兩名獨立非執行董事（即姜洪慶先生及李志明先生）組成。

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During the year ended 31 December 2025, the Remuneration Committee held one meeting to review the remuneration packages of the executive Directors and senior management. The attendance of each member of the Remuneration Committee is set out below:

截至二零二五年十二月三十一日止年度，薪酬委員會舉行一次會議，以審視執行董事及高級管理人員的薪酬綜合方案。各薪酬委員會成員的出席記錄如下：

Name of Members		Number of meetings attended
成員名稱		出席會議次數
Mr. Jiang Hongqing (Chairman)	姜洪慶先生(主席)	1/1
Mr. HE Yuanqing (appointed on 3 September 2025)	何遠卿先生 (於二零二五年九月三日獲委任)	N/A 不適用
Mr. Guo Weiqiang (resigned on 3 September 2025)	郭衛強先生 (於二零二五年九月三日辭任)	1/1
Mr. Lee Chi Ming	李志明先生	1/1

The existing Remuneration Committee will continue to make recommendations to the Board on the Company's remuneration policy and structure for all Directors and senior management of the Group, and to ensure that no Director or any of his associates will participate in deciding his own remuneration.

現任薪酬委員會將繼續就全體董事及本集團高級管理人員的本公司薪酬政策及架構，向董事會作出推薦建議，並確保董事或其任何聯繫人不會參與決定其個人薪酬。

DIRECTORS' AND SENIOR MANAGEMENT'S EMOLUMENTS AND FIVE HIGHEST PAID INDIVIDUALS

董事及高級管理人員酬金以及五名最高薪人士

All Directors are entitled to a fee as approved by the Board with reference to the prevailing market conditions. Executive Directors are entitled to fees, salaries, housing allowances, other allowances, benefits in kind (including contribution to the pension scheme on behalf of our Directors) or discretionary bonuses, which are determined by the Board having regard to the Group's performance and the prevailing market conditions and approved by the remuneration committee of the Company. Details of Directors' emoluments and emoluments of five highest paid individuals of the Company (including senior management of the Group) are set out in Notes 12 and 10 to the consolidated financial statements.

全體董事有權獲得由董事會經參考現行市況後批准的袍金。執行董事有權獲得由董事會經考慮本集團的業績及現行市況後釐定並經本公司薪酬委員會批准的袍金、薪金、房屋津貼、其他津貼、實物利益(包括代表董事就退休金計劃供款)或酌情花紅。董事薪酬及本公司最高薪的五名人士(包括本集團高級管理人員)的薪酬詳情載列於綜合財務報表附註12及10。

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board is responsible for ensuring sound and effective risk management and internal control systems to safeguard the Shareholders' interests and the Company's assets. The Board has the responsibility to evaluate and determine the nature and extent of the risks it is willing to take in achieving the Company's strategic objectives, and to ensure the Company establishes and maintains appropriate and effective risk management and internal control systems on an ongoing basis. The risk management and internal control systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Audit Committee assists the Board in leading the management and overseeing the design, implementation and monitoring of the risk management and internal control systems.

During the year ended 31 December 2025, the Group conducts an annual review on whether there is a need for an internal audit department. Given the Group's simple operating structure, as opposed to a separate internal audit department, the Board is directly responsible for internal control of the Group and for reviewing its effectiveness. It formulates the annual internal audit plan and procedures, conducts periodic independent reviews on the operations of individual divisions to identify any irregularities and risks, develops action plans and recommendations to address the identified risks.

The Board conducts a review on the risk management and internal control system of the Group on an annual basis and has the responsibility to maintain an effective risk management and internal control system. The review involves all material monitoring aspects, including but not limited to finance, operation, compliance and risk management. The Board also reviews and monitors the effectiveness of the internal control and risk management systems on a regular basis to ensure that the systems in place are adequate. The Group's internal control system is comprised of a system of controlled management wherein various authoritative limits are placed to ensure that the Group is able to supervise, control and assess various functions within Group. The system further permits the Group to safeguard its accounting records to minimise material errors in order to provide financial information as accurately as possible.

風險管理及內部監控

董事會負責確保風險管理及內部監控制度健全而有效，以保障股東利益及本公司資產。董事會負責評估並釐定其為實現本公司策略目標而願意承擔的風險之性質及程度，並確保本公司持續建立及維持適當而有效的風險管理及內部監控制度。風險管理及內部監控制度乃為管理而非消除未能達到業務目標的風險，且僅能夠就重大錯誤陳述或虧損提供合理而非絕對的保證。

審核委員會協助董事會領導管理層以及監督風險管理及內部監控制度之制訂、執行及監控。

截至二零二五年十二月三十一日止年度，本集團就是否需要成立內部審計部進行年度審閱。基於本集團營運結構簡單，董事會直接負責本集團內部監控及檢討其成效，而非單獨設立內部審計部。其亦制訂年度內部審核計劃及程序，定期獨立檢討每個部門之營運，以識別任何違規活動及風險，制定行動計劃及提出推薦建議，以應對所識別之風險。

董事會每年檢討本集團的風險管理及內部監控制度並負責維持有效的風險管理及內部監控制度。審查工作涉及所有重大監察方面，包括但不限於財務、營運、合規及風險管理。董事會亦定期檢討及監察內部監控及風險管理制度的成效，以確保既有制度充足。本集團內部監控制度包括在監控下進行的管理系統，當中設定各類權限，確保本集團能夠監督、控制及評估本集團內各職能。該系統更允許本集團保障其會計記錄，盡量減少重大錯誤，以盡可能提供準確的財務資料。



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The Company has implemented its anti-corruption and bribery policy which provides guidance to employees of the Group on how to recognise and deal with bribery and corruption. Any employee found guilty of misconduct such as fraud, dishonesty or serious neglect of duty will be summarily dismissed. The Company has also implemented its whistleblowing policy, which is intended to encourage and enable employees of the Group and those who deal with the Company (e.g. customers and suppliers) to report or raise concerns about, in confidence and anonymity, violations or suspected violations or any possible improprieties in matters of financial reporting, internal control or other matters to the Audit Committee. Any person who is found to have victimized or retaliated against those who have reported or raised concerns under the whistleblowing policy will be subjected to disciplinary sanctions.

The Company has developed its disclosure policy which provides a general guide to the Company's Directors, officers, senior management and relevant employees in handling confidential information, monitoring information disclosure and responding to enquiries. Meanwhile, the Company handles and disseminates the inside information according to the related policy to ensure that the inside information is kept confidential before being approved for dissemination and the relevant information will be released effectively and conformably.

During the year ended 31 December 2025, the Company engaged an external independent consultant to conduct a review on the internal control system of the Group in order to maintain high standards of corporate governance. The Board has also reviewed the adequacy of resources, staff qualifications and experience, training programmes and budget of the Company's accounting, internal audit and financial reporting function. Based on the above, the Board is of the view that the Company has established a proper risk management and internal control system which is effective and adequate.

AUDITORS AND AUDITOR'S REMUNERATION

The auditor of the Company for the financial year under review is ZHONGHUI ANDA CPA Limited. During the year ended 31 December 2025, remuneration in respect of audit and non-audit services provided by the auditor of the Company to the Group was approximately HK\$1,812,000 and nil respectively.

本公司已實施反貪污及賄賂政策，為本集團員工提供如何識別及處理賄賂及貪污指引。任何被發現存在欺詐、不誠實或嚴重失職等不當行為的員工將被立即解僱。本公司亦實施了舉報政策，旨在鼓勵並使本集團員工與本公司存在往來的人員（如客戶及供應商）以保密及匿名的方式向審核委員會報告或提出對財務報告、內部控制或其他事項的違規或涉嫌違規或任何可能的不當行為的顧慮。任何被發現對根據舉報政策舉報或提出顧慮的人進行傷害或報復的人，均將受到紀律處分。

本公司制定其披露政策，為本公司董事、主管、高級管理層及相關僱員就處理機密資料、監察資料披露及處理詢問提供一般指引。同時，本公司按公司相關政策處理與發佈內幕消息，以確保內幕消息在獲適當批准前一直保密，並確保有效及一致地發佈有關消息。

截至二零二五年十二月三十一日止年度，本公司委聘獨立外部顧問審閱本集團內部監控制度，以維持高水平的企業管治。董事會亦已檢討本公司會計、內部審核及財務匯報職能方面的資源、員工資歷與經驗、培訓課程及有關預算是否充足。根據上述，董事會認為本公司已建立妥善風險管理及有效且適當的內部監控制度。

核數師及核數師酬金

本公司於回顧財政年度的核數師為中匯安達會計師事務所有限公司。截至二零二五年十二月三十一日止年度，本公司核數師向本集團提供有關核數及非核數服務的酬金分別約為1,812,000港元及零。

DIRECTORS AND AUDITOR'S RESPONSIBILITIES FOR FINANCIAL STATEMENTS

The Directors acknowledge their responsibility for preparing the financial statements of the Company for the year ended 31 December 2025. The auditor of the Company acknowledges its reporting responsibilities in the auditor's report on the financial statement during the year ended 31 December 2025. Save as the conditions disclosed in Note 2 to the consolidated financial statements, the Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as going concern. Accordingly, the Board has continued to adopt the going concern basis in preparing the financial statements of the Company. The statement made by the auditor of the Company regarding their reporting responsibilities on the consolidated financial statements is set out in the Independent Auditor's Report on pages 80 to 86 of this annual report.

COMPANY SECRETARY

Mr. Tsang Ho Pong ("Mr. Tsang") was appointed as the company secretary of the Company (the "Company Secretary") since 14 June 2017 and resigned on 16 January 2026. Mr. Wan Shun Man ("Mr. Wan") was appointed as the Company Secretary of the Company since 16 January 2026. Mr. Tsang and Mr. Wan are full-time employee of the Company and have day-to-day knowledge of the Company's affairs. The Company Secretary reports to the Chairman and is responsible for advising the Board on corporate governance matters and facilitating communication between Board members, the Shareholders and management of the Company. For the year under review, the company secretary has confirmed that he has taken no less than 15 hours of relevant professional training.

SHAREHOLDERS' RIGHTS

Rights to convene special general meetings

(1) Under the Company's bye-laws

Pursuant to Bye-law 62 of the Company's bye-laws, a special general meeting ("SGM") shall be convened on requisition by Shareholders of the Company, as provided by the Companies Act 1981 of Bermuda (as amended) (the "Companies Act"), or, in default, may be convened by the requisitionists.

董事及核數師就財務報表的責任

董事確認其編製本公司截至二零二五年十二月三十一日止年度財務報表的責任。本公司核數師於核數師報告中確認其就截至二零二五年十二月三十一日止年度財務報表報告的責任。除綜合財務報表附註2所披露之條件外，董事並不知悉有任何事件或情況的重大不明朗因素可能對本公司的持續經營能力產生重大疑問。因此，董事會繼續採用持續經營基準編製本公司財務報表。本公司核數師就其對綜合財務報表的報告責任的聲明載於本年報第80至86頁的獨立核數師報告內。

公司秘書

曾浩邦先生(「曾先生」)自二零一七年六月十四日起獲委任為本公司的公司秘書(「公司秘書」)，並於二零二六年一月十六日辭任。溫迅敏先生(「溫先生」)自二零二六年一月十六日起獲委任為本公司之公司秘書。曾先生及溫先生均為本公司全職僱員且了解本公司日常事務。公司秘書向主席報告，並負責就企業管治事務向董事會提供意見及促進董事會成員、股東及本公司管理層之間的溝通。於回顧年度，公司秘書已確認其已接受不少於15小時相關專業培訓。

股東權利

召開股東特別大會的權利

(1) 根據本公司的公司細則

按照本公司的公司細則第62條，本公司根據百慕達一九八一年公司法(經修訂)(「公司法」)規定須就股東提出的呈請召開股東特別大會(「股東特別大會」)；如公司沒有因應呈請而召開股東特別大會，則可由呈請人召開股東特別大會。



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(2) *Under the Companies Act*

Pursuant to Section 74 of the Companies Act, a Shareholder or Shareholders holding at the date of the deposit of the requisition not less than one-tenth of the paid-up capital of the Company as at the date of the deposit carries the right of voting at general meetings of the Company may requisition the Directors to forthwith proceed duly to convene a SGM by depositing a written requisition at the registered office of the Company.

The written requisition must state the purposes of the meeting (including the resolutions to be considered at the meeting), signed by the requisitionists, deposited at the registered office of the Company at Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM10, Bermuda and may consist of several documents in like form each signed by one or more requisitionists.

If the Directors do not within twenty-one days from the date of the deposit of the requisition proceed duly to convene a SGM, the requisitionists, or any of them representing more than one half of the total voting rights of all of them, may themselves convene a SGM, but any SGM so convened shall not be held after the expiration of three months from the date of deposit of the requisition.

A SGM so convened by the requisitionists shall be convened in the same manner, as nearly as possible, as that in which meetings are to be convened by the Directors.

Rights to put forward proposals at general meetings

Shareholders may put forward proposals at general meetings of the Company pursuant to the provisions of the Companies Act as follows:

Sections 79 and 80 of the Companies Act allow certain Shareholder(s) to requisition the Company to give notice to the Shareholders in respect of any resolution which is intended to be moved at an annual general meeting of the Company ("AGM") or circulate a statement in respect of any proposed resolution or business to be considered at a general meeting of the Company.

(2) *根據公司法*

按照公司法第74條，一名或多名於送達呈請日期持有不少於本公司於呈請日期已繳足股本十分之一並享有在本公司股東大會的投票權的股東，可透過向本公司註冊辦事處遞交書面呈請要求董事就此正式召開股東特別大會。

書面呈請必須列明會議目的（包括將於大會上考慮的決議案），且必須由呈請人簽署及遞交至本公司註冊辦事處（地址為Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM10, Bermuda），並可由一名或多名呈請人簽署同一格式的多份文件組成。

如董事未能於送達呈請日期起計二十一天內正式召開股東特別大會，呈請人或代表全部呈請人總投票權半數以上的任何呈請人，可自行召開股東特別大會，惟任何由此召開的股東特別大會必須於送達呈請日期起計三個月內召開，否則限期屆滿後便不能召開。

呈請人就此召開的股東特別大會須盡可能與由董事召開的會議相同的方式召開。

於股東大會提呈議案的權利

股東可根據以下公司法的條文，於本公司的股東大會上提呈議案：

公司法第79及80條准許若干股東就任何擬於本公司股東週年大會（「股東週年大會」）上動議的決議案要求本公司向股東發出通知，或就任何擬於本公司股東大會上提呈的決議案或考慮的事項要求本公司傳閱陳述書。



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Under Section 79 of the Companies Act, at the expense of the requisitionists unless the Company otherwise resolves, it shall be the duty of the Company on the requisition in writing by such number of Shareholders:

- (a) to give to the Shareholders entitled to receive notice of the next AGM notice of any resolution which may properly be moved and is intended to be moved at that meeting.
- (b) to circulate to the Shareholders entitled to have notice of any general meeting sent to them any statement of not more than one thousand words with respect to the matter referred to in any proposed resolution or the business to be dealt with at that meeting.

The number of Shareholders necessary to make the above requisitions to the Company shall be:

- (aa) either any number of Shareholders representing not less than one-twentieth of the total voting rights of all the Shareholders having at the date of the requisition a right to vote at the meeting to which the requisition relates; or
- (bb) not less than one hundred Shareholders. Notice of any such intended resolution shall be given, and any such statement shall be circulated, to Shareholders entitled to have notice of the meeting sent to them by serving a copy of the resolution or statement on each such Shareholder in any manner permitted for service of notice of the meeting, and notice of any such resolution shall be given to any other Shareholder by giving notice of the general effect of the resolution in any manner permitted for giving him notice of meetings of the Company, provided that the copy shall be served, or notice of the effect of the resolution shall be given, as the case may be, in the same manner and, so far as practicable, at the same time as notice of the meeting and, where it is not practicable for it to be served or given at that time, it shall be served or given as soon as practicable thereafter.

根據公司法第79條，在呈請人支付費用的情況下（除非本公司另有決議），本公司在有關數目的股東提出書面呈請時有責任：

- (a) 向有權接收下屆股東週年大會通告的股東發出通告，以告知可能會在該會議上正式動議並擬在該會議上動議的任何決議案。
- (b) 向有權獲送交任何股東大會通告的股東傳閱任何字數不多於一千字的陳述書，以告知在任何建議決議案內所提述的事宜，或將在該會議上處理的事項。

向本公司提出上述呈請所需的股東人數須為：

- (aa) 代表在呈請日期有權在呈請涉及的會議上表決的不少於所有股東總投票權二十分之一的股東人數；或
- (bb) 不少於一百名股東。任何此等建議決議案的通知及任何此等陳述書，須以准許用於送達會議通告的任何方式，將該決議案或陳述書的副本向有權獲送交會議通告的股東發出或傳閱；至於向任何其他股東發出任何此等決議案的通知，則須以准許用於向其發出本公司會議通告的任何方式，向其發出具該等決議案大意的通知，但該副本的送達方式或該決議案大意通知的發出方式（視屬何情況而定），須與會議通告發出的方式相同，而送達或發出的時間，亦須在實際可行情況下與會議通告發出的時間相同，如當時不能送達或發出，則須於隨後在實際可行情況下盡快送達或發出。

CORPORATE GOVERNANCE REPORT

企業管治報告

Section 80 of the Companies Act sets out the conditions to be met before the Company is bound to give notice of any resolution or to circulate any statement. Pursuant to Section 80 of the Companies Act, the Company shall not be bound under Section 79 to give notice of any resolution or to circulate any statement unless:

- (a) a copy of the requisition signed by the requisitionists, or two or more copies which between contain the signatures of all the requisitionists, is deposited at the registered office of the Company:
 - (i) in the case of a requisition requiring notice of a resolution, not less than six weeks before the meeting; and
 - (ii) in the case of any other requisition, not less than one week before the meeting; and
- (b) there is deposited or tendered with the requisition a sum reasonably sufficient to meet the Company's expense in giving effect thereto;

provided that if, after a copy of the requisition requiring notice of a resolution has been deposited at the registered office of the Company, an AGM is called for a date six weeks or less after the copy has been deposited, the copy though not deposited within the abovementioned time shall be deemed to have been properly deposited for the purposes thereof.

Rights to put enquiries to the Board

Shareholders may at any time put enquiries to the Board. All enquiries shall be in writing and be sent by post to the principal place of business of the Company in Hong Kong at Units 1602–1605, 16/F, Tower 2, The Gateway, Harbour City, 25 Canton Road, Tsim Sha Tsui, Kowloon, Hong Kong. Shareholders may also make enquiries with the Board at the general meetings of the Company.

公司法第80條載有本公司於承擔發出任何決議案通知或傳閱任何陳述書前須達致的條件。根據公司法第80條，本公司毋須根據第79條所述發出有關任何決議案的通知或傳閱任何陳述書，除非：

- (a) 於下述時間將一份由呈請人簽署的呈請（或兩份或以上載有全體呈請人簽字的呈請）遞交至本公司的註冊辦事處：
 - (i) 倘屬需要發出決議案通知的呈請，則須於有關會議舉行前不少於六個星期；及
 - (ii) 倘屬任何其他呈請，則須於有關會議舉行前不少於一個星期；及
- (b) 隨該呈請遞交或繳付一筆足夠本公司合理應付因處理有關呈請而產生的開支的款項；

但若將需要發出決議案通告的呈請遞交至本公司註冊辦事處後，股東週年大會在遞交該呈請後六個星期或較短時間內某日召開，儘管該呈請雖然並非在上述時間內遞交，但就本款而言，亦須當作已恰當遞交論。

向董事會作出查詢的權利

股東可隨時向董事會作出查詢。所有查詢均須以書面方式郵寄至本公司於香港的主要營業地點（地址香港九龍尖沙咀廣東道25號海港城港威大廈2座16樓1602–1605室）。股東亦可於本公司股東大會向董事會提出查詢。

COMMUNICATIONS WITH SHAREHOLDERS AND INVESTORS

The Company believes that effective communication with its Shareholders is essential for enhancing investor relations and investors' understanding of the Group's business performance and strategies. The Company endeavours to maintain an on-going dialogue with its Shareholders. To ensure that the Shareholders and potential investors are provided with ready, equal and timely access to balanced and understandable information about the Company and to manage its relationship with its Shareholders and the investment community, the Company communicates through publication of announcements, circulars and annual and interim reports. Such information is disseminated through the Stock Exchange at its designated website (<http://www.hkexnews.hk>), and can also be accessed via the Company's website (<http://dit.aconnect.com.hk>). The Company's corporate information is also made available on the Company's website. In addition, annual and special general meetings provide a forum for the Shareholders to make comments and exchange views with the Directors and senior management. The Company keeps on promoting investor relations and enhancing communication with the existing Shareholders and potential investors. It welcomes suggestions, inquiries and questions about the Company from investors, stakeholders and the public to the Company by email at ir@cmdrawin.com, or by post to the Company's principal place of business in Hong Kong, or by raising questions at general meetings. Shareholders should direct their questions about their shareholdings to the Company's branch share registrar, Computershare Hong Kong Investor Services Limited. The Directors, Company Secretary and other appropriate members of the senior management will also respond to inquiries from the Shareholders and the investment community put to the Company in the manner as mentioned under the heading "Shareholders' Rights" in the Corporate Governance Report.

The Company reviewed the implementation and effectiveness of the Shareholders' communication policy on an annual basis and considered it to be effective.

During the year ended 31 December 2025, the Company did not make any changes to the memorandum of association of the Company and Bye-laws, the current versions of which are available on the websites of the Stock Exchange and the Company.

與股東及投資者的溝通

本公司相信與股東進行有效溝通對提升投資者關係及讓投資者了解本集團的業務表現及策略有關鍵作用。本公司致力維持與股東的持續對話。為確保股東及潛在投資者能夠通過即時、平等及及时的渠道獲得關於本公司的均衡及容易理解的資料，以及為了處理與股東及投資界的關係時，本公司是透過刊發公告、通函、年報及中期報告進行溝通。有關資料除於聯交所的指定網站 (<http://www.hkexnews.hk>) 發放外，亦可於本公司網站 (<http://dit.aconnect.com.hk>) 查閱。本公司企業資料亦可在本公司網站查閱。此外，股東週年大會和股東特別大會為股東提供平台，提出建議，以及與董事及高級管理層交流意見。本公司不斷促進投資者關係，並加強與現有股東及潛在投資者溝通，亦歡迎投資者、股東及公眾人士透過發送郵件至 ir@cmdrawin.com 或郵寄至本公司駐香港主要辦公地對本公司提出建議、查詢及疑問，或在股東大會上提問。股東如對名下持有任何問題，應向本公司的香港股份過戶登記分處香港中央證券登記有限公司提出。董事、公司秘書及其他適當的高級管理層成員亦會就股東及投資界按本企業管治報告標題為「股東權利」所述方式向本公司提出的查詢作出回應。

本公司每年檢討股東溝通政策的實施情況及效益，認為政策得到有力實施。

截至二零二五年十二月三十一日止年度，本公司並無修改本公司的組織章程大綱及公司細則，現行版本可於聯交所及本公司的網站查閱。



REPORT OF THE DIRECTORS

董事會報告

The Directors have pleasure in presenting the Company's annual report and the audited consolidated financial statements of the Group for the year ended 31 December 2025.

PRINCIPAL ACTIVITIES

The principal activities of the Group are prefabricated construction work, granting licenses, consulting services, sales of equipment, decoration and landscaping services in the People's Republic of China.

BUSINESS REVIEW

The Group's revenue is derived primarily from business activities conducted in Hong Kong and mainland China.

A fair review of the Group's business, including a description of the principal risks and uncertainties facing the company, the important events affecting the Group that have occurred since the end of 2025 and the likely future developments, is set out in the Business Review and Financial Review sections of this annual report.

Disclosure related to the Group's environmental policies and performance and relationships with major stakeholders are included in the Environmental, Social and Governance Report.

FINANCIAL RESULTS

The profit and cash flows of the Group for the year ended 31 December 2025 and the state of affairs of the Group and the Company at that date are set out in the consolidated financial statements on pages 87 to 93.

DIVIDENDS

The Directors do not recommend the payment of any dividend for the year ended 31 December 2025 (2024: Nil).

董事欣然提呈本公司的年報以及本集團截至二零二五年十二月三十一日止年度的經審核綜合財務報表。

主要業務

本集團的主要業務為於中華人民共和國從事預製裝配式建築工程、授予專利技術使用權、諮詢服務、銷售設備、裝飾和園林綠化服務。

業務回顧

本集團的收入主要源自於香港及中國內地進行的業務。

有關本集團業務(包括有關對本公司面對的主要風險及不明朗因素的描述、二零二五年底發生並對本集團造成影響的重大事件及可能出現的未來發展)的中肯回顧，載於本年報業務回顧以及財務回顧各節。

有關本集團環境政策及表現以及與主要持份者的關係的披露資料載於環境、社會及管治報告一節。

財務業績

本集團截至二零二五年十二月三十一日止年度的溢利及現金流量以及本集團與本公司於該日的事務狀況載於第87至93頁的綜合財務報表內。

股息

董事不建議派發截至二零二五年十二月三十一日止年度的任何股息(二零二四年：無)。

CLOSURE OF THE REGISTER OF MEMBERS

For Determining the Eligibility to Attend and Vote at the Annual General Meeting

The record date for determining the eligibility of shareholders (except for the holders of treasury shares, if any) to attend and vote at the 2026 AGM (or at any adjournment or postponement thereof) is Monday, 1 June 2026. The register of members of the Company will be closed from Wednesday, 27 May 2026 to Monday, 1 June 2026, both dates inclusive, for the purpose of ascertaining the Shareholders' entitlement to attend and vote at the 2026 AGM. In order to be eligible to attend and vote at the 2026 AGM, all transfer documents accompanied by the relevant share certificates must be lodged for registration with the Company's branch share registrar and transfer office in Hong Kong, Computershare Hong Kong Investor Services Limited at Shops 1712–1716, 17/F, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not later than 4:30 p.m. on Tuesday, 26 May 2026.

ANNUAL GENERAL MEETING

The forthcoming 2026 AGM is expected to be held on Monday, 1 June 2026. A notice convening the 2026 AGM will be published in due course in the manner required by the Listing Rules.

FINANCIAL SUMMARY

A summary of the consolidated results and assets and liabilities of the Group for the last five financial years/period is set out on page 220.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in property, plant and equipment of the Group during the year ended 31 December 2025 are set out in Note 16 to the consolidated financial statements.

暫停辦理股份過戶登記

釐定出席股東週年大會並於會上投票的資格

釐定股東(惟庫存股份持有人(如有)除外)出席二零二六年股東週年大會(或其任何續會或延會)及於會上投票的資格的記錄日為二零二六年六月一日(星期一)。本公司將於二零二六年五月二十七日(星期三)至二零二六年六月一日(星期一)(包括首尾兩日)暫停辦理股份過戶登記,以確定股東出席二零二六年股東週年大會並於會上投票的權利。為符合資格出席二零二六年股東週年大會並於會上投票,所有股份過戶文件連同有關股票必須不遲於二零二六年五月二十六日(星期二)下午四時三十分送交本公司之香港股份過戶登記分處香港中央證券登記有限公司,地址為香港灣仔皇后大道東183號合和中心17樓1712至1716號舖,以辦理登記手續。

股東週年大會

應屆二零二六年股東週年大會預計將於二零二六年六月一日(星期一)舉行。召開二零二六年股東週年大會之通告將按上市規則所規定之方式於適當時候刊登。

財務摘要

本集團上五個財政年度/期間的綜合業績及資產及負債概要載於第220頁。

物業、廠房及設備

本集團於截至二零二五年十二月三十一日止年度的物業、廠房及設備的變動詳情載於綜合財務報表附註16。



REPORT OF THE DIRECTORS

董事會報告

INVESTMENT PROPERTIES

As at 31 December 2025, the Group no longer held any investment properties.

Details of the investment properties of the Group are set out in Note 18 to the consolidated financial statements.

SHARE CAPITAL

Details of share capital of the Company for the year ended 31 December 2025 are set out in Note 30 to the consolidated financial statements.

RESERVES

Details of movements in reserves of the Group and the Company during the year ended 31 December 2025 are set out in the statement of changes in equity on page 91 and Note 38 to the consolidated financial statements.

As at 31 December 2025, the Company's distributable reserves were HK\$126,931,000 (31 December 2024: distributable reserves HK\$126,931,000).

PURCHASE, SALE OR REDEMPTION OF SECURITIES

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

投資性房地產

於二零二五年十二月三十一日，本集團不再持有任何投資物業。

本集團投資性房地產的詳情載於綜合財務報表附註18。

股本

截至二零二五年十二月三十一日止年度的本公司股本詳情載於綜合財務報表附註30。

儲備

本集團與本公司於截至二零二五年十二月三十一日止年度的儲備變動詳情分別載於第91頁的權益變動表及綜合財務報表附註38。

截至二零二五年十二月三十一日，本公司的可分派儲備為126,931,000港元（二零二四年十二月三十一日：可分派儲備為126,931,000港元）。

購買、出售或贖回證券

截至二零二五年十二月三十一日止年度，本公司或其任何附屬公司概無購買、出售或贖回任何本公司上市證券。

DIRECTORS

The Directors who held office during the year ended 31 December 2025 and up to the date of this annual report were:

Executive Directors:

Mr. HE Yuanqing (appointed on 3 September 2025)
Ms. HU Liping (appointed on 3 September 2025)
Mr. GUO Weiqiang (*Chairman and Chief Executive Officer*)
(resigned on 3 September 2025)
Ms. WANG Jing (passed away on 19 January 2025)
Ms. WANG Yuping (appointed on 10 March 2025
and resigned on 3 September 2025)

Non-executive Director:

Mr. WANG Jun
Mr. GUO Jianfeng

Independent Non-executive Directors:

Mr. JIANG Hongqing
Mr. LEE Chi Ming
Mr. MA Lishan

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

PERMITTED INDEMNITY PROVISION

The Directors and Officers Liability Insurance undertaken by the Company provides an indemnity to all the directors of the Company under which every Director will be indemnified by the Company against all costs, charges, losses, expenses and liabilities incurred by him in the execution and discharge of his duties or in relation thereto. Such insurance has been in force during the financial year ended 31 December 2025 and as of the date of this annual report.

董事

截至二零二五年十二月三十一日止年度及直至本年報日期任職的董事如下：

執行董事：

何遠卿先生(於二零二五年九月三日獲委任)
胡利平女士(於二零二五年九月三日獲委任)
郭衛強先生(主席兼行政總裁)
(於二零二五年九月三日辭任)
王靜女士(於二零二五年一月十九日辭世)
王玉平女士(於二零二五年三月十日獲委任
並於二零二五年九月三日辭任)

非執行董事：

王俊先生
郭建鋒先生

獨立非執行董事：

姜洪慶先生
李志明先生
馬立山先生

本公司已收到每名在任獨立非執行董事根據上市規則第3.13條就其獨立性所作的年度確認，並認為所有獨立非執行董事均為獨立人士。

獲准許的彌償條文

本公司購買的董事及行政人員責任保險向所有本公司董事提供彌償保證，據此，每名董事於執行及履行職務時或就此產生的所有成本、費用、損失、開支及債務獲本公司彌償。有關保險於截至二零二五年十二月三十一日止財政年度及本年報日期一直生效。



REPORT OF THE DIRECTORS

董事會報告

DIRECTORS' SERVICE CONTRACTS

Each of the executive Directors has entered into a service contract with the Company for an initial term of three years, which may be terminated by not less than three months' notice in writing served by either party on the other.

Each of the non-executive Directors and the independent non executive Directors has entered into a letter of appointment with the Company for an initial term of three years, which may be terminated by not less than thirty (30) days' notice in writing served by either party on the other.

None of the Directors has any existing or proposed service contracts with any member of the Group (excluding contracts expiring or determinable by the employer within one year without payment of compensation (other than statutory compensation)).

EMOLUMENT POLICY

The emolument policy of the employees of the Group is set up by the Remuneration Committee on the basis of their merit, qualifications and competence. The emolument of the Directors are decided by the Remuneration Committee, having regard to the Company's operating results, individual performance and comparable market statistics.

The Company has adopted a share option scheme as an incentive to the Directors and eligible employees, details of the scheme are set in the section headed "Share Option Scheme" below.

Details of the emoluments of the Directors and the five individuals with the highest remuneration are set out in Notes 12 and 10 to the consolidated financial statements.

董事的服務合約

執行董事各自已與本公司訂立服務合約，初始任期三年，可由任何一方可向另一方發出不少於三個月的書面通知而終止。

非執行董事及獨立非執行董事各自已與本公司訂立委任書，初始任期三年，可由任何一方可向另一方發出不少於三十 (30) 日的書面通知而終止。

概無董事與本集團任何成員公司訂立之任何現有服務合約或擬訂立之服務合約 (不包括於一年內屆滿或可由僱主於一年內終止而免付賠償 (法定賠償除外) 之合約)。

薪酬政策

本集團僱員的薪酬政策由薪酬委員會按彼等的績效、資歷及能力釐定。董事的薪酬由薪酬委員會考慮本公司經營業績、個人表現及可資比較市場數據釐定。

本公司已採納一項購股權計劃作為董事及合資格僱員的獎勵，有關計劃詳情載於下文「購股權計劃」章節。

董事及五名最高薪酬人士的酬金詳情載於綜合財務報表附註 12 及 10。



REPORT OF THE DIRECTORS 董事會報告

The Group operates a Mandatory Provident Fund Scheme (“MPF Scheme”) pursuant to the MPF Schemes Ordinance for its employees in Hong Kong. All the employees of the Group in Hong Kong are required to join the MPF Scheme. Contributions are made based on a percentage of the employees’ basic salaries and are charged to consolidated income statement as they become payable in accordance with the rules of the MPF Scheme. The Group’s employer contributions vest fully with the employees when contributed into the MPF Scheme.

The Group’s subsidiaries in the PRC, in compliance with the applicable regulations of the PRC, participated in a state-managed retirement benefits scheme operated by the local government. Our employees are required to contribute a certain percentage of their payroll to the retirement benefits scheme to fund the benefits. The only obligation of the Group with respect to this retirement benefits scheme is to make the required contributions under the scheme.

DIRECTORS’ INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES

As at 31 December 2025, none of the following Directors and chief executives of the Company had or were deemed to have interests and short positions in the Shares, underlying Shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (“SFO”)) which (i) have been notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests and short positions which were taken or deemed to have under such provisions of the SFO); or (ii) have been entered in the register maintained by the Company pursuant to Section 352 of the SFO; or (iii) otherwise have been notified to the Company and the Stock Exchange pursuant to the Model Code to the Listing Rules.

本集團已根據強制性公積金計劃條例為其香港僱員設有強制性公積金計劃（「強積金計劃」）。本集團所有於香港之僱員均須加入強積金計劃。供款按僱員基本薪金之某一百分比作出，並根據強積金計劃之規則於應予支付時在綜合收益表扣除。本集團的僱主供款將於向強積金計劃作出供款時全數歸屬僱員。

本集團於中國之附屬公司遵照中國之適用法規，參與一項國家管理且由當地政府經營之退休福利計劃。僱員須按薪酬若干百分比向退休福利計劃作出供款，以支付該等福利。本集團就該退休福利計劃的唯一責任為根據計劃作出規定供款。

董事於股份、相關股份及債券的權益及淡倉

於二零二五年十二月三十一日，下列董事及本公司最高行政人員概無於本公司或其任何相聯法團（定義見香港法例第571章證券及期貨條例（「證券及期貨條例」）第XV部）的股份、相關股份及債券中擁有或被視作擁有(i)根據證券及期貨條例第XV部第7及8分部已知會本公司及聯交所的權益及淡倉（包括根據證券及期貨條例有關條文彼等被當作或視為擁有的權益及淡倉）；或(ii)根據證券及期貨條例第352條已載入本公司存置的登記冊的權益及淡倉；或(iii)根據上市規則標準守則已另行知會本公司及聯交所的權益及淡倉。

REPORT OF THE DIRECTORS

董事會報告

Long positions in the Shares and underlying Shares of the Company 於本公司股份及相關股份中持有的好倉

Name of Director or chief executive	Capacity	Number of Share Options held	Number of Shares held	Percentage of the Issued Share Capital
董事或最高行政人員姓名	身份	持有購股權數目 (note 2) (附註2)	持有股份數目	佔已發行股本百分比 (note 1) (附註1)
Mr. Guo Weiqiang (resigned on 3 September 2025)	Director	16,800,000	2,930,000	0.64%
郭衛強先生 (於二零二五年九月三日辭任)	董事			
Ms. Wang Jing (passed away on 19 January 2025)	Director	6,400,000	—	0.21%
王靜女士 (於二零二五年一月十九日辭世)	董事			

Notes:

附註：

- It was based on 3,101,095,730 Shares as at 31 December 2025.
- Such interest in the Shares is held pursuant to the share options granted under the New Scheme (as defined below), the details of which are disclosed on pages 69 to 72.

1. 按於二零二五年十二月三十一日的3,101,095,730股股份計算。

2. 有關股份權益乃根據新計劃(定義見下文)授出的購股權而持有，詳情披露於第69至72頁。

Save as disclosed above or under the section headed "Share Option Scheme" below, as at 31 December 2025, so far as is known to any Director or the chief executive of the Company, none of the Directors nor the chief executives of the Company had any interests or short positions in the Shares, underlying Shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) which (a) were required, pursuant to Divisions 7 and 8 of Part XV of the SFO, to be notified to the Company and the Stock Exchange; (b) were required, pursuant to Section 352 of the SFO, to be entered in the register referred to therein; or (c) were required, pursuant to the Model Code, to be notified to the Company and the Stock Exchange.

除上文或於下文「購股權計劃」一節披露者外，於二零二五年十二月三十一日，據任何董事或本公司最高行政人員所知悉，董事及本公司最高行政人員概無於本公司或其任何相聯法團(定義見證券及期貨條例第XV部)的股份、相關股份或債券中擁有任何(a)根據證券及期貨條例第XV部第7及第8條分部須通知本公司及聯交所；(b)根據證券及期貨條例第352條須列入該條所指登記冊的權益或淡倉；或(c)根據標準守則須知會本公司及聯交所的權益或淡倉。



REPORT OF THE DIRECTORS 董事會報告

DIRECTORS' INTERESTS IN TRANSACTIONS, ARRANGEMENTS OR CONTRACTS OF SIGNIFICANCE

Other than those transactions disclosed in note 35 to the consolidated financial statements and under the section headed "Connected Transactions" in this annual report, no contract, transaction or arrangement of significance to which the Company or any of its subsidiaries was a party and in which any Director or an entity connected with any Director had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year ended 31 December 2025.

CONTRACT OF SIGNIFICANCE

Other than those transactions disclosed in note 35 to the consolidated financial statements and under the section headed "Connected Transactions" in this annual report, no contract of significance had been entered into between the Company or any of its subsidiaries, and the controlling shareholder of the Company or any of its subsidiaries during the year ended 31 December 2025 and no contract of significance for the provision of services to the Company or any of its subsidiaries by the controlling shareholder of the Company or any of its subsidiaries was entered into or existed during the year ended 31 December 2025.

MANAGEMENT CONTRACTS

No contract concerning the management and administration of all or any substantial part of the Group's business was entered into or existed during the year ended 31 December 2025.

DIRECTORS' AND CHIEF EXECUTIVE'S RIGHT TO ACQUIRE SHARES

Save as disclosed in this annual report, at no time during the year ended 31 December 2025 was the Company or any of its subsidiaries a party to any arrangement to enable the Directors or their respective spouses or minor children to acquire benefits by means of acquisition of shares in or debentures of the Company or any other body corporate.

董事於重大交易、安排或合約的權益

除綜合財務報表附註35及本年報「關連交易」一節所披露的相關交易外，於年底或截至二零二五年十二月三十一日止年度內任何時間，概無存續任何由本公司或其任何附屬公司訂立且任何董事或與任何董事有關連的任何實體在其中直接或間接擁有重大權益的重大合約、交易或安排。

重大合約

除綜合財務報表附註35及本年報「關連交易」一節所披露的相關交易外，截至二零二五年十二月三十一日止年度內，本公司或其任何附屬公司與本公司或其任何附屬公司之控股股東並無訂立任何重大合約。且於截至二零二五年十二月三十一日止年度，本公司控股股東或其任何附屬公司概無訂立向本公司或其任何附屬公司提供服務之重大合約或存在相關合約。

管理合約

截至二零二五年十二月三十一日止年度，並無訂立或訂有任何涉及本集團業務全部或任何重大部份的管理及行政工作的合約。

董事及最高行政人員的購買股份權利

除本年報所披露者外，本公司或其任何附屬公司在截至二零二五年十二月三十一日止年度內，均無參與任何安排，以使董事或彼等各自的配偶或未成年子女可藉收購本公司或任何其他公司團體的股份或債券而從中獲取利益。

REPORT OF THE DIRECTORS

董事會報告

SUBSTANTIAL SHAREHOLDERS' INTEREST AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES

As at 31 December 2025, as far as known to the Directors or chief executive of the Company, the following persons (other than the Directors or chief executive of the Company) had the interests or short positions in the Shares and underlying Shares of the Company which would fall to be disclosed to the Company under provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company under Section 336 of the SFO:

主要股東於股份及相關股份的權益及淡倉

於二零二五年十二月三十一日，據董事或本公司最高行政人員所知，下列人員（董事或本公司最高行政人員除外）於本公司股份及相關股份中擁有根據證券及期貨條例第XV部第2及3分部條文須向本公司披露或根據證券及期貨條例第336條本公司須予保存的登記冊所記錄的權益或淡倉：

Long positions in the Shares and underlying Shares of the Company

於本公司股份及相關股份中持有的好倉

Name of Shareholders	Capacity	Number of Shares held	Percentage of the Issued Share Capital 佔已發行股本百分比 (note 1) (附註1)
股東名稱	身份	持有股份數目	
Jiayao Global Investments Limited ("Jiayao") 嘉耀(國際)投資有限公司(「嘉耀」)	Beneficial owner 實益擁有人	1,470,110,000	47.41%
Jiamin (Holding) Investment Limited 嘉旻(控股)投資有限公司	Beneficial owner 實益擁有人	80,000,000	2.58%
Jianuo (Holding) Investment Limited 嘉諾(控股)投資有限公司	Beneficial owner 實益擁有人	77,500,000	2.50%
Jiaxin (Holding) Investment Limited 嘉信(控股)投資有限公司	Beneficial owner 實益擁有人	68,500,000	2.21%
Jiaheng (Holding) Investment Limited 嘉珩(控股)投資有限公司	Beneficial owner 實益擁有人	67,250,000	2.17%

REPORT OF THE DIRECTORS

董事會報告

Name of Shareholders	Capacity	Number of Shares held	Percentage of the Issued Share Capital 佔已發行股本百分比 (note 1) (附註1)
股東名稱	身份	持有股份數目	
Jiacheng (Holding) Investment Limited 嘉誠(控股)投資有限公司	Beneficial owner 實益擁有人	16,250,000	0.52%
Jialing (International) Investment Limited 嘉領(國際)投資有限公司	Interest of controlled corporation 受控公司權益	309,500,000	9.98%
Jiayao 嘉耀	Interest of controlled corporation 受控公司權益	309,500,000	9.98%
Jiaye Summit Global Investment Limited 嘉峰(國際)投資有限公司	Interest of controlled corporation 受控公司權益	1,779,610,000	57.39%
Drawin Intelligent Manufacture Technology Industry Group Limited 築友智造科技產業集團有限公司	Interest of controlled corporation 受控公司權益	1,779,610,000	57.39%
Henan Drawin Intelligent Manufacture Technology Industry Group Limited 河南築友智造科技產業集團有限公司	Interest of controlled corporation 受控公司權益	1,779,610,000	57.39%
Henan Hongdao Business Information Consultancy Company Limited 河南弘道商務信息諮詢有限公司	Interest of controlled corporation 受控公司權益	1,779,610,000	57.39%
Henan Jianye Business Information Consultancy Company Limited 河南建業商務信息諮詢有限公司	Interest of controlled corporation 受控公司權益	1,779,610,000	57.39%

REPORT OF THE DIRECTORS

董事會報告

Name of Shareholders	Capacity	Number of Shares held	Percentage of the Issued Share Capital 佔已發行 股本百分比 (note 1) (附註1)
股東名稱	身份	持有股份數目	
Construction Development (H.K) Company Limited 建業發展(香港)有限公司	Interest of controlled corporation 受控公司權益	1,779,610,000	57.39%
Construction Housing Group Company Limited 建業住宅集團有限公司	Interest of controlled corporation 受控公司權益	1,779,610,000	57.39%
Jianye Holdings Limited 建業控股有限公司	Interest of controlled corporation 受控公司權益	1,779,610,000 (notes 2 and 3) (附註2及3)	57.39%
Joy Bright Investments Limited 恩輝投資有限公司	Beneficial owner 實益擁有人	245,567,425 (notes 2 and 3) (附註2及3)	7.92%
Mr. Wu Po Sum 胡葆森先生	Interest of controlled corporation 受控公司權益	2,025,177,425 (notes 2 and 3) (附註2及3)	65.31%
Youdao Development International (Hong Kong) Limited 有道發展國際(香港)有限公司	Beneficial owner 實益擁有人	1,624,345,000 (note 3) (附註3)	52.38%
Henan Tongsheng Real Estate Co., Ltd 河南同晟置業有限公司	Interest of controlled corporation 受控公司權益	1,624,345,000 (note 3) (附註3)	52.38%

REPORT OF THE DIRECTORS

董事會報告

Name of Shareholders	Capacity	Number of Shares held	Percentage of the Issued Share Capital 佔已發行股本百分比 (note 1) (附註1)
股東名稱	身份	持有股份數目	
Henan Railway Construction & Investment Group Co., Ltd. 河南鐵路建設投資集團有限公司	Interest of controlled corporation 受控公司權益	1,624,345,000 (note 3) (附註3)	52.38%
Glodon (Hong Kong) Software Limited 廣聯達(香港)軟件有限公司	Beneficial owner 實益擁有人	300,000,000	9.67%
Glodon Company Limited (Note 4) 廣聯達科技股份有限公司(附註4)	Interest of controlled corporation 受控公司權益	300,000,000	9.67%

Notes:

附註：

- It was based on 3,101,095,730 Shares as at 31 December 2025.
- Mr. Wu Po Sum holds 100% of the issued share capital of Joy Bright Investments Limited and Jianye Holdings Limited.
- Youdao Development International (Hong Kong) Limited (a wholly-owned subsidiary of Henan Tongsheng Real Estate Co., Ltd, which is in turn wholly-owned by Henan Railway Construction & Investment Group Co., Ltd.) acquired a security interest in 1,624,345,000 Shares from corporations controlled by Mr. Wu Po Sum.
- Glodon Company Limited is a company established under the laws of the PRC with limited liability, the shares of which are listed on the Shenzhen Stock Exchange (stock code: 002410).

- 按於二零二五年十二月三十一日的3,101,095,730股股份計算。
- 胡葆森先生持有恩輝投資有限公司及建業控股有限公司的全部已發行股本。
- 有道發展國際(香港)有限公司(為河南同晟置業有限公司的全資附屬公司，而河南同晟置業有限公司由河南鐵路建設投資集團有限公司全資擁有)向胡葆森先生控制的法團收購1,624,345,000股股份的抵押權益。
- 廣聯達科技股份有限公司為根據中國法律成立之有限公司，其股份於深圳證券交易所上市(股份代號：002410)。



REPORT OF THE DIRECTORS

董事會報告

Save as disclosed above, as at 31 December 2025, the Directors were not aware of any persons (other than the Directors and chief executive of the Company) who had any interests or short positions in the Shares or underlying Shares which would fall to be disclosed under Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company under Section 336 of the SFO.

SHARE OPTION SCHEME

The share option scheme adopted by the Company on 7 August 2013 (the “Old Scheme”) was terminated pursuant to an ordinary resolution passed by the shareholders of the Company on 17 July 2020. A new share option scheme (the “New Scheme”) in place of the Old Scheme was adopted pursuant to such resolution with effect from 17 July 2020 which has a term of 10 years. The purpose of the New Scheme is to provide participants with the opportunity to acquire proprietary interests in the Company and to encourage participants to work towards enhancing the value of the Company and its Shares for the benefit of the Company and its Shareholders as a whole. The New Scheme will provide the Company with a flexible means of retaining, incentivising, rewarding, remunerating, compensating and/or providing benefits to participants.

Under the New Scheme, the employees of the Group (including the executive Directors) and such other persons as the Board may consider appropriate may be granted options which entitle them to subscribe for Shares representing, when aggregated with any Shares subject to any other scheme(s) of the Company, up to a maximum of 10% of the Shares in issue of the Company as at 17 July 2020, unless the Company obtains a fresh approval from the Shareholders to renew the limit as described below or the Shareholders specifically approve the grant.

The amount payable by a grantee on acceptance of a grant of the option within 10 business days from the date on which the letter containing the offer is delivered to him is HK\$1.00 (or its equivalent in RMB or any other currency acceptable to the Company).

除上文披露者外，於二零二五年十二月三十一日，董事並不知悉有任何人士（董事及本公司最高行政人員除外）於股份或相關股份中擁有根據證券及期貨條例第XV部第2及3分部須予披露或根據證券及期貨條例第336條本公司須予保存的登記冊所記錄的任何權益或淡倉。

購股權計劃

本公司於二零一三年八月七日採納的購股權計劃（「舊計劃」）已根據本公司股東於二零二零年七月十七日通過的一項普通決議案予以終止。本公司已根據該決議案採納一項新購股權計劃（「新計劃」）以取代舊計劃，自二零二零年七月十七日起生效，為期十年。設立新計劃之目的乃旨在令參與者有機會獲得本公司之股權及鼓勵參與者努力提升本公司及其股份之價值，以符合本公司及其股東之整體利益。新計劃將使本公司靈活留任、激勵、獎勵參與者並給予酬勞、補償及／或福利。

除非本公司重新獲股東批准更新下述限額或經股東特別批准授出購股權，根據新計劃，本集團僱員（包括執行董事）及董事會認為合適的其他人士可獲授購股權以認購的股份與根據本公司任何其他計劃所涉的任何股份合計不得超過於二零二零年七月十七日本公司已發行股份數目10%。

承授人於邀約函交付予其當日起10個營業日內接納所授購股權時須支付的金額為1.00港元（或等值的人民幣或本公司接納的任何其他貨幣）。



REPORT OF THE DIRECTORS 董事會報告

The maximum number of Shares issued and to be issued upon exercise of the share options granted and to be granted pursuant to the New Scheme and any other share option scheme(s) of the Company to each participant in any 12-month period up to and including the date of grant of the options must not exceed 1% of the total number of Shares in issue. Any further grant of options which would result in the number of the Shares issued as aforesaid exceeding the said 1% limit must be approved by the Shareholders in general meeting at which such participant and his or her associates must abstain from voting.

Any grant of share options to a participant who is a Director, chief executive, or substantial Shareholder or any of their respective associate must be approved by the independent non-executive Directors, excluding any independent non-executive Director who is the grantee of the share options.

The exercise periods of the share options may be specified by the Company at the time of the grant, which shall not exceed 10 years from the relevant date of the grant subject to provisions of early termination thereof. The Board at its discretion may impose such terms and conditions of the grant on a case-by-case basis including but not limited to the minimum period for which the share options must be held or the performance target which must be achieved before the share options can be vested. As at the date of this annual report, the total number of Shares available for issue under the New Scheme is 88,613,336, representing approximately 2.86% of the issued share capital of the Company as at the date of this annual report.

The subscription price for the Shares under the New Scheme shall be determined by the Board in its absolute discretion and notified to a participant, provided that such price shall be at least and the highest of (i) the closing price of Shares as stated in the Stock Exchange's daily quotations sheet on the date of grant of a share option which must be a trading day; (ii) the average closing price of the Shares as stated in the Stock Exchange's daily quotations sheet for the five consecutive trading days immediately preceding the date of grant; and (iii) the nominal value of a Share (whichever is the highest).

The New Scheme will expire on 16 July 2030.

No share options have been granted, exercised, cancelled or lapsed under the Old Scheme.

根據新計劃及本公司任何其他購股權計劃，於截至購股權授出日期（包括當日）止的任何十二個月期間，向各參與者授出及擬授出的購股權獲行使時發行及擬發行的股份最大數額，不得超過已發行股份總數的1%。倘進一步授出的購股權將造成上述已發行股份數量超過1%上限，則須經股東在股東大會上批准，而該參與者及其聯繫人須於會上就此放棄投票。

倘獲授購股權的參與者是本公司的董事、最高行政人員或主要股東或任何彼等各自的聯繫人，則須經獨立非執行董事（任何購股權承授人的獨立非執行董事除外）批准。

購股權的行使期可由本公司在授出時確定，根據該提早終止條款該等購股權於自相關授出日期起應不超過10年。董事會可按個案基準酌情施加授出購股權要約的條款及條件，包括但不限於必須持有購股權的最短期限，或歸屬購股權前須達到的業績目標。於本年報日期，根據新計劃可供發行的股份總數為88,613,336股，相當於本公司於本年報日期已發行股本約2.86%。

新計劃項下的股份認購價由董事會全權酌情決定並通知參與者，惟認購價不得低於以下最高者：(i) 於購股權授出日（該日須為交易日）股份在聯交所每日報價表所列的收市價；(ii) 緊接授出日期前連續五個交易日股份在聯交所每日報價表所列的平均收市價；及(iii) 股份的面值（以最高者為準）。

新計劃將於二零三零年七月十六日屆滿。

概無購股權根據舊計劃獲授出、行使、註銷或失效。

REPORT OF THE DIRECTORS

董事會報告

Movement of share options granted by the Company under the New Scheme for the year ended 31 December 2025 was as follows:

於截至二零二五年十二月三十一日止年度內，本公司根據新計劃授出購股權之變動如下：

Name or category of participants	Date of grant	Exercise price per Share	Vesting period (Note 1)	As at 1 January 2025	Granted during the year	Exercised during the year	Cancelled during the year	Lapsed during the year	As at 31 December 2025
參與者姓名或類別	授出日期	每股行使價	歸屬期 (附註1)	於二零二五年一月一日	年內授出	年內行使	年內註銷	年內失效	於二零二五年十二月三十一日
Directors									
董事									
Mr. Guo Weiqiang (resigned on 3 September 2025)	30 November 2020	HK\$1.09	10 years from the date of grant	18,900,000	-	-	-	(2,100,000)	16,800,000
郭衛強先生 (於二零二五年九月三日辭任)	二零二零年十一月三十日	1.09 港元	自授出日期起 10 年						
Ms. Wang Jing (passed away on 19 January 2025)	30 November 2020	HK\$1.09	10 years from the date of grant	7,200,000	-	-	-	(800,000)	6,400,000
王靜女士 (於二零二五年一月十九日辭世)	二零二零年十一月三十日	1.09 港元	自授出日期起 10 年						
Five highest paid individuals (excluding Directors) (in aggregate)	30 November 2020	HK\$1.09	10 years from the date of grant	1,800,000				(200,000)	1,600,000
五名最高薪酬人士 (董事除外)(合計)	二零二零年十一月三十日	1.09 港元	自授出日期起 10 年						
			6 years from the date of grant 自授出日期起 6 年					(883,333)	3,091,668
Senior management and other employees of the Group	30 November 2020	HK\$1.09	10 years from the date of grant	42,840,000	-	-	-	(4,760,000)	38,080,000
本集團高級管理人員及其他僱員	二零二零年十一月三十日	1.09 港元	自授出日期起 10 年				(Note 2) (附註2)		
	30 November 2020	HK\$1.09	6 years from the date of grant	28,191,667	-	-	-	5,549,999	22,641,668
	二零二零年十一月三十日	1.09 港元	自授出日期起 6 年				(Note 2) (附註2)		
				102,906,668	-	-	-	14,293,332	88,613,336

Notes:

附註：

- The share options granted will vest annually in equal instalments over the vesting period subject to the achievements of the applicable performance targets and the Board's approval. Once vested, the share options are exercisable within 3 years from the vesting date.
- The exercise price per Share underlying the cancelled share options was HK\$1.09.
- 授出的購股權將在歸屬期內每年以等額方式歸屬，惟須達到適用的業績目標並獲得董事會批准。一旦歸屬，購股權可自歸屬日期起三年內行使。
- 被取消的購股權所涉及的每股行使價為 1.09 港元。



REPORT OF THE DIRECTORS 董事會報告

The number of options available for grant under the mandate of the New Scheme (taking into account the number of options lapsed) was 118,166,737 and 132,460,069 as at 1 January 2025 and 31 December 2025 respectively. The Company did not grant any share options during the year ended 31 December 2025.

Additional information in relation to the New Scheme is set out in Note 33 to the financial statements of this annual report.

CONNECTED TRANSACTIONS

Patent Licence Agreements

On 26 November 2021, Drawin Intelligent Manufacture Technology Investment Limited ("Drawin Investment") (an indirect wholly-owned subsidiary of the Company), as licensor, entered into the 2021 Patent Licence Agreement with Drawin Construction Technology, as licensee, for the grant of the right to use the 2021 Licensed Patents in the PRC by Drawin Investment to Drawin Construction Technology for the period commencing from 26 November 2021 to 25 November 2026. The licence fee payable by Drawin Construction Technology to Drawin Investment for the right of use of 2021 Licensed Patents is RMB30,000,000 (equivalent to approximately HK\$36,565,000). The licence fee under the 2021 Patent Licence Agreement is arrived at after arm's length negotiation between the parties with reference to, among other factors, the market price range of patents comparable to the 2021 Licensed Patents offered in the market and the prevailing market condition. As disclosed in the announcement dated 26 November 2021, the Company is required under Rule 14A.53 of the Listing Rules to set an annual caps in respect of the license fee under the 2021 Patent Licence Agreement. Accordingly, such annual caps in respect of the license fee under the 2021 Patent Licence Agreement over the term has been determined to be RMB30,000,000, RMB0, RMB0, RMB0, RMB0 and RMB0 for the year ended 31 December 2021, 31 December 2022, 31 December 2023, 31 December 2024, 31 December 2025 and 31 December 2026 respectively (equivalent to approximately HK\$36,565,000, HK\$0, HK\$0, HK\$0, HK\$0 and HK\$0).

根據新計劃授權，於二零二五年一月一日及二零二五年十二月三十一日，可供授出的購股權數量（計入失效購股權數量）分別為118,166,737及132,460,069。截至二零二五年十二月三十一日止年度，本公司並無授出任何購股權。

有關新計劃的額外資料載於本年度報告財務報表附註33。

關連交易

專利授權協議

於二零二一年十一月二十六日，本公司之間接全資附屬公司築友智造科技投資有限公司（「築友智造投資」）（作為授權人）與築友建設科技（作為被授權人）訂立二零二一年專利授權協議，由築友智造投資向築友建設科技授予在中國使用二零二一年授權專利之權利，期間為自二零二一年十一月二十六日起至二零二六年十一月二十五日止。築友建設科技就二零二一年授權專利使用權應向築友智造投資支付的授權費為人民幣30,000,000元（相當於約36,565,000港元）。二零二一年專利授權協議項下的授權費經訂約方參考（其中包括）市場提供與二零二一年授權專利可資比較之專利市價範圍以及現行市況後公平磋商達致。誠如日期為二零二一年十一月二十六日的公告所披露，根據上市規則第14A.53條，本公司須就二零二一年專利授權協議項下之許可費設定年度上限。因此，截至二零二一年十二月三十一日、二零二二年十二月三十一日、二零二三年十二月三十一日、二零二四年十二月三十一日、二零二五年十二月三十一日及二零二六年十二月三十一日止年度，有關二零二一年專利授權協議項下許可費的年度上限已分別釐定為人民幣30,000,000元、人民幣0元、人民幣0元、人民幣0元及人民幣0元（相當於約36,565,000港元、0港元、0港元、0港元及0港元）。



REPORT OF THE DIRECTORS

董事會報告

On 29 June 2022, Drawin Investment (an indirect wholly-owned subsidiary of the Company), as licensor, entered into the 2022 Patent Licence Agreement I with Henan Drawin Labour Center Construction Development Co., Ltd. (formerly known as Henan Drawin Construction Labour Co., Ltd.) (“Henan Drawin Labour”, together with its subsidiaries, the “Henan Drawin Labour Group”), as licensee, for the grant of the right to use the 2022 Licensed Patents I in Henan Province, the PRC by Drawin Investment to Henan Drawin Labour for the period commencing from 29 June 2022 to 28 June 2025. The licence fee payable by Henan Drawin Labour to Drawin Investment for the right of use of 2022 Licensed Patents I is RMB15,000,000 (equivalent to approximately HK\$17,556,000). The licence fee under the 2022 Patent Licence Agreement I is arrived at after arm’s length negotiation between the parties with reference to, among other factors, the market price range of patents comparable to the 2022 Licensed Patents I offered in the market and the prevailing market condition. As disclosed in the announcement dated 29 June 2022, the Company is required under Rule 14A.53 of the Listing Rules to set an annual caps in respect of the license fee under the 2022 Patent Licence Agreement I. Accordingly, such annual caps in respect of the license fee under the 2022 Patent Licence Agreement I over the term has been determined to be RMB15,000,000, RMB0, RMB0 and RMB0 for the year ended 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025 respectively (equivalent to approximately HK\$17,556,000, HK\$0, HK\$0 and HK\$0).

On 29 June 2022, Drawin Investment (an indirect wholly owned subsidiary of the Company), as licensor, entered into the 2022 Patent Licence Agreement II with Drawin Construction Design, as licensee, for the grant of the right to use the 2022 Licensed Patents II in Hunan Province, the PRC by Drawin Investment to Drawin Construction Design for the period commencing from 29 June 2022 to 28 June 2025. The licence fee payable by Drawin

於二零二二年六月二十九日，本公司之間接全資附屬公司築友智造投資（作為授權人）與河南築友工匠大本營建設發展有限公司（前稱河南築友建築勞務有限公司）（「河南築友工匠」，連同其附屬公司，統稱「河南築友工匠集團」）（作為獲授權人）訂立二零二二年專利授權協議一，由築友智造投資向河南築友工匠授予在中國河南省使用二零二二年授權專利一之權利，期限自二零二二年六月二十九日起至二零二五年六月二十八日止。河南築友工匠就二零二二年授權專利一使用權應向築友智造投資支付的授權費為人民幣15,000,000元（相當於約17,556,000港元）。二零二二年專利授權協議一項下授權費經訂約方參考（其中包括）市場提供可資比較二零二二年授權專利一之專利市價範圍以及現行市況後公平磋商達致。誠如日期為二零二二年六月二十九日的公告所披露，就二零二二年專利授權協議一項下授權費而言，本公司須根據上市規則第14A.53條設定年度上限。因此，截至二零二二年十二月三十一日、二零二三年十二月三十一日、二零二四年十二月三十一日及二零二五年十二月三十一日止年度，有關二零二二年專利授權協議一下的授權費於相關期限內的年度上限分別釐定為人民幣15,000,000元、人民幣0元、人民幣0元及人民幣0元（相當於約17,556,000港元、0港元、0港元及0港元）。

於二零二二年六月二十九日，本公司之間接全資附屬公司築友智造投資（作為授權人）與築友建築設計（作為獲授權人）訂立二零二二年專利授權協議二，由築友智造投資向築友建築設計授予在中國湖南省使用二零二二年授權專利二之權利，期限自二零二二年六月二十九日起至二零二五年六月二十八日止。築友建築設計就二零二二年授權



REPORT OF THE DIRECTORS 董事會報告

Construction Design to Drawin Investment for the right of use of 2022 Licensed Patents II is RMB15,000,000 (equivalent to approximately HK\$17,556,000). The licence fee under the 2022 Patent Licence Agreement II is arrived at after arm's length negotiation between the parties with reference to, among other factors, the market price range of patents comparable to the 2022 Licensed Patents II offered in the market and the prevailing market condition. As disclosed in the announcement dated 29 June 2022, the Company is required under Rule 14A.53 of the Listing Rules to set an annual caps in respect of the license fee under the 2022 Patent Licence Agreement II. Accordingly, such annual caps in respect of the license fee under the 2022 Patent Licence Agreement II over the term has been determined to be RMB15,000,000, RMB0, RMB0 and RMB0 for the year ended 31 December 2022, 31 December 2023, 31 December 2024 and 31 December 2025 respectively (equivalent to approximately HK\$17,556,000, HK\$0, HK\$0 and HK\$0).

Each of Drawin Construction Technology, Henan Drawin Labour and Drawin Construction Design is a wholly-owned subsidiary of Drawin Manufacture. Drawin Manufacture indirectly holds approximately 57.39% of the issued Shares, hence a controlling shareholder of the Company. Drawin Manufacture is also indirectly wholly-owned by Mr. Wu Po Sum, who is the controlling shareholder of the Company. Therefore, each of Drawin Construction Technology, Henan Drawin Labour and Drawin Construction Design is a connected person of the Company under the Listing Rules. The transactions contemplated under each of the 2021 Patent Licence Agreement, the 2022 Patent Licence Agreement I and the 2022 Patent Licence Agreement II therefore constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

專利二使用權應向築友智造投資支付的授權費為人民幣15,000,000元(相當於約17,556,000港元)。二零二二年專利授權協議二項下授權費經訂約方參考(其中包括)市場提供可資比較二零二二年授權專利二之專利市價範圍以及現行市況後公平磋商達致。誠如日期為二零二二年六月二十九日的公告所披露,就二零二二年專利授權協議二項下授權費而言,本公司須根據上市規則第14A.53條設定年度上限。因此,截至二零二二年十二月三十一日、二零二三年十二月三十一日、二零二四年十二月三十一日及二零二五年十二月三十一日止年度,有關二零二二年專利授權協議二項下的授權費於相關期限內的年度上限分別釐定為人民幣15,000,000元、人民幣0元、人民幣0元及人民幣0元(相當於約17,556,000港元、0港元、0港元及0港元)。

築友建設科技、河南築友工匠和築友建築設計各自為築友智造之全資附屬公司。築友智造間接持有已發行股份約57.39%,因而為本公司之控股股東。築友智造亦由本公司控股股東胡葆森先生間接全資擁有。因此,根據上市規則,築友建設科技、河南築友工匠及築友建築設計均為本公司的關連人士。因此,二零二一年專利授權協議、二零二二年專利授權協議一及二零二二年專利授權協議二項下擬進行之交易各自根據上市規則第14A章構成本公司一項持續關連交易。



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The transactions contemplated under the 2022 Patent Licence Agreement I and the 2022 Patent Licence Agreement II are both in relation to the grant of the right to use certain patents on prefabricated construction technologies by the Group which are of similar nature, and Henan Drawin Labour and Drawin Construction Design are both wholly-owned subsidiaries of Drawin Manufacture, therefore, the transactions contemplated under the 2022 Patent Licence Agreement I and the 2022 Patent Licence Agreement II require aggregation under Rule 14A.81 of the Listing Rules.

As the highest applicable percentage ratio in respect of the continuing connected transactions contemplated under the 2021 Patent Licence Agreement, the 2022 Patent Licence Agreement I and the 2022 Patent Licence Agreement II is more than 0.1% but less than 5%, the contemplated transactions under the 2021 Patent Licence Agreement, the 2022 Patent Licence Agreement I and 2022 the Patent Licence Agreement II are only subject to the annual review, reporting and announcement requirements and are exempt from the independent Shareholders' approval requirement under Chapter 14A of the Listing Rules.

Confirmation from Independent Non-executive Directors

The independent non-executive directors confirmed that they have reviewed the 2021 Patent Licence Agreement, the 2022 Patent Licence Agreement I and the 2022 Patent Licence Agreement II and confirmed that:

- (i) the terms and conditions of the 2021 Patent Licence Agreement, the 2022 Patent Licence Agreement I and the 2022 Patent Licence Agreement II and the transactions contemplated thereunder are on normal commercial terms which are fair and reasonable;
- (ii) the annual caps in respect of the license fee under the 2021 Patent Licence Agreement, the 2022 Patent Licence Agreement I and the 2022 Patent Licence Agreement II are fair and reasonable; and

二零二二年專利授權協議一及二零二二年專利授權協議二項下擬進行的交易均涉及性質類似的本集團授予使用有關裝配式建築技術的若干專利的權利，以及河南築友工匠及築友建築設計均為築友智造的全資附屬公司，因此，根據上市規則第14A.81條，二零二二年專利授權協議一及二零二二年專利授權協議二項下擬進行的交易須合併。

由於二零二一年專利授權協議、二零二二年專利授權協議一及二零二二年專利授權協議二項下擬進行之持續關連交易之最高適用百分比率超過0.1%但低於5%，故二零二一年專利授權協議、二零二二年專利授權協議一及二零二二年專利授權協議二項下擬進行交易僅須遵守上市規則第14A章之年度審閱、申報及公告規定，並獲豁免遵守其項下獨立股東批准規定。

獨立非執行董事確認

獨立非執行董事確認，彼等已審閱二零二一年專利授權協議、二零二二年專利授權協議一及二零二二年專利授權協議二，並確認：

- (i) 二零二一年專利授權協議、二零二二年專利授權協議一及二零二二年專利授權協議二及其項下擬進行之交易的條款及條件乃屬公平合理的一般商業條款；
- (ii) 二零二一年專利授權協議、二零二二年專利授權協議一及二零二二年專利授權協議二項下的授權費年度上限實屬公平合理；及

(iii) the 2021 Patent Licence Agreement, the 2022 Patent Licence Agreement I and the 2022 Patent Licence Agreement II and the transactions contemplated thereunder were entered into and will be conducted in the ordinary and usual course of business of the Company and its subsidiaries, and are in the interests of the Company and the Shareholders as a whole.

To the best of the Directors' knowledge and belief after having made all reasonable enquiries, none of the Directors has a material interest in the Patent Licence Agreements and the transaction contemplated thereunder.

During the year ended 31 December 2025, the Company had no connected transactions or continuing connected transactions which are required to be disclosed under the Listing Rules. The Company has complied with the disclosure requirements under Chapter 14A of the Listing Rules with respect to the connected transactions or continuing connected transactions entered into by the Group during the year ended 31 December 2025.

RELATED PARTY TRANSACTIONS

Details of material related party transactions of the Group undertaken in the normal course of business are set out in Note 35 to the consolidated financial statements. Save for the connected transactions as disclosed above, none of these related party transactions constitutes connected transactions or continuing connected transactions, which is required to be disclosed under Chapter 14A of the Listing Rules.

MAJOR CUSTOMERS AND SUPPLIERS

For the year ended 31 December 2025:

(i) The Group's largest customer and the five largest customers accounted for approximately 8.13% and 32.68% of the Group's total turnover respectively.

(iii) 二零二一年專利授權協議、二零二二年專利授權協議一及二零二二年專利授權協議二及其項下擬進行交易乃於本公司及其附屬公司日常業務過程中訂立並將於日常業務過程中進行，符合本公司及股東的整體利益。

據董事在作出一切合理查詢後所深知及確信，概無董事於專利授權協議及其項下擬進行交易中擁有重大權益。

於截至二零二五年十二月三十一日止年度，本公司概無須根據上市規則予以披露之關連交易或持續關連交易。就本集團於截至二零二五年十二月三十一日止年度訂立之關連交易或持續關連交易而言，本公司已遵守上市規則第14A章規定之披露要求。

關聯方交易

本集團於一般業務過程中進行的重大關聯方交易詳情載於綜合財務報表附註35。除上文所披露的關連交易外，概無任何關聯方交易構成關連交易或持續關連交易，而須根據上市規則第14A章予以披露。

主要客戶及供應商

截至二零二五年十二月三十一日止年度：

(i) 本集團最大客戶及前五名最大客戶分別佔本集團總營業額約8.13%及32.68%。



REPORT OF THE DIRECTORS

董事會報告

(ii) The Group's largest supplier and the five largest suppliers accounted for approximately 7.78% and 28.28% of the Group's total purchases.

(ii) 本集團最大供應商及首五名最大供應商分別佔本集團總購買額約7.78%及28.28%。

TAX RELIEF AND EXEMPTION

The Company is not aware of any tax relief and exemption available to the shareholders of the Company by reason of their holding of the Company's securities.

稅務寬減及豁免

本公司概不知悉有任何因本公司股東持有本公司證券而享有任何稅務寬減及豁免。

PRE-EMPTIVE RIGHTS

There are no provisions for pre-emptive rights in respect of the shares of the Company under the Company's Bye-laws although there are no restrictions against such rights under the laws of Bermuda.

優先購買權

百慕達法例概無對有關本公司股份的優先購買權作出任何限制，惟本公司的公司細則亦無任何有關該等權利的規定。

PUBLIC FLOAT

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

公眾持股量

就本公司所獲公開資料及董事所知悉，本公司於截至二零二五年十二月三十一日止年度及直至刊發本年報前的最後可行日期一直維持充足的公眾持股量。

COMPLIANCE WITH LAWS AND REGULATIONS

During the year, to the best knowledge of the Directors, the Group has complied with all the relevant laws and regulations that have a significant impact on the Group.

遵守法例及規例

年內，據董事所深知，本集團已遵守對本集團有重大影響的所有相關法例及規例。

KEY RELATIONSHIPS WITH EMPLOYEES, CUSTOMERS, SUPPLIERS AND OTHERS

The Group fully understands that employees, customers and suppliers are the key to our sustainable and stable development. We are committed to establishing a close relationship with our employees, enhancing cooperation with our suppliers and providing high-quality products and services to our customers so as to ensure the Group's sustainable development.

與僱員、客戶、供應商及其他人士的主要關係

本集團充分意識到僱員，客戶和供應商是我們持續穩定發展的關鍵。我們致力於與員工建立密切關係，加強與供應商的合作，為我們的客戶提供高品質的產品及服務，以確保本集團可持續發展。

EQUITY-LINKED AGREEMENT

Save for the New Scheme of the Company as set out in this annual report, no equity-linked agreements were entered into by the Group, or existed during the year ended 31 December 2025.

AUDITOR

ZHONGHUI ANDA CPA Limited shall retire in the forthcoming annual general meeting and being eligible, will offer themselves for re-appointment. A resolution for re-appointment of ZHONGHUI ANDA CPA Limited as auditor of the Company will be proposed at the forthcoming annual general meeting.

By Order of the Board of
DIT Group Limited
He Yuanqing
Director

Hong Kong, 26 March 2026

股權掛鈎協議

除本年報載列之本公司新計劃外，於截至二零二五年十二月三十一日止年度，本集團概無訂立或存續股權掛鈎協議。

核數師

中匯安達會計師事務所有限公司將於應屆股東週年大會退任並有資格獲得續聘。本公司將於應屆股東週年大會上提呈一項決議案，以續聘中匯安達會計師事務所有限公司為本公司的核數師。

承董事會命
築友智造科技集團有限公司
執行董事
何遠卿

香港，二零二六年三月二十六日

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



TO THE SHAREHOLDERS OF DIT GROUP LIMITED

(Incorporated in the Bermuda with limited liability)

OPINION

We have audited the consolidated financial statements of DIT Group Limited (the "Company") and its subsidiaries (collectively referred to as the "Group") set out on pages 87 to 219, which comprise the consolidated statement of financial position as at 31 December 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

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

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAs") issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "Code"), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

致：築友智造科技集團有限公司全體股東
(於百慕達註冊成立之有限公司)

意見

我們已審核載於第87至219頁的築友智造科技集團有限公司(「貴公司」)及其附屬公司(統稱「貴集團」)之綜合財務報表，此綜合財務報表包括於二零二五年十二月三十一日的綜合財務狀況表與截至該日止年度的綜合損益及其他全面收益表、綜合權益變動表及綜合現金流量表，以及綜合財務報表附註，包括重大會計政策資料。

我們認為，該等綜合財務報表已根據香港會計師公會(「香港會計師公會」)頒佈的香港財務報告準則會計準則真實而中肯地反映了貴集團於二零二五年十二月三十一日的綜合財務狀況及其截至該日止年度的綜合財務表現及綜合現金流量，並已遵照香港《公司條例》披露規定妥為編製。

意見基礎

我們已根據香港會計師公會頒佈的《香港審計準則》(「香港審計準則」)進行審計。我們在該等準則下承擔的責任已在本報告「核數師就審計綜合財務報表承擔的責任」章節中作進一步闡述。根據香港會計師公會頒佈適用於公眾利益實體財務報表審核的《專業會計師道德守則》(「守則」)，我們獨立於貴集團，並已履行守則中的其他專業道德責任。我們相信，我們所獲得的審計憑證能充足及適當地為我們的意見提供基礎。



MATERIAL UNCERTAINTY RELATED TO GOING CONCERN

We draw attention to note 2 to the consolidated financial statements, which mentions that the Group incurred a loss of HK\$1,394,629,000 for the year ended 31 December 2025 and as at 31 December 2025, the Group's current liabilities exceeded its current assets by HK\$1,921,890,000. At the same date, the Group's current borrowings amounted to HK\$1,609,853,000 while its cash and cash equivalents amounted to HK\$4,131,000.

For the year ended 31 December 2025, the Group failed to repay multiple commercial bank borrowings amounted to RMB487,285,000 (equivalent to HK\$539,498,000) and interest payable amounted to RMB72,720,000 (equivalent to HK\$79,375,000) in total according to the scheduled repayment dates, each of which constituted an event of default (collectively, "Bank Borrowing Defaults"). Such events of default resulted in the mentioned borrowings amounted to RMB837,089,000 (equivalent to HK\$913,693,000) as at 31 December 2025 becoming immediately repayable if requested by the lenders, of which RMB201,682,000 (equivalent to HK\$220,138,000) represented bank borrowings with scheduled repayment dates within one year, while the remaining RMB635,407,000 (equivalent to HK\$693,555,000) represented the non-current portion with original maturity dates beyond 31 December 2025 that were reclassified as current liabilities.

As at 31 December 2025, there were various litigations against the Group which were claimed by certain suppliers and banks with respect to overdue payables and borrowings amounted to approximately RMB1,639,784,000 (equivalent to HK\$1,815,487,000) in total. Such conditions, along with other matters as set forth in note 2 to the consolidated financial statements, indicate that a material uncertainty exists that may cast significant doubt on the Group's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

與持續經營有關的重大不確定性

我們提請注意綜合財務報表附註2，其中指出，截至二零二五年十二月三十一日止年度，貴集團產生虧損1,394,629,000港元，以及於二零二五年十二月三十一日，貴集團的流動負債超出其流動資產1,921,890,000港元。同日，貴集團之流動借貸為1,609,853,000港元，而其現金及現金等值項目為4,131,000港元。

截至二零二五年十二月三十一日止年度，貴集團未能根據預定還款日期償還多項商業銀行借貸合共人民幣487,285,000元（相等於539,498,000港元）以及應付利息合共人民幣72,720,000元（相等於79,375,000港元），各項借貸皆構成違約事件（統稱「銀行借貸違約」）。該等違約事件導致於二零二五年十二月三十一日的上述借貸人民幣837,089,000元（相等於913,693,000港元）須於貸款人要求時即時償還，其中人民幣201,682,000元（相等於220,138,000港元）為預定還款日期一年內的銀行借貸，而餘下人民幣635,407,000元（相等於693,555,000港元）為原到期日超過二零二五年十二月三十一日的非流動部分，已重新分類為流動負債。

於二零二五年十二月三十一日，若干供應商及銀行就合共約人民幣1,639,784,000元（相等於1,815,487,000港元）的逾期應付款項及借款向貴集團提起多項訴訟。該等情況連同綜合財務報表附註2所載其他事項顯示存在重大不明朗因素，可能對貴集團持續經營能力構成重大疑慮。我們的意見並無就此事項作出修改。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. In addition to the matter described in the Material Uncertainty Related to Going Concern section, we have determined the matters below to be the Key Audit Matters to be committed in our report.

1. Impairment provision on trade receivables

Refer to Note 24 to the consolidated financial statements.

The Group tested the amount of trade receivables for impairment. This impairment test is significant to our audit because the balance of trade receivables of HK\$861,017,000 as at 31 December 2025 is material to the consolidated financial statements. In addition, the Group's impairment test involves application of judgement and is based on estimates.

Our audit procedures included, among others:

- Assessing the Group's procedures on granting credit limits and credit periods to customers;
- Assessing the Group's relationship and transaction history with the customers;
- Evaluating the Group's impairment assessment;
- Assessing ageing of the debts;

關鍵審計事項

關鍵審計事項是根據我們的專業判斷，認為對本期綜合財務報表的審計最為重要的事項。這些事項是在我們審計整體綜合財務報表及出具意見時進行處理的。我們不會對這些事項提供單獨的意見。除與持續經營有關的重大不確定性一節所述事宜外，我們亦釐定下文相關事宜，作為關鍵審計事項納入本報告。

1. 貿易應收款項減值撥備

參閱綜合財務報表附註24。

貴集團對貿易應收款項金額進行減值測試。此減值測試對我們的審計而言屬重大，原因為二零二五年十二月三十一日的貿易應收款項結餘861,017,000港元對綜合財務報表而言屬重大。此外，貴集團的減值測試涉及應用判斷，並基於估計作出。

我們的審計程序包括（其中包括）：

- 評估 貴集團向客戶授出信貸限額及信貸期的程序；
- 評估 貴集團與客戶的關係及交易歷史；
- 評估 貴集團的減值評估；
- 評估債務賬齡；



- Assessing creditworthiness of the customers;
- Checking subsequent settlements from the customers; and
- Assessing the disclosure of the Group's exposure to credit risk in the consolidated financial statements.

We consider that the Group's impairment test for trade receivables is supported by the available evidence.

2. Impairment assessment on property, plant and equipment and right-of-use assets

Refer to Note 16 and 17 to the consolidated financial statements.

The Group tested the amount of property, plant and equipment and right-of-use assets for impairment. This impairment test is significant to our audit because the balance of property, plant and equipment and right-of-use assets of HK\$1,857,611,000 and HK\$765,209,000, respectively, as at 31 December 2025 are material to the consolidated financial statements. In addition, the Group's impairment test involves application of judgement and is based on assumptions and estimates.

Our audit procedures included, among others:

- Assessing the identification of the related cash generating units;
- Assessing the arithmetical accuracy of the value-in-use and/or fair value less costs of disposal calculations;
- Comparing the actual cash flows with the cash flow projections;

- 評估客戶的信譽；

- 檢查客戶的後續結算；及

- 評估 貴集團於綜合財務報表所面臨信貸風險的披露。

我們認為 貴集團對貿易應收款項的減值測試有可得證據支持。

2. 物業、廠房及設備及使用權資產的減值評估

參閱綜合財務報表附註16及17。

貴集團已測試物業、廠房及設備以及使用權資產的減值金額。此減值測試對我們的審計而言屬重大，原因為二零二五年十二月三十一日的物業、廠房及設備及使用權資產的結餘（分別為1,857,611,000港元及765,209,000港元）對綜合財務報表而言屬重大。此外，貴集團的減值測試涉及應用判斷，並基於假設及估計作出。

我們的審計程序包括（其中包括）：

- 評估相關現金產生單位的識別；
- 評估使用價值及／或公允價值減出售成本計算的算術準確性；
- 將實際現金流量與現金流量預測進行比較；

INDEPENDENT AUDITOR'S REPORT

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- Assessing the reasonableness of the key assumptions (including revenue growth, profit margins, terminal growth rates and discount rates);
 - Checking input data to supporting evidence;
 - Assessing the competence, independence and integrity of the external valuer engaged by client;
 - Obtaining the external valuation reports and meeting with the external valuer to discuss and challenge the valuation process, methodologies used and market evidence to support significant judgments and assumptions applied in the valuation model;
 - Checking key assumptions and input data in the valuation model to supporting evidence; and
 - Checking arithmetical accuracy of the valuation model.
- 評估主要假設(包括收入增長、利潤率、終端增長率及貼現率)的合理性；
 - 核實輸入數據的支持證據；
 - 評估客戶所委託之外聘估值師的資格、獨立性及誠信；
 - 取得外部估值報告，並與外部估值師會面，以討論及質詢所採用之估值程序、方法及用於支持估值模型中所用重大判斷及假設之市場憑證；
 - 對照支持憑證，檢查估值模型中的主要假設及輸入數據；及
 - 檢查估值模型中的算術準確性。

We consider that the Group's impairment test for property, plant and equipment and right-of-use assets is supported by the available evidence.

我們認為 貴集團對物業、廠房及設備以及使用權資產的減值測試有可得證據支持。



INDEPENDENT AUDITOR'S REPORT 獨立核數師報告



OTHER INFORMATION

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

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

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

RESPONSIBILITIES OF DIRECTORS FOR THE CONSOLIDATED FINANCIAL STATEMENTS

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

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

其他資料

貴公司董事須對其他資料負責。其他資料包括貴公司年報所載一切資料，但不包括綜合財務報表及核數師報告。

我們對綜合財務報表的意見並不涵蓋其他資料，我們亦不對該等其他資料發表任何形式的鑒證結論。

結合我們對綜合財務報表的審計，我們的責任是閱讀其他資料並在此過程中，考慮其他資料是否與綜合財務報表或我們在審計過程中所了解的情況存在重大抵觸或者似乎存在重大錯誤陳述的情況。如果基於我們所執行的工作，我們認為此等其他資料存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有需要報告的事項。

董事就綜合財務報表須承擔的責任

貴公司董事須負責根據香港會計師公會頒佈的香港財務報告準則會計準則及香港《公司條例》的披露規定編製真實而中肯的綜合財務報表，並對其認為為使綜合財務報表的編製不存在由於欺詐或錯誤而導致的重大錯誤陳述所需的內部控制負責。

在編製綜合財務報表時，董事負責評估貴集團持續經營的能力，並在適用情況下披露與持續經營有關，以及與使用持續經營為會計基礎有關的事項，除非董事有意將貴集團清盤或停止經營，或別無其他實際的替代方案。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



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

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We report our opinion solely to you, as a body, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located at the HKICPA's website at:

<https://www.hkicpa.org.hk/en/Standards-setting/Standards/Our-views/auditre>

This description forms part of our auditor's report.

ZHONGHUI ANDA CPA Limited

Certified Public Accountants

Lee Chi Sum

Audit Engagement Director

Practising Certificate Number P08391

Hong Kong, 26 March 2026

核數師就審計綜合財務報表承擔的責任

我們的目標，是對綜合財務報表整體是否不存在由於欺詐或錯誤而導致的重大錯誤陳述取得合理保證，並出具包括我們意見的核數師報告。我們僅向閣下（作為整體）報告，除此之外本報告別無其他目的。我們不會就本報告的內容向任何其他人士負上或承擔任何責任。合理保證是高水平的保證，但不能保證按照香港審計準則進行的審計，在某一重大錯誤陳述存在時總能發現。錯誤陳述可以由欺詐或錯誤引起，如果合理預期它們單獨或滙總起來可能影響綜合財務報表使用者依賴綜合財務報表所作出的經濟決定，則有關的錯誤陳述可被視作重大。

有關我們審計綜合財務報表責任的進一步說明載於香港會計師公會網站：

<https://www.hkicpa.org.hk/en/Standards-setting/Standards/Our-views/auditre>

此說明構成核數師報告的一部分。

中匯安達會計師事務所有限公司

執業會計師

李志深

審核項目董事

執業證書編號 P08391

香港，二零二六年三月二十六日

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

綜合損益及其他全面收益表

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

			Year ended 31 December 截至十二月三十一日止年度	
			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
	Notes 附註			
Revenue		收入	6	
Cost of sales	10	銷售成本	(164,500)	373,990
Gross (loss)/profit		(毛損)/毛利	(25,312)	9,461
Government grants	7	政府補助	729	6,502
Other income	8	其他收入	1,160	502
Other losses — net	9	其他虧損 — 淨額	(142,427)	(47,304)
Selling and distribution expenses	10	銷售及分銷開支	(14,779)	(37,879)
Administrative expenses	10	行政開支	(177,480)	(206,302)
Impairment losses recognised on		就以下各項確認的減值虧損		
— trade and other receivables and prepayments		— 貿易及其他應收款項及預付款項	(436,308)	(59,940)
— property, plant and equipment		— 物業、廠房及設備	(352,203)	(23,056)
— right-of-use assets		— 使用權資產	(10,632)	(7,258)
— investments in associates		— 投資於聯營公司	(87,784)	—
— inventories		— 存貨	(15,984)	(1,319)
Share of losses of associates	20	聯營公司分佔虧損	(15,452)	(39,909)
Operation loss		經營虧損	(1,276,472)	(406,502)
Finance costs	11	融資成本	(79,021)	(87,935)
Loss before income tax		除所得稅前虧損	(1,355,493)	(494,437)
Income tax (expense)/credit	13	所得稅(開支)/抵免	(39,136)	279
Loss for the year		年度虧損	(1,394,629)	(494,158)

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

綜合損益及其他全面收益表

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年	2024 二零二四年
		HK\$'000 千港元	HK\$'000 千港元
Notes 附註			
Other comprehensive income/(loss), which may be reclassified subsequently to profit or loss	其他全面收益／(虧損)，其後可能被重新分類至損益		
— Exchange differences arising on translation of	— 換算以下各項產生的匯兌差額		
— Foreign operation	— 海外業務	25,794	(41,529)
— Associates	— 聯營公司	2,133	(3,462)
Other comprehensive income/(loss) for the year, net of tax	年度其他全面收益／(虧損)，扣除稅項	27,927	(44,991)
Total comprehensive loss for the year	年度全面虧損總額	(1,366,702)	(539,149)
Loss for the year, attributable to:	為以下人士所佔的年度虧損：		
— Owners of the Company	— 本公司擁有人	(1,282,649)	(464,536)
— Non-controlling interests	— 非控股權益	(111,980)	(29,622)
		(1,394,629)	(494,158)
Total comprehensive loss for the year, attributable to:	為以下人士所佔的年度全面虧損總額：		
— Owners of the Company	— 本公司擁有人	(1,253,118)	(509,952)
— Non-controlling interests	— 非控股權益	(113,584)	(29,197)
		(1,366,702)	(539,149)
Losses per share attributable to owners of the Company (expressed in HK\$ cents per share)	本公司擁有人所佔每股虧損 (以每股港仙呈列)		
— Basic and diluted	— 基本及攤薄	15	(14.98)

The above consolidated statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

上述綜合損益及其他全面收益表應與隨附附註一併閱讀。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

As at 31 December 2025 於二零二五年十二月三十一日

		At 31 December 於十二月三十一日		
			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
	Notes 附註			
Non-current assets	非流動資產			
Property, plant and equipment	物業、廠房及設備	16	1,857,611	2,501,398
Right-of-use assets	使用權資產	17	765,209	816,220
Investment properties	投資性房地產	18	–	15,463
Intangible assets	無形資產	19	22,215	27,060
Deferred income tax assets	遞延所得稅資產	29	73,285	111,240
Investments in associates	投資於聯營公司	20	41,873	142,976
Financial assets at fair value through profit or loss	以公允價值計量且其變動 計入損益的金融資產	21	10,443	12,959
			2,770,636	3,627,316
Current assets	流動資產			
Inventories	存貨	23	75,745	106,547
Trade and other receivables and prepayments	貿易及其他應收款項及 預付款項	24	1,254,437	1,722,876
Cash and cash equivalents	現金及現金等值項目	25	4,131	6,435
Restricted cash	有限制現金	26	24,040	26,819
			1,358,353	1,862,677
Current liabilities	流動負債			
Trade and other payables	貿易及其他應付款項	27	1,600,129	1,612,263
Contract liabilities	合約負債		30,666	45,188
Current income tax liabilities	即期所得稅負債		38,661	38,819
Lease liabilities	租賃負債	17	934	–
Borrowings	借貸	28	1,609,853	959,656
			3,280,243	2,655,926
Net current liabilities	流動負債淨額		(1,921,890)	(793,249)
TOTAL ASSETS LESS CURRENT LIABILITIES	資產總值減流動負債		848,746	2,834,067

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況表

As at 31 December 2025 於二零二五年十二月三十一日

		At 31 December 於十二月三十一日		
			2025	2024
			二零二五年	二零二四年
		Notes	HK\$'000	HK\$'000
		附註	千港元	千港元
Non-current liabilities	非流動負債			
Amount due to a related party	應付關聯方款項	35	79,875	79,993
Deferred income	遞延收入		1,691	1,649
Deferred income tax liabilities	遞延所得稅負債	29	8,420	13,895
Lease liabilities	租賃負債	17	4,351	–
Borrowings	借貸	28	101,010	719,994
			195,347	815,531
NET ASSETS	資產淨值		653,399	2,018,536
Equity attributable to owners of the Company	本公司擁有人所佔權益			
Share capital (nominal value)	股本(面值)	30	1,240,438	1,240,438
Reserves	儲備	31	(1,119,422)	132,131
			121,016	1,372,569
Non-controlling interests	非控股權益	32	532,383	645,967
TOTAL EQUITY	權益總額		653,399	2,018,536

The above consolidated statement of financial position should be read in conjunction with the accompanying notes.

上述綜合財務狀況表應與隨附附註一併閱讀。

The consolidated financial statements on pages 87 to 219 were approved by the Board of Directors on 26 March 2026 and were signed on its behalf by:

第87至219頁的綜合財務報表於二零二六年三月二十六日經董事會批准，並由以下董事代表董事會簽署：

HE Yuanqing
何遠卿
Executive Director
執行董事

HU Liping
胡利平
Executive Director
執行董事

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動表

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

		Attributable to owners of the Company 本公司擁有人所佔						Non-controlling interests		Total equity
		Share capital 股本 HK\$'000 千港元	Share premium 股份溢價 HK\$'000 千港元	Exchange reserve 匯兌儲備 HK\$'000 千港元	Contributed surplus reserve 繳入盈餘儲備 HK\$'000 千港元	Other reserve 其他儲備 HK\$'000 千港元	Accumulated losses 累計虧損 HK\$'000 千港元	Total 總計 HK\$'000 千港元	Non-controlling interests 非控股權益 HK\$'000 千港元	Total equity 權益總額 HK\$'000 千港元
At 1 January 2025	於二零二五年一月一日	1,240,438	1,032,009	(176,444)	100,142	44,937	(868,513)	1,372,569	645,967	2,018,536
Loss for the year	年度虧損	-	-	-	-	-	(1,282,649)	(1,282,649)	(111,980)	(1,394,629)
Other comprehensive income/(loss):	其他全面收益/(虧損):									
Currency translation differences	外幣折算差額	-	-	29,531	-	-	-	29,531	(1,604)	27,927
Total comprehensive income/(loss) for the year	年度全面收益/(虧損)總額	-	-	29,531	-	-	(1,282,649)	(1,253,118)	(113,584)	(1,366,702)
Transactions with owners in their capacity as owners:	與擁有人(以其作為擁有人身份)進行的交易:									
Share-based compensation	以股份為基礎的酬金	-	-	-	-	1,565	-	1,565	-	1,565
Lapse of share options	購股權失效	-	-	-	-	(2,594)	2,594	-	-	-
Total transactions with owners	與擁有人之交易總額	-	-	-	-	(1,029)	2,594	1,565	-	1,565
At 31 December 2025	於二零二五年十二月三十一日	1,240,438	1,032,009	(146,913)	100,142	43,908	(2,148,568)	121,016	532,383	653,399
At 1 January 2024	於二零二四年一月一日	1,240,438	1,032,009	(131,028)	100,142	48,587	(409,670)	1,880,478	675,164	2,555,642
Loss for the year	年度虧損	-	-	-	-	-	(464,536)	(464,536)	(29,622)	(494,158)
Other comprehensive (loss)/income:	其他全面(虧損)/收益:									
Currency translation differences	外幣折算差額	-	-	(45,416)	-	-	-	(45,416)	425	(44,991)
Total comprehensive loss for the year	年度全面虧損總額	-	-	(45,416)	-	-	(464,536)	(509,952)	(29,197)	(539,149)
Transactions with owners in their capacity as owners:	與擁有人(以其作為擁有人身份)進行的交易:									
Share-based compensation	以股份為基礎的酬金	-	-	-	-	2,043	-	2,043	-	2,043
Lapse of share options	購股權失效	-	-	-	-	(5,693)	5,693	-	-	-
Total transactions with owners	與擁有人之交易總額	-	-	-	-	(3,650)	5,693	2,043	-	2,043
At 31 December 2024	於二零二四年十二月三十一日	1,240,438	1,032,009	(176,444)	100,142	44,937	(868,513)	1,372,569	645,967	2,018,536

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes. 上述綜合權益變動表應與隨附附註一併閱讀。

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
	Notes 附註		
Operating activities	經營活動		
Cash generated from operations	經營所得的現金	37(a) 1,410	36,030
Income tax paid	已付所得稅	(573)	(2,134)
Net cash generated from operating activities	經營活動所得的現金淨額	837	33,896
Investing activities	投資活動		
Proceeds from disposal of property, plant and equipment	出售物業、廠房及設備所得款項	6,064	10,010
Proceeds from disposal of investments in associates	出售於一間聯營公司的投資所得款項	–	6,836
Proceeds from disposal of financial asset at fair value through profit or loss	出售以公允價值計量且其變動計入損益的金融資產	1,212	12,052
Proceeds from disposal of investment properties	出售投資性房地產的所得款項	9,078	458
Interest received	已收利息	193	235
Purchase of property, plant and equipment	購買物業、廠房及設備	(2,284)	(403)
Net cash outflow from deconsolidation of a subsidiary	終止綜合入賬一間附屬公司的現金流出淨額	(8)	–
Net cash from financing activities	融資活動所得現金淨額	14,255	29,188

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量表

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

		Year ended 31 December 截至十二月三十一日止年度		
		2025	2024	
		二零二五年	二零二四年	
		HK\$'000	HK\$'000	
		千港元	千港元	
	Notes 附註			
Financing activities	融資活動			
Repayments to a related company	償還一間關聯公司款項	37(b)	(2,136)	(1,912)
Repayment of borrowings	償還借貸	37(b)	(12,311)	(66,012)
Interest paid	已付利息	37(b)	(6,430)	(37,268)
Payment of lease liabilities	租賃負債所付款項	37(b)	–	(175)
Proceeds from borrowings	借貸的所得款項	37(b)	3,377	37,010
Amounts due to a related party	應付一名關聯方款項	37(b)	–	2,624
Net cash used in financing activities	融資活動所用的現金淨額		(17,500)	(65,733)
Net decrease in cash and cash equivalents	現金及現金等值項目減少的淨額		(2,408)	(2,649)
Cash and cash equivalents at beginning of the year	年初的現金及現金等值項目		6,435	9,286
Net exchange losses on cash and cash equivalents	現金及現金等值項目的匯兌虧損淨額		104	(202)
Cash and cash equivalents at end of the year	年末的現金及現金等值項目	25	4,131	6,435

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes. 上述綜合現金流量表應與隨附附註一併閱讀。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

1. GENERAL INFORMATION

DIT Group Limited (the “Company”) was incorporated as an exempted company with limited liability in Bermuda on 28 February 1991 under the Companies Act 1981 of Bermuda and its issued shares are listed on the main board of The Stock Exchange of Hong Kong Limited (the “Stock Exchange”) starting from 25 July 1991.

The address of the registered office of the Company is Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM 10, Bermuda. The principal place of business of the Company in Hong Kong is Units 1602–1605, 16/F, Tower 2, The Gateway, Harbour City, 25 Canton Road, Tsim Sha Tsui, Kowloon, Hong Kong.

The principal activities of the Company and its subsidiaries (the “Group”) are prefabricated construction work, decoration and landscaping services, granting licenses, consulting services and sales of equipment in the People’s Republic of China (the “PRC”).

The consolidated financial statements are presented in Hong Kong dollars (“HK\$”) and rounded to the nearest thousand (“HK\$’000”), unless otherwise stated.

As at 31 December 2025, the ultimate controlling shareholder of the Company is Mr. Wu Po Sum.

1. 一般資料

築友智造科技集團有限公司(「本公司」)乃於一九九一年二月二十八日按照百慕達一九八一年公司法於百慕達註冊成立為一家獲豁免的有限責任公司，而其已發行股份自一九九一年七月二十五日起在香港聯合交易所有限公司(「聯交所」)主板上市。

本公司註冊辦事處地址為Victoria Place, 5th Floor, 31 Victoria Street, Hamilton HM 10, Bermuda。本公司於香港主要營業地點為香港九龍尖沙咀廣東道25號海港城港威大廈2座16樓1602–1605室。

本公司及其附屬公司(「本集團」)的主要業務為於中華人民共和國(「中國」)從事預製装配式建築工程、裝飾和園林綠化服務、授予專利技術使用權、諮詢服務及銷售設備。

除另有所指外，綜合財務報表以港元(「港元」)呈列，並湊整至最接近千元(「千港元」)。

於二零二五年十二月三十一日，本公司的最終控股股東為胡葆森先生。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

2. GOING CONCERN BASIS

The Group incurred a loss of HK\$1,394,629,000 for the year ended 31 December 2025 and as at 31 December 2025, the Group's current liabilities exceeded its current assets by HK\$1,921,890,000. At the same date, the Group's current borrowings amounted to HK\$1,609,853,000 while its cash and cash equivalents amounted to HK\$4,131,000 only.

For the year ended 31 December 2025, the Group failed to repay multiple commercial bank borrowings amounted to RMB487,285,000 (equivalent to HK\$539,498,000) and interest payable amounted to RMB72,720,000 (equivalent to HK\$79,375,000) in total according to the scheduled repayment dates, each of which constituted an event of default (collectively, "Bank Borrowing Defaults"). Such events of default resulted in the mentioned borrowings amounted to RMB837,089,000 (equivalent to HK\$913,693,000) as at 31 December 2025 becoming immediately repayable if requested by the lenders, of which RMB201,682,000 (equivalent to HK\$220,138,000) represented bank borrowings with scheduled repayment dates within one year, while the remaining RMB635,407,000 (equivalent to HK\$693,555,000) represented the non-current portion with original maturity dates beyond 31 December 2025 that were reclassified as current liabilities.

As at 31 December 2025, there were various litigations against the Group which were claimed by certain suppliers and banks with respect to overdue payables and borrowings amounted to approximately RMB1,639,784,000 (equivalent to HK\$1,815,487,000) in total.

Such conditions indicate that a material uncertainty exists that may cast significant doubt on the Group's ability to continue as a going concern.

2. 持續經營基準

截至二零二五年十二月三十一日止年度，本集團產生虧損 1,394,629,000 港元，以及於二零二五年十二月三十一日，本集團的流動負債超出其流動資產 1,921,890,000 港元。同日，本集團之流動借貸為 1,609,853,000 港元，而其現金及現金等值項目僅為 4,131,000 港元。

截至二零二五年十二月三十一日止年度，本集團未能根據預定還款日期償還多項商業銀行借貸合共人民幣 487,285,000 元（相等於 539,498,000 港元）以及應付利息合共人民幣 72,720,000 元（相等於 79,375,000 港元），各項借貸皆構成違約事件（統稱「銀行借貸違約」）。該等違約事件導致於二零二五年十二月三十一日的上述借貸人民幣 837,089,000 元（相等於 913,693,000 港元）須於貸款人要求時即時償還，其中人民幣 201,682,000 元（相等於 220,138,000 港元）為預定還款日期一年內的銀行借貸，而餘下人民幣 635,407,000 元（相等於 693,555,000 港元）為原到期日超過二零二五年十二月三十一日的非流動部分，已重新分類為流動負債。

於二零二五年十二月三十一日，若干供應商及銀行就合共約人民幣 1,639,784,000 元（相等於 1,815,487,000 港元）的逾期應付款項及借貸向本集團提起多項訴訟。

該等狀況顯示存在重大不確定性，可能對本集團的持續經營能力構成重大疑問。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

2. GOING CONCERN BASIS (Continued)

In view of such circumstances, the directors of the Company ("Directors") have given careful considerations to the future liquidity and performance of the Group and its available sources of financing in assessing whether the Group will have sufficient financial sources to continue as a going concern. The following plans and measures are formulated to mitigate the liquidity pressure and to improve the financial position of the Group:

- (i) The Group has also been negotiating with various banks and financial institutions to seek renewal, extension of the other existing borrowings and obtain new borrowings. The Directors believe that, given the Group's long-term relationship with the banks and financial institutions and the availability of the Group's long-term assets as collateral for the borrowings, the Group will be able to renew or extend existing borrowings and obtain new borrowings when needed.
- (ii) In respect of the outstanding litigations for overdue payables to the Group's suppliers, the Group is negotiating with suppliers for revised repayment schedules and actively arranging settlement. Subsequent to 31 December 2025, certain overdue payables have been settled and the Directors are confident that the Group is able to reach revised repayment schedules with suppliers and settle the overdue payable accordingly.
- (iii) The Group will continue to implement measures to increase the sales of its prefabricated construction units and decoration and landscaping services, and to speed up the collection of trade receivables.
- (iv) The Group will seek opportunities to dispose of certain assets, subsidiaries and investments at reasonable prices to generate cash inflows and mitigate its liquidity pressure.

2. 持續經營基準(續)

有鑒於此，本公司董事（「董事」）在評估本集團是否有足夠財務來源持續經營時，已審慎考慮本集團未來的流動資金及表現及其可用融資來源。為緩解流動資金壓力及改善本集團的財務狀況，本集團已制定以下計劃及措施：

- (i) 本集團亦一直與多家銀行及金融機構磋商，以尋求重續、延長其他現有借貸及獲得新借貸。董事相信，鑒於本集團與銀行和金融機構的長期關係，以及本集團有長期資產作為借貸的抵押品，本集團將能夠重續或延長現有借貸，並於需要時取得新借貸。
- (ii) 就本集團供應商逾期應付款項的未決訴訟而言，本集團正與供應商磋商修訂還款時間表，並積極開展和解安排。於二零二五年十二月三十一日後，若干逾期應付款項已結清，董事相信本集團能夠與供應商達成經修訂還款時間表，並相應結清逾期應付款項。
- (iii) 本集團將繼續採取措施增加其預製裝配式建築構配件及裝飾及園林景觀服務的銷售，並加快收回貿易應收款項。
- (iv) 本集團將尋求機會按適當價格出售若干資產、附屬公司及投資以產生現金流入及緩解其流動資金壓力。



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

2. GOING CONCERN BASIS (Continued)

The Directors have reviewed the Group's cash flow projections prepared by management, which cover a period of not less than twelve months from 31 December 2025. They are of the opinion that, taking into account the above-mentioned plans and measures, the Group will have sufficient working capital to finance its operations and to meet its financial obligations as and when they fall due within twelve months from 31 December 2025. Accordingly, the Directors are satisfied that it is appropriate to prepare the consolidated financial statements on a going concern basis.

Notwithstanding the above, significant uncertainties exist as to whether the Group is able to achieve its plans and measures as described above. Whether the Group will be able to continue as a going concern would depend upon the following:

- (i) the successful negotiations with the Group's lenders in respect of the borrowings that were either overdue or in default, so that the relevant lenders will not exercise their contractual rights to demand immediate repayment of the borrowings; the timely repayments according to the scheduled repayment dates as stipulated in the extended borrowing agreements;

2. 持續經營基準(續)

董事已審閱管理層編製的本集團現金流量預測，其涵蓋自二零二五年十二月三十一日起不少於十二個月的期間。彼等認為，經考慮上述計劃及措施後，本集團將有足夠營運資金為其營運提供資金，並於二零二五年十二月三十一日起計十二個月內履行到期的財務責任。因此，董事信納按持續經營基準編製綜合財務報表屬適當。

儘管如此，本集團能否實現上述計劃及措施仍存在重大不確定性。本集團能否持續經營將取決於以下因素：

- (i) 與本集團貸款人就逾期或違約的借貸進行成功磋商，令相關貸款人不會行使其合約權利要求即時償還借貸；根據延期借貸協議規定的預定還款日期及時還款；

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

2. GOING CONCERN BASIS (Continued)

- (ii) the successful negotiations with the banks and financial institutions for renewal of or extension for repayment of the other existing borrowings and the successful obtaining of additional new sources of financing as and when needed;
- (iii) the successful settlement of litigation against the Group which were claimed by suppliers for overdue payables; and
- (iv) the successful and timely implementation of the measures to increase the sales and speed up the collection of trade receivables, and the successful disposal of relevant assets and investments at reasonable prices and timely collection of the proceeds.
- (v) the successful disposing of the Group's relevant assets, equity interests and investment in its subsidiaries when suitable.

Should the Group be unable to achieve the abovementioned plans and measures and operate as a going concern, adjustments would have to be made to write down the carrying values of the Group's assets to their recoverable amounts, to provide for any further liabilities which might arise, and to reclassify non-current assets and non-current liabilities as current assets and current liabilities, respectively. The effects of these adjustments have not been reflected in these consolidated financial statements.

3. MATERIAL ACCOUNTING POLICIES

The principal accounting policies applied in the preparation of these consolidated financial statements have been consistently applied to the years presented, unless otherwise stated.

2. 持續經營基準(續)

- (ii) 成功與銀行及金融機構就重續或延期償還其他現有借貸進行磋商，並於有需要時成功取得額外新融資來源；
- (iii) 成功解決供應商針對本集團提出的逾期應付款項訴訟；及
- (iv) 成功並及時實施增加銷售及加快貿易應收款項回收的措施，以合理價格成功出售相關資產及投資，並及時收回所得款項。
- (v) 成功出售本集團的相關資產、股權及於其附屬公司的投資(於適當時候)。

倘本集團未能實現上述計劃及措施及按持續經營基準經營，則須作出調整，將本集團資產的賬面值撇減至其可收回金額，就可能產生的任何進一步負債計提撥備，並將非流動資產及非流動負債分別重新分類為流動資產及流動負債。該等調整的影響並未於此等綜合財務報表中反映。

3. 重大會計政策

除另有所指外，編製該等綜合財務報表時採用的主要會計政策於呈報年度貫徹採用。

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.1 Basis of preparation

(a) *Compliance with HKFRS Accounting Standards and HKCO*

The consolidated financial statements of the Company have been prepared in accordance with HKFRS Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants (the “HKICPA”) and the disclosure requirements of the Hong Kong Companies Ordinance (“HKCO”) Cap. 622. The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and investment properties which are carried at fair value.

The preparation of financial statements in conformity with HKFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group’s accounting policies.

(b) *Adoption of new and revised Hong Kong financial reporting standards*

In the current year, the Group has adopted all the new and revised HKFRS Accounting Standards issued by the HKICPA that are relevant to its operations and effective for its accounting year beginning on 1 January 2025. HKFRS Accounting Standards comprise Hong Kong Financial Reporting Standards (“HKFRS”); Hong Kong Accounting Standards (“HKAS”); and Interpretations. The adoption of these new and revised HKFRS did not result in significant changes to the Group’s accounting policies, presentation of the Group’s financial statements and amounts reported for the current year and prior years.

3. 重大會計政策(續)

3.1 編製基準

(a) *遵守香港財務報告準則會計準則及香港公司條例*

本公司綜合財務報表已根據香港會計師公會(「香港會計師公會」)頒佈的香港財務報告準則會計準則及香港法例第622章香港公司條例(「香港公司條例」)的披露規定編製。綜合財務報表按歷史成本常規法編製，經重估以公允價值計量的若干金融資產及以公允價值列賬的投資性房地產作出修訂。

編製符合香港財務報告準則會計準則的財務報表需運用若干關鍵會計估計。亦需管理層於應用本集團的會計政策過程中行使其判斷力。

(b) *採納新訂及經修訂香港財務報告準則*

於本年度，本集團已採納由香港會計師公會頒佈，與其業務有關並於二零二五年一月一日開始之會計年度生效之所有新訂及經修訂香港財務報告準則會計準則。香港財務報告準則會計準則包括香港財務報告準則(「香港財務報告準則」)；香港會計準則(「香港會計準則」)；及詮釋。採納該等新訂及經修訂香港財務報告準則並無導致本集團之會計政策、本集團財務報表之呈列及本年度及過往年度所呈報金額出現重大變動。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.1 Basis of preparation (Continued)

(b) Adoption of new and revised Hong Kong financial reporting standards (Continued)

The Group has not applied the new HKFRS Accounting Standards that have been issued but are not yet effective. The Group has already commenced an assessment of the impact of these new HKFRS Accounting Standards but is not yet in a position to state whether these new HKFRS Accounting Standards would have a material impact on its results of operations and financial position.

3.2 Subsidiaries

3.2.1 Consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries made up to 31 December. Subsidiaries are entities over which the Group has control. The Group controls an entity when it is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The Group has power over an entity when the Group has existing rights that give it the current ability to direct the relevant activities, i.e. activities that significantly affect the entity's returns.

When assessing control, the Group considers its potential voting rights as well as potential voting rights held by other parties, to determine whether it has control. A potential voting right is considered only if the holder has the practical ability to exercise that right.

3. 重大會計政策 (續)

3.1 編製基準 (續)

(b) 採納新訂及經修訂香港財務報告準則 (續)

本集團並無應用已頒佈但尚未生效之新訂香港財務報告準則會計準則。本集團已開始評估該等新訂香港財務報告準則會計準則之影響，惟尚未能確定該等新訂香港財務報告準則會計準則會否對其經營業績及財務狀況造成重大影響。

3.2 附屬公司

3.2.1 合併入賬

綜合財務報表包括本公司及其附屬公司編製截至十二月三十一日之財務報表。附屬公司為本集團擁有控制權之實體。倘本集團因參與實體而承擔或享有可變回報的風險或權利，並有能力透過其對該實體的權力影響該等回報時，即是本集團對該實體具有控制權。當本集團之現有權力賦予其目前掌控有關業務（即大幅影響實體回報之業務）之能力時，則本集團對該實體擁有權力。

於評估控制權時，本集團考慮其潛在投票權以及其他人士持有的潛在投票權，以釐定其是否擁有控制權。僅在持有人能實際行使潛在投票權之情況下，方會考慮該權利。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.2 Subsidiaries (Continued)

3.2.1 Consolidation (Continued)

Subsidiaries are consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date the control ceases.

The gain or loss on the disposal of a subsidiary that results in a loss of control represents the difference between (i) the fair value of the consideration of the sale plus the fair value of any investment retained in that subsidiary and (ii) the Company's share of the net assets of that subsidiary plus any remaining goodwill relating to that subsidiary and any related accumulated foreign currency translation reserve.

Intragroup transactions, balances and unrealised profits are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests represent the equity in subsidiaries not attributable, directly or indirectly, to the Company. Non-controlling interests are presented in the consolidated statement of financial position and consolidated statement of changes in equity within equity. Non-controlling interests are presented in the consolidated statement of profit or loss and other comprehensive income as an allocation of profit or loss and total comprehensive income for the year between the non-controlling shareholders and owners of the Company.

3. 重大會計政策(續)

3.2 附屬公司(續)

3.2.1 合併入賬(續)

附屬公司由控制權轉移至本集團當日起綜合入賬。附屬公司自控制權終止當日起終止綜合入賬。

因出售一間附屬公司而導致失去控制權的損益指(i)出售代價公允價值加上於該附屬公司任何保留投資公允價值與(ii)本公司應佔該附屬公司資產淨值加上與該附屬公司有關的任何餘下商譽及任何累計外幣匯兌儲備兩者間的差額。

集團內公司間交易、結餘及未變現溢利均予對銷。未變現虧損亦將予撇減，惟該交易能提供所轉讓資產減值的證據則另作別論。附屬公司之會計政策在必要時會作出更改，以確保與本集團所採納之政策一致。

非控股權益指並非本公司直接或間接應佔之附屬公司權益。非控股權益於綜合財務狀況表及綜合權益變動表權益項下呈列。非控股權益於綜合損益表及綜合損益及其他全面收益表呈列為非控股股東與本公司擁有人之間的年度損益及全面收益總額分配。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.2 Subsidiaries (Continued)

3.2.1 Consolidation (Continued)

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the noncontrolling shareholders even if this results in the non-controlling interests having a deficit balance.

Changes in the Company's ownership interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions (i.e. transactions with owners in their capacity as owners). The carrying amounts of the controlling and non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiary. Any difference between the amount by which the noncontrolling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to the owners of the Company.

Business combination and goodwill

The acquisition method is used to account for the acquisition of a subsidiary in a business combination. The cost of acquisition is measured at the acquisition-date fair value of the assets given, equity instruments issued, liabilities incurred and contingent consideration. Acquisition-related costs are recognised as expenses in the periods in which the costs are incurred and the services are received. Identifiable assets and liabilities of the subsidiary in the acquisition are measured at their acquisition-date fair values.

3. 重大會計政策 (續)

3.2 附屬公司 (續)

3.2.1 合併入賬 (續)

損益及其他全面收益各組成部分歸屬於本公司擁有人及非控股股東，即使此舉會導致非控股權益出現虧絀結餘。

本公司於附屬公司之擁有權權益變動如不會導致失去控制權，則入賬列作權益交易（即以擁有人身份與擁有人進行之交易）。控股及非控股權益之賬面值會作出調整，以反映彼等於附屬公司之相關權益變動。非控股權益之調整金額與已付或已收代價之公允價值之間之任何差額直接於權益確認，並歸屬於本公司擁有人。

業務合併及商譽

於業務合併中收購附屬公司使用收購法入賬。收購成本按特定資產、所發行權益工具、所產生負債及或然代價於收購日期的公允價值計量。收購相關成本於產生成本及接受服務期間確認為開支。收購中附屬公司的可識別資產及負債按其於收購日期的公允價值計量。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.2 Subsidiaries (Continued)

3.2.1 Consolidation (Continued)

Business combination and goodwill (Continued)

The excess of the cost of acquisition over the Company's share of the net fair value of the subsidiary's identifiable assets and liabilities is recorded as goodwill. Any excess of the Company's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in consolidated profit or loss as a gain on bargain purchase which is attributed to the Company.

In a business combination achieved in stages, the previously held equity interest in the subsidiary is remeasured at its acquisition-date fair value and the resulting gain or loss is recognised in consolidated profit or loss. The fair value is added to the cost of acquisition to calculate the goodwill.

If the changes in the value of the previously held equity interest in the subsidiary were recognised in other comprehensive income (for example, equity investments at fair value through other comprehensive income), the amount that was recognised in other comprehensive income is recognised on the same basis as would be required if the previously held equity interest were disposed of.

3. 重大會計政策(續)

3.2 附屬公司(續)

3.2.1 合併入賬(續)

業務合併及商譽(續)

收購成本超出本公司應佔附屬公司可識別資產及負債公平淨值之差額入賬列作商譽。本公司應佔可識別資產及負債之公允淨值超出收購成本之任何差額於綜合損益確認為本公司應佔議價收購收益。

在分階段進行的業務合併中，先前持有的附屬公司股權按其收購日期的公允價值重新計量，所產生的收益或虧損於綜合損益中確認。公允價值計入收購成本以計算商譽。

倘先前持有的附屬公司股權的價值變動於其他全面收益確認(例如按公允價值計入其他全面收益的權益投資)，則於其他全面收益確認的金額按出售先前持有的股權所需的相同基準確認。



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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.2 Subsidiaries (Continued)

3.2.1 Consolidation (Continued)

Business combination and goodwill (Continued)

Goodwill is tested annually for impairment or more frequently if events or changes in circumstances indicate that it might be impaired. Goodwill is measured at cost less accumulated impairment losses. The method of measuring impairment losses of goodwill is the same as that of other assets as stated in the accounting policy below. Impairment losses of goodwill are recognised in consolidated profit or loss and are not subsequently reversed. Goodwill is allocated to cash-generating units that are expected to benefit from the synergies of the acquisition for the purpose of impairment testing.

The non-controlling interests in the subsidiary are initially measured at their acquisition-date fair value the non-controlling shareholders' proportionate share of the net fair value of the subsidiary's identifiable assets and liabilities at the acquisition date.

3. 重大會計政策 (續)

3.2 附屬公司 (續)

3.2.1 合併入賬 (續)

業務合併及商譽 (續)

商譽會每年進行減值測試，或倘有事件或情況變動顯示商譽可能出現減值，則會更頻繁地進行減值測試。商譽按成本減累計減值虧損計量。商譽減值虧損的計量方法與下文會計政策所述其他資產相同。商譽減值虧損於綜合損益確認，其後不會撥回。就減值測試而言，商譽會分配至預期可從收購協同效益中獲益的現金產生單位。

於附屬公司之非控股股東權益，初始按非控股股東於收購當日按股權比例應佔附屬公司之可識別資產及負債之公允淨值計量。

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.2 Subsidiaries (Continued)

3.2.2 Separate financial statements

Investments in subsidiaries are accounted for at cost less impairment. Cost includes direct attributable costs of investment. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

Impairment testing of the investments in subsidiaries is required upon receiving a dividend from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets.

3.3 Associates

Associates are entities over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of an entity but is not control or joint control over those policies. The existence and effect of potential voting rights that are currently exercisable or convertible, including potential voting rights held by other entities, are considered when assessing whether the Group has significant influence. In assessing whether a potential voting right contributes to significant influence, the holder's intention and financial ability to exercise or convert that right is not considered.

3. 重大會計政策(續)

3.2 附屬公司(續)

3.2.2 獨立財務報表

於附屬公司的投資按成本扣除減值入賬。成本包括投資的直接歸屬成本。附屬公司的業績由本公司按已收及應收股息的基準入賬。

當收到來自該等投資的股息而有關股息超過該附屬公司在股息宣派期間的全面收益總額，或倘獨立財務報表的投資賬面值超過被投資方資產淨值的綜合財務報表內的賬面值時，則必須對有關於附屬公司的投資進行減值測試。

3.3 聯營公司

聯營公司指本集團對其有重大影響力的實體。重大影響力指參與實體財務及經營政策決策的權力，但並非控制或共同控制該等政策。在評估本集團是否具有重大影響力時，會考慮目前可行使或可轉換的潛在投票權(包括其他實體持有的潛在投票權)之存在及影響。於評估潛在投票權會否導致重大影響力時，持有人對行使或轉換該權利之意向及財政能力不予考慮。

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.3 Associates (Continued)

Investment in an associate is accounted for in the consolidated financial statements by the equity method and is initially recognised at cost. Identifiable assets and liabilities of the associate in an acquisition are measured at their fair values at the acquisition date. The excess of the cost of acquisition over the Group's share of the net fair value of the associate's identifiable assets and liabilities is recorded as goodwill. The goodwill is included in the carrying amount of the investment and is tested for impairment together with the investment at the end of each reporting period when there is objective evidence that the investment is impaired. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of acquisition is recognised in consolidated profit or loss.

The Group's share of an associate's post-acquisition profits or losses is recognised in consolidated profit or loss, and its share of the post-acquisition movements in reserves is recognised in the consolidated reserves. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate. If the associate subsequently reports profits, the Group resumes recognising its share of those profits only after its share of the profits equals the share of losses not recognised.

3. 重大會計政策(續)

3.3 聯營公司(續)

於聯營公司之投資按權益法於綜合財務報表入賬，並初步按成本確認。收購中聯營公司的可識別資產及負債按其於收購日期的公允價值計量。收購成本超出本集團應佔聯營公司可識別資產及負債公允價值淨額之差額入賬列作商譽。商譽計入投資的賬面值，並於各報告期末當有客觀證據顯示投資出現減值時，與投資一併進行減值測試。本集團應佔可識別資產及負債之公允淨值超出收購成本之任何差額於綜合損益確認。

本集團應佔聯營公司收購後溢利或虧損於綜合損益確認，而其應佔收購後儲備變動則於綜合儲備確認。收購後的累計變動會根據投資的賬面值進行調整。當本集團所佔聯營公司的虧損相等或超過其於該聯營公司的權益(包括任何其他無抵押應收款項)時，本集團不會確認進一步虧損，惟其代表聯營公司產生責任或作出付款則另作別論。倘聯營公司其後錄得溢利，本集團僅於其應佔溢利等於應佔未確認虧損後，方會恢復確認其應佔該等溢利。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.3 Associates (Continued)

The gain or loss on the disposal of an associate that results in a loss of significant influence represents the difference between (i) the fair value of the consideration of the sale plus the fair value of any investment retained in that associate and (ii) the Group's share of the net assets of that associate plus any remaining goodwill relating to that associate and any related accumulated foreign currency translation reserve. If an investment in an associate becomes an investment in a joint venture, the Group continues to apply the equity method and does not remeasure the retained interest.

Unrealised profits on transactions between the Group and its associates are eliminated to the extent of the Group's interests in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

3.4 Segment reporting

Operating segments and the amounts of each segment item reported in the financial statements are identified from the financial information provided regularly to the chief operating decision maker for the purpose of allocating resources and assessing the performance of the operating segments. The chief operating decision maker has been identified as the board of Directors (the "Board of Directors") that makes strategic decisions.

The Group is managed centrally and the Directors are of the view that the whole Group is one single reporting segment and hence no segment information is presented.

3. 重大會計政策(續)

3.3 聯營公司(續)

因出售一間聯營公司而導致失去重大影響權的損益指(i)出售代價公允價值加上於該聯營公司任何保留投資公允價值與(ii)本集團應佔該聯營公司資產淨值加上與該聯營公司有關的任何餘下商譽及任何累計外幣匯兌儲備兩者間的差額。倘於聯營公司的投資成為於合營企業的投資，本集團將繼續應用權益法且不會重新計量保留權益。

本集團與其聯營公司之間交易之未變現溢利以本集團於聯營公司之權益為限予以撇減。未變現虧損亦將予撇減，惟該交易能提供所轉讓資產減值的證據則另作別論。聯營公司之會計政策在必要時會作出更改，以確保與本集團所採納之政策一致。

3.4 分部報告

經營分部及財務報表所呈報各分部項目的金額，乃從定期提供予主要經營決策者以供分配資源及評估經營分部表現的財務資料中識別。主要經營決策者已被識別為作出策略決策的董事會（「董事會」）。

本集團採用集中管理，而各董事將整個集團視為單一呈報分部，故此並無呈列分部資料。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.5 Foreign currency translation

(a) *Functional and presentation currency*

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in Hong Kong dollars (HK\$), which is the Company's functional and the Group's presentation currency.

(b) *Transactions and balances in each entity's financial statements*

Transactions in foreign currencies are translated into the functional currency on initial recognition using the exchange rates prevailing on the transaction dates. Monetary assets and liabilities in foreign currencies are translated at the exchange rates at the end of each reporting period. Gains and losses resulting from this translation policy are recognised in profit or loss.

Non-monetary items that are measured at fair values in foreign currencies are translated using the exchange rates at the dates when the fair values are determined.

When a gain or loss on a non-monetary item is recognised in other comprehensive income, any exchange component of that gain or loss is recognised in other comprehensive income. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss.

3. 重大會計政策(續)

3.5 外幣折算

(a) 功能及呈列貨幣

計入本集團各實體財務報表的項目使用該實體營運所在主要經濟環境的貨幣(「功能貨幣」)計量。綜合財務報表以港元呈列，港元為本公司的功能貨幣及本集團的呈列貨幣。

(b) 於各實體財務報表的交易及結餘

外幣交易於初步確認時按交易日的現行匯率換算為功能貨幣。外幣貨幣資產及負債按各報告期末之匯率換算。此換算政策產生的收益及虧損於損益確認。

按公允價值計量並以外幣計值之非貨幣性項目使用釐定公允價值當日之匯率換算。

倘非貨幣項目的收益或虧損於其他全面收益確認，該收益或虧損的任何匯兌部分於其他全面收益確認。倘非貨幣項目的收益或虧損於損益確認時，該收益或虧損的任何匯兌部分於損益確認。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.5 Foreign currency translation (Continued) (c) Translation on consolidation

The results and financial position of all the Group entities that have a functional currency different from the Company's presentation currency are translated into the Company's presentation currency as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;
- Income and expenses are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the exchange rates on the transaction dates); and
- All resulting exchange differences are recognised in the foreign currency translation reserve.

On consolidation, exchange differences arising from the translation of the net investment in foreign entities and of borrowings are recognised in the foreign currency translation reserve. When a foreign operation is sold, such exchange differences are recognised in consolidated profit or loss as part of the gain or loss on disposal.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate.

3. 重大會計政策(續)

3.5 外幣折算(續) (c) 綜合入賬換算

功能貨幣與本公司呈列貨幣不同的所有集團實體的業績及財務狀況，均按以下方式換算為本公司的呈列貨幣：

- 各財務狀況表所呈列的資產及負債按該財務狀況表日期的收市匯率換算；
- 收入及開支按平均匯率換算(除非該平均匯率並非交易日現行匯率累計影響的合理概約值，在此情況下，收入及開支按交易日的匯率換算)；及
- 所有由此產生的匯兌差額於外幣換算儲備確認。

於綜合入賬時，換算海外實體投資淨額及借貸產生的匯兌差額於外幣換算儲備確認。倘出售海外業務，該等匯兌差額於綜合損益確認為出售收益或虧損之一部分。

因收購海外實體而產生的商譽及公允價值調整被視為該海外實體的資產及負債，並按收市匯率換算。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.6 Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance costs are charged to the consolidated statement of profit or loss and other comprehensive income during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate their costs or revalued amounts, net of their residual values, over their estimated useful lives or, in the case of leasehold improvements and certain leased plant and equipment, the shorter lease term as follows:

— Buildings	30 years
— Computer equipments	3–6 years
— Motor vehicles	5 years
— Furniture and fixtures	5–7 years
— Equipments	10 years
— Leasehold improvements	3–5 years

The residual values, useful lives and depreciation method are reviewed and adjusted, if appropriate, at the end of each reporting period.

3. 重大會計政策(續)

3.6 物業、廠房及設備

物業、廠房及設備按歷史成本減累計折舊及減值虧損列賬。歷史成本包括收購項目的直接應佔開支。

只有在與項目有關的未來經濟利益有可能將流入本集團及項目成本能可靠計量時，其後成本才會計入資產賬面值或確認為一項獨立資產（倘適合）。已更換部分的賬面值則會取消確認。所有其他維修及維護成本則於其產生所在財政期間自綜合損益及其他全面收益表中扣除。

折舊使用直線法計算，按其成本或重估後的價值（扣除其剩餘價值）在其估計可使用年限內分配，或對於租賃物業裝修及若干租賃廠房及設備而言，較短的租賃期如下：

— 樓宇	30年
— 電腦設備	3至6年
— 汽車	5年
— 傢俬及設置	5至7年
— 設備	10年
— 租賃裝修	3至5年

剩餘價值、可使用年期及折舊方法於各報告期末予以檢討及調整（如適用）。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.6 Property, plant and equipment (Continued)

Construction in progress represents buildings under construction and plant and machinery pending installation, and is stated at cost less impairment losses. Depreciation begins when the relevant assets are available for use.

The gain or loss on disposal of property, plant and equipment is the difference between the net sales proceeds and the carrying amount of the relevant asset, and is recognised in profit or loss.

3.7 Investment properties

Investment properties are principally freehold office buildings held to earn long-term rental yields and are not occupied by the Group. An investment property is measured initially at its cost including all direct costs attributable to the property.

After initial recognition, the investment property is stated at its fair value based on valuation by an external independent valuer. Gains or losses arising from changes in fair value of the investment property are recognised in profit or loss for the period in which they arise.

The gain or loss on disposal of an investment property is the difference between the net sales proceeds and the carrying amount of the property, and is recognised in profit or loss.

3.8 Intangible assets Computer software licences

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of three to five years.

3. 重大會計政策(續)

3.6 物業、廠房及設備(續)

在建工程指在建樓宇及待安裝廠房及機器，按成本減減值虧損列賬。折舊於相關資產可供使用時開始。

出售物業、廠房及設備之收益或虧損為有關資產之銷售所得款項淨額與賬面值之差額，並於損益確認。

3.7 投資性房地產

投資性房地產主要為持作賺取長期租金收益的永久業權樓宇，而未由本集團佔用。投資性房地產初步按其成本（包括該物業應佔的所有直接成本）計量。

於初步確認後，投資性房地產根據外部獨立估值師之估值按其公允價值列賬。投資性房地產公允價值變動產生之收益或虧損於產生期間於損益確認。

出售投資性房地產之收益或虧損為出售所得款項淨額與物業賬面值之差額，並於損益確認。

3.8 無形資產 電腦軟件特許使用權

已購入電腦軟件特許使用權乃根據收購及使用特定軟件時產生的成本將其資本化。該等成本乃按其估計可使用年期三至五年進行攤銷。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.9 Impairment of non-financial assets

Intangible assets that have an indefinite useful life or intangible assets not ready to use are not subject to amortisation but are tested annually for impairment or more frequently if events or changes in circumstances indicate that they might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

3.10 Investments and other financial assets

3.10.1 Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income ("OCI"), or through profit or loss); and
- those to be measured at amortised cost.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

3. 重大會計政策 (續)

3.9 非金融資產減值

無確定可使用年期的無形資產(或尚未能使用的無形資產)毋須攤銷,惟須每年或更頻繁(倘有事件或情況變化顯示其可能減值)進行減值測試。須攤銷的資產須於發生事情或情況變動顯示其賬面值可能無法收回時進行減值測試。減值虧損按資產賬面值超出其可收回金額的金額確認。可收回金額指資產公允價值減出售成本及使用價值的較高者。就評估減值而言,資產按獨立可識別現金流量(現金產生單位)的最低水平歸類。已減值的非金融資產(商譽除外)於各報告日期檢討是否可能撥回減值。

3.10 投資及其他金融資產

3.10.1 分類

本集團將其金融資產分類為以下計量類別:

- 其後按公允價值(計入其他全面收入(「其他全面收入」)或計入損益)計量的金融資產;及
- 按攤銷成本計量的金融資產。

該分類取決於管理金融資產的本集團業務模式及現金流量的合約條款。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.10 Investments and other financial assets (Continued)

3.10.1 Classification (Continued)

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income ("FVOCI").

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

3.10.2 Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

3.10.3 Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in the consolidated statement of profit or loss and other comprehensive income.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

3. 重大會計政策 (續)

3.10 投資及其他金融資產 (續)

3.10.1 分類 (續)

就按公允價值計量的資產而言，收益及虧損將計入損益或其他全面收入。並非持作買賣的股本工具投資將視乎本集團是否有在初步確認時作出不可撤銷的選擇，以按公允價值計入其他全面收入（「按公允價值計入其他全面收入」）的股本投資列賬。

當且僅當本集團管理該等資產的業務模式改變時，方會對債務投資進行重新分類。

3.10.2 確認及終止確認

正常的金融資產買賣乃於交易日期（即本集團承諾買賣該資產的日期）予以確認。當從金融資產收取現金流量之權利已經到期或轉讓，而本集團已將擁有權之絕大部分風險和回報轉讓時，有關金融資產便會終止確認。

3.10.3 計量

於初步確認時，本集團按其公允價值加上（倘金融資產並非按公允價值計入損益（「按公允價值計入損益」）收購金融資產直接應佔的交易成本計量金融資產。以按公允價值計入損益列賬的金融資產的交易成本於綜合損益及其他全面收益表中支銷。

於確定其現金流量是否僅支付本金及利息時會全面考慮附帶嵌入式衍生工具的金融資產。



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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.10 Investments and other financial assets (Continued)

3.10.4 Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

- Amortised cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains, together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of profit or loss and other comprehensive income.

3. 重大會計政策(續)

3.10 投資及其他金融資產(續)

3.10.4 債務工具

債務工具的後續計量取決於本集團管理資產的業務模式及資產的現金流量特徵。本集團將其債務工具分類為三種計量類別：

- 攤銷成本：倘為收取合約現金流量而持有的資產的現金流量僅為本金及利息付款，則該等資產按攤銷成本計量。該等金融資產的利息收入採用實際利率法計入財務收入。終止確認產生的任何收益或虧損直接於損益中確認，並與外匯收益及虧損於其他收益列示。減值虧損於損益及其他全面收入表內作為單獨項目列示。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.10 Investments and other financial assets (Continued)

3.10.4 Debt instruments (Continued)

- FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other (losses)/gains — net. Interest income from these financial assets is included in finance income using the effective interest rate method. Foreign exchange gains and losses are presented in other gains and impairment expenses are presented as separate line item in the statement of profit or loss and other comprehensive income.
- FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains in the period in which it arises.

3. 重大會計政策(續)

3.10 投資及其他金融資產(續)

3.10.4 債務工具(續)

- 按公允價值計入其他全面收益：倘持有資產目的為收取合約現金流量及銷售金融資產，且資產的現金流量純粹為本金及利息付款，則按公允價值計入其他全面收益計量。賬面值變動計入其他全面收益，惟減值損益、利息收入及匯兌損益於損益中確認。於終止確認金融資產時，先前於其他全面收益確認的累計收益或虧損由權益重新分類至損益並於其他（虧損）／收益—淨額確認。該等金融資產的利息收入採用實際利率法計入財務收入。匯兌收益及虧損於其他收益呈列，而減值開支在損益及其他全面收益表中呈列為獨立項目。
- 按公允價值計入損益：不符合攤銷成本或按公允價值計入其他全面收益標準的資產按公允價值計入損益計量。其後按公允價值計入損益的債務投資產生的收益或虧損於損益內確認並於其產生期間的其他收益以淨值列示。



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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.10 Investments and other financial assets (Continued)

3.10.5 Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains in the statement of profit or loss and other comprehensive income as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

3.10.6 Impairment

The Group assesses on a forward-looking basis the expected credit losses ("ECL") associated with its debt instruments carried at amortised cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

3. 重大會計政策 (續)

3.10 投資及其他金融資產 (續)

3.10.5 股本工具

本集團其後按公允價值計量所有股本投資。倘本集團管理層已選擇於其他全面收入呈列股本投資的公允價值收益及虧損，則於終止確認此類投資後，公允價值收益及虧損其後不再重新分類至損益。當本集團收取付款的權利確立時，此類投資的股息繼續於損益中確認為其他收入。

按公允價值計入損益的金融資產的公允價值變動於損益及其他全面收益表（如適用）其他收益中確認。按公允價值計入其他全面收入計量的股本投資的減值虧損（及減值虧損撥回）不會與公允價值的其他變動分開呈報。

3.10.6 減值

本集團按前瞻性基礎評估與其以攤銷成本及按公允價值計入其他全面收入的債務工具相關的預期信貸虧損（「預期信貸虧損」）。所應用的減值方法取決於信貸風險是否顯著增加。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.10 Investments and other financial assets (Continued)

3.10.6 Impairment (Continued)

For trade receivables with remarkably different credit risk characteristics and occurrence of credit impairment, the Group evaluated the distribution of expected cash flows based on historical experience of credit losses, current situations and forecasts of future conditions of contract counterparties under different situations, and made corresponding provision for ECL. For trade receivables without occurrence of credit impairment or the ECL cannot be estimated for an individual financial asset at a reasonable cost, the Group groups the receivables based on its judgement whether there are significant differences in customers' credit risk characteristics and measures the ECL based on groups. When measuring ECL, the Group had considered historical default loss rates, and adjusted it by taking into consideration of forward-looking macroeconomic data.

For other receivables (excluding value-added tax recoverable), the Group applies the general model for ECL prescribed by HKFRS 9.

3.11 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the weighted average method. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity). Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses. Costs of inventories include the transfer from equity of any gains/losses on qualifying cash flow hedges for purchases of raw materials.

3. 重大會計政策(續)

3.10 投資及其他金融資產(續)

3.10.6 減值(續)

對於信貸風險特徵顯著不同和發生信貸減值情況的貿易應收款項，本集團根據歷史信貸虧損經驗、合約對手方當前狀況和不同情況下對未來狀況的預測，評估預期現金流量的分佈，並相應計提預期信貸虧損撥備。就並無發生信貸減值或無法按合理成本估計個別金融資產的預期信貸虧損的貿易應收款項而言，本集團根據其對客戶信貸風險特徵是否存在重大差異的判斷將應收款項分組，並分組計量預期信貸虧損。於計量預期信貸虧損時，本集團已考慮歷史違約損失率，並考慮前瞻性宏觀經濟數據以對其作出調整。

就其他應收款項(不包括可收回增值稅)而言，本集團採用香港財務報告準則第9號所規定的預期信貸虧損的一般模式。

3.11 存貨

存貨按成本或可變現淨值(以較低者為準)列賬。成本按加權平均法釐定。製成品及在製品的成本包括原材料、直接勞工、其他直接成本及相關經常費用(基於一般經營產能)。可變現淨值即一般業務過程的估計售價減適用可變銷售開支。存貨成本包括從權益中轉撥有關購買原材料的合資格現金流量對沖產生的任何收益／虧損。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.12 Trade and other receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business and related receivable. If collection of trade and other receivables is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade and other receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method, less loss allowance.

3.13 Cash and cash equivalents

In the consolidated statement of cash flows, cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. In the consolidated and Company's statements of financial position, bank overdrafts are shown within borrowings in current liabilities.

3.14 Share capital

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

3. 重大會計政策(續)

3.12 貿易及其他應收款項

貿易應收款項為日常業務過程中就所售商品或所提供服務而應收客戶的金額及相關應收款項。倘貿易及其他應收款項預期於一年或以內(或如屬較長時間,則以一般營運業務週期為準)收回,則分類為流動資產,否則呈列為非流動資產。

貿易及其他應收款項按公允價值確認時,初步按無條件代價金額確認,惟其包含重大融資部分除外。本集團持有該等貿易及其他應收款項以收取合約現金流量,其後使用實際利率法按攤銷成本扣除虧損撥備計量。

3.13 現金及現金等值項目

於綜合現金流量表內,現金及現金等值項目包括手頭現金、銀行活期存款、其他原到期日為三個月或以內可隨時轉換為已知金額的現金且價值變動的風險微不足道的短期高度流通投資。銀行透支於綜合及本公司的財務狀況表中流動負債內的借貸呈列。

3.14 股本

普通股分類為權益。

與發行新股份或購股權直接有關的增量成本,均列入權益作為所得款項減值(扣除稅項)。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.15 Trade and other payables

Trade and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade and other payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

3.16 Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the consolidated statement of profit or loss and other comprehensive income over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

3. 重大會計政策(續)

3.15 貿易及其他應付款項

貿易及其他應付款項為於日常業務過程中向供應商購買貨品或服務的應付責任。倘貿易及其他應付款項乃於一年或以內(或如屬較長時間,則以一般營運業務週期為準)到期,則分類為流動負債,否則呈列為非流動負債。

貿易及其他應付款項初步按公允價值確認,其後使用實際利率法按攤銷成本計量。

3.16 借貸

借貸初步按公允價值扣除所產生的交易成本確認。借貸隨後按攤銷成本計量;所得款項(扣除交易成本)與贖回價值之間的任何差額使用實際利率法於借貸期間在綜合損益及其他全面收益表中確認。

在貸款融資可能將部分或全部提取的情況下,就設立貸款融資支付的費用確認為貸款的交易成本。在此情況下,該費用會遞延至提取貸款融資為止。倘並無證據顯示該融資可能將部分或全部提取,該費用會被資本化作為流動資金服務的預付款項,並於其相關融資期間內攤銷。

除非本集團具有無條件權利將負債的結算遞延至報告期末後最少12個月,否則借貸被分類為流動負債。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.17 Borrowing costs

Borrowing costs include interest expense, finance charges in respect of lease liabilities and exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs. The exchange gains and losses that are an adjustment to interest costs include the interest rate differential between borrowing costs that would be incurred if the entity had borrowed funds in its functional currency, and the borrowing costs actually incurred on foreign currency borrowings. Such amounts are estimated based on interest rates on similar borrowings in the entity's functional currency.

When the construction of the qualifying assets takes more than one accounting period, the amount of foreign exchange differences eligible for capitalisation is determined for each annual period and are limited to the difference between the hypothetical interest amount for the functional currency borrowings and the actual interest incurred for foreign currency borrowings. Foreign exchange differences that did not meet the criteria for capitalisation in previous years should not be capitalised in subsequent years.

When the construction of the qualifying assets takes more than one accounting period, the amount of foreign exchange differences eligible for capitalisation is determined on a cumulative basis based on the cumulative amounts of interest expenses that would have been incurred had the entity borrowed in its functional currency. The total amount of foreign exchange differences capitalised cannot exceed the amount of total net foreign exchange differences incurred on a cumulative basis at the end of the reporting period.

3. 重大會計政策(續)

3.17 借貸成本

借貸成本包括利息開支、有關租賃負債的融資開支以及因外幣借貸所產生的匯兌差額(以被視為利息成本調整的金額為限)。屬利息成本調整的匯兌收益及虧損包括倘實體以其功能貨幣借入資金時借貸成本之間將產生的利率差額，以及就外幣借貸實際產生的借貸成本。該等金額乃根據以該實體功能貨幣進行的類似借貸的利率估計得出。

倘建設合資格資產需時多於一個會計期間，則會就各個年度期間釐定符合資格撥充資本的外匯差額的金額，惟以功能貨幣借貸的假設利息金額與就外幣借貸所產生實際利息之間的差額為限。於過往年度並未符合資本化標準的外匯差額不應於其後年度資本化。

倘建設合資格資產需時多於一個會計期間，則會根據實體以其功能貨幣借入款項的情況下將產生的累計利息開支金額，按累計基準釐定符合資格撥充資本的外匯差額的金額。撥充資本的外匯差額總額不得超過於報告期末按累計基準產生的外匯差額淨值的總額。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.18 Income tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the Company and its subsidiaries and associates operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantially enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

The deferred tax liability in relation to investment property that is measured at fair value is determined assuming the property will be recovered entirely through sale.

3. 重大會計政策(續)

3.18 所得稅

本期間的所得稅開支或抵免指就本期間應課稅收入按各司法權區的適用所得稅稅率支付之稅項(就暫時性差額及未動用稅項虧損應佔遞延稅項資產及負債變動作出調整)。

當期所得稅支出根據本公司及其附屬公司以及聯營公司營運及產生應課稅收入的國家於報告期末已頒佈或實質頒佈的稅務法例計算。管理層就適用稅務法例受詮釋所規限的情況定期評估報稅表的狀況，並在適用情況下根據預期須向稅務機關支付的稅款設定撥備。

遞延所得稅乃採用負債法就資產和負債的稅基與資產和負債在綜合財務報表的賬面值的暫時差額悉數計提撥備。然而，若遞延稅項負債因商譽的初步確認而產生，則不予確認。若遞延所得稅因於一項交易(業務合併除外)中初步確認資產或負債而產生，而在交易時不影響會計或應課稅損益，且不會產生相等的應課稅及可扣稅暫時差額，則亦不予入賬。遞延所得稅乃按報告期末前已頒佈或實質上已頒佈，並預期將於相關遞延所得稅資產變現或遞延所得稅負債清償時應用的稅率(及稅法)計算。

有關按公允價值計量的投資性房地產的遞延稅項負債乃假設該物業將透過出售完全收回釐定。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.18 Income tax (Continued)

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax liabilities and assets are not recognised for temporary differences between the carrying amount and tax bases of investments in foreign operations where the Company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Tax incentives

Companies within the Group may be entitled to claim special tax deductions in relation to qualifying expenditure (e.g. the Research and Development Tax Incentive regime in Oneland). The Group accounts for such tax incentives as tax credits, which means that the tax incentives reduce income tax payable and current tax expense. A deferred tax asset is recognised for unclaimed tax credits that are carried forward as deferred tax assets.

3. 重大會計政策(續)

3.18 所得稅(續)

遞延稅項資產僅在未來應課稅金額將可用於利用該等暫時差異及虧損時予以確認。

倘本公司能控制撥回暫時差異的時間及該等差異很可能不會於可見將來撥回，則不會就海外業務投資賬面值與稅基之間的暫時差異確認遞延稅項負債及資產。

倘若存在可依法強制執行的權利將即期稅項資產與負債抵銷，及倘遞延稅項結餘與同一稅務機構相關，則可將遞延稅項資產與負債抵銷。倘實體有可依法強制執行抵銷權利且有意按淨額基準清償或同時變現資產及清償負債時，則即期稅項資產與稅項負債抵銷。

即期及遞延稅項於損益中確認，惟有關於其他全面收入或直接於權益確認的項目除外。在此情況下，稅項亦分別於其他全面收入或直接於權益中確認。

稅務優惠

本集團旗下公司可就相關合資格開支享有特殊稅項減免(如某地的研發稅項優惠制度)。本集團就該等稅務優惠入賬列為稅收抵免，即稅務優惠降低應付所得稅及即期稅項開支。遞延稅項資產於未申報的稅項抵免結轉為遞延稅項資產時確認。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.19 Employee benefits

(a) Employee leave entitlements

Employee entitlements to annual leave and long service leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave and long service leave as a result of services rendered by employees up to the end of the reporting period.

Employee entitlements to sick leave and maternity leave are not recognised until the time of leave.

(b) Pension obligations

The Group has participated in the Hong Kong Mandatory Provident Fund Scheme (the “MPF Scheme”) under the Hong Kong Mandatory Provident Fund Scheme Ordinance for its Hong Kong staff. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund. The MPF Scheme is generally funded by payments from employees and by the Group. The Group’s contributions to the MPF Scheme are expensed as incurred in accordance with the rules of the MPF Scheme and are not reduced by contributions forfeited by those employees who leave the MPF Scheme prior to vesting fully in the contributions.

In accordance with the PRC regulations, the Group is required to pay social security contributions for its PRC staff based on certain percentage of their salaries to the social security plan organised by related governmental bodies (“PRC plan”).

3. 重大會計政策(續)

3.19 僱員福利

(a) 僱員休假權利

僱員享有的年假及長期服務假於僱員享有相關權利時確認。本集團就僱員截至報告期末所提供服務而產生的年假及長期服務假之估計負債作出撥備。

僱員之病假及產假於休假時方予確認。

(b) 退休金責任

本集團根據香港強制性公積金計劃條例為其香港員工參加香港強制性公積金計劃(「強積金計劃」)。強積金計劃的資產與本集團資產以獨立管理基金分開持有。強積金計劃一般由僱員及本集團的付款撥支。本集團對強積金計劃的供款按照強積金計劃規則於產生時支銷，並不會於僱員在供款全面歸屬前退出強積金計劃而按沒收供款扣減。

根據中國法規，本集團須為其中國員工按員工薪金的若干百分比向相關政府機關設立的社會保障計劃(「中國計劃」)作出社會保障供款。

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.19 Employee benefits (Continued)

(b) Pension obligations (Continued)

The Group has no further payment obligations once the contributions have been paid to the MPF Scheme and PRC plan. The Group's contributions to the MPF Scheme and PRC plan are recognised as employee benefit expense in the consolidated statement of profit or loss and other comprehensive income when they are due.

(c) Termination benefits

Termination benefits are recognised when, and only when, the Group demonstrably commits itself to terminate employment or to provide benefits as a result of voluntary redundancy by having a detailed formal plan which is without realistic possibility of withdrawal.

3.20 Share-based payments

Share-based compensation benefits are provided to employees via the DIT Group Employee Option Plan. Information relating to these schemes is set out in note 33.

Employee options

The fair value of options granted under the Share Option Scheme is recognised as an employee benefits expense with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the options granted:

- including any market performance conditions;
- excluding the impact of any service and non-market performance vesting conditions; and
- including the impact of any non-vesting conditions.

3. 重大會計政策 (續)

3.19 僱員福利 (續)

(b) 退休金責任 (續)

向強積金計劃及中國計劃作出供款後，本集團再無其他付款責任。本集團向強積金計劃及中國計劃作出的供款於應付時在綜合損益及其他全面收益表內確認為僱員福利開支。

(c) 離職福利

離職福利會及只會在本集團已有詳細及正式的離職計劃，並在實際上無撤回可能，明確承諾終止僱用或因自願離職而給予福利時予以確認。

3.20 以股份為基礎的付款

以股份為基礎的補償利益乃透過築友智造僱員購股權計劃提供予僱員。與該等計劃有關的資料載列於附註33。

僱員購股權

根據購股權計劃授出的購股權的公允價值確認為僱員福利開支並相應增加權益。將予支銷的總金額乃參考所授出購股權的公允價值釐定：

- 包括任何市場表現狀況；
- 不包括任何服務和非市場業績歸屬條件的影響；及
- 包括任何非歸屬條件的影響。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.20 Share-based payments (Continued) Employee options (Continued)

The total expense is recognised over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the entity revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognises the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

3.21 Provisions and contingent liabilities

Provisions for litigation and onerous contracts, etc. are recognised when: the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

3. 重大會計政策(續)

3.20 以股份為基礎的付款(續) 僱員購股權(續)

費用的總金額在歸屬期間內確認，歸屬期間指將符合所有特定歸屬條件的期間。於各期間結束時，實體均會根據非市場歸屬及服務條件，修改其預期可予歸屬的估計購股權數目。本集團會於損益確認修訂原來估計(如有)的影響，並相應調整權益。

3.21 撥備及或然負債

在出現以下情況時確認訴訟及虧損合約撥備：本集團因過往事件而產生現時的法律或推定責任；有可能需要資源流出以履行責任；及金額已獲可靠估計。重組撥備包括租賃終止罰款及僱員離職付款。不就未來營運虧損確認撥備。

如有多項類似責任，需要資源流出以履行責任的可能性乃透過考慮整體責任類別而釐定。即使同類別責任中任何一項可能導致資源流出的機會不大，仍會確認撥備。

撥備乃採用稅前利率按預期履行責任所需開支的現值計量，該稅前利率反映現時市場對貨幣時間價值及該責任特定風險的評估。因時間推移產生的撥備增加乃確認為利息支出。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.21 Provisions and contingent liabilities (Continued)

A contingent liability is a possible obligation that arises from past events and whose existence will only be confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group. It can also be a present obligation arising from past events that is not recognised because it is not probable that outflow of economic resources will be required or the amount of obligation cannot be measured reliably.

A contingent liability is not recognised but is disclosed in the notes to the consolidated financial statements. When a change in the probability of an outflow occurs so that outflow is probable, it will then be recognised as a provision.

3.22 Revenue recognition

(i) Revenue from sales of prefabricated construction units

Sales of prefabricated construction units are recognised when control of the products has transferred, being when the products are delivered to the customers, and there is no unfulfilled obligation that could affect the customer's acceptance of the products.

When either party to a contract has performed, the Group presents the contract in the consolidated balance sheet as a contract asset or a contract liability, depending on the relationship between the Group's performance and the customer's payment.

(ii) Revenue from granting licenses

The Group enters into granting licenses agreements with the customers. The terms of these arrangements typically include non-refundable upfront payments and milestone payments.

3. 重大會計政策 (續)

3.21 撥備及或然負債 (續)

或然負債指過往事件可能產生的責任，其存在將僅由發生或不發生一項或多項本集團無法全面控制的不確定未來事件而確認。或然負債亦可能是因不太可能需要經濟資源流出，或無法可靠估計責任金額而未有確認的過往事件所產生的現時責任。

或然負債不予確認，但會於綜合財務報表附註作出披露。倘經濟資源流出可能性有變以致可能流出，則或然負債屆時將確認為撥備。

3.22 收入確認

(i) 來自銷售預製裝配式建築組件的收入

當產品的控制權已轉移時會確認預製裝配式建築組件銷售，即產品已交付予客戶及概無可影響客戶接收產品的未履行責任之時。

當合約的任何一方已履約，本集團於綜合資產負債表將合約呈列為合約資產或合約負債，視乎本集團的履約情況與客戶付款之間的關係而定。

(ii) 來自授予專利技術使用權的收入

本集團與客戶簽訂專利權轉讓協議。這些安排的條款通常包括不可退還的預付款和里程碑付款。

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.22 Revenue recognition (Continued)

(ii) Revenue from granting licenses (Continued)

For non-refundable upfront payments, revenue is recognised at point in time, when the license is transferred to the customer, and the customer is able to use and benefit from the license.

For milestone payments, at the inception of each arrangement that includes milestone payments, the Group assesses whether the milestones are considered highly probable of being achieved and estimates the amount to be included in the transaction price using the most likely amount method. The Group recognises revenue from milestone payments as or when particular milestones are highly probable to be achieved.

(iii) Revenue from decoration and landscaping services

Revenue from decoration and landscaping services is recognised over the service period when the service are render to the customers as the customers can benefit simultaneously as the Group performing. When the outcome of decoration and landscaping services contract can be reasonably measured, revenue from the contract is recognised progressively over time using the output method, i.e. based on the completion of a physical proportion of the contract work. If at any time the costs to complete the contract are estimated to exceed the remaining amount of the consideration under the contract, then a provision is recognised in accordance with the policy set out in note 3.21.

3. 重大會計政策(續)

3.22 收入確認(續)

(ii) 來自授予專利技術使用權的收入 (續)

對於不可退還的預付款，收入在專利權轉讓給客戶並且客戶能夠使用專利權並從中受益的時間點確認。

對於里程碑付款，在包含里程碑付款的每項安排開始時，本集團評估里程碑是否被認為極有可能實現，並使用最可能金額法估計將包含在交易價格中的金額。在里程碑極有可能實現時，本集團確認里程碑付款的收入。

(iii) 來自裝飾和園林綠化服務的收入

由於客戶可以在本集團履行的同時受益，故來自裝飾和園林綠化服務的收入在向客戶提供服務的服務期內確認。當裝飾和園林綠化服務合約的結果能夠可靠計量時，來自合約的收益採用輸出法於一段時間累進確認，即根據完成合約工作的實際比例。倘於任何時間估計完成合約成本超過合約代價其餘金額，則根據附註 3.21 所載政策確認撥備。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.22 Revenue recognition (Continued)

(iv) Revenue from sales of prefabricated construction equipment

Sales of prefabricated construction equipments are recognised when the control of the prefabricated construction equipments has transferred, being when the prefabricated construction equipments are delivered to the customer and accepted by the customer in accordance with contract.

(v) Revenue from consulting services

Revenue from consulting services is recognised when or as the control of the services is transferred to a customer. Depending on the terms of the contract, control of the services may be transferred over time or at a point in time. Control of the services is transferred over time if the Group's performance provides all of the benefits received and consumed simultaneously by the customer. If control of the services transfers over time, revenue from consulting service is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. Otherwise, revenue from consulting service is recognised at a point in time when the required service and related deliverables are provided to the customers.

(vi) Financing components

The Group adjusts the transaction prices for the time value of money and recognises financing components in other income.

3.23 Dividend income

Dividend income is recognised when the right to receive payment is established.

3. 重大會計政策 (續)

3.22 收入確認 (續)

(iv) 來自銷售預製裝配式建築設備的收入

當預製裝配式建築設備的控制權已轉移時會確認銷售預製裝配式建築設備，即預製裝配式建築設備已交付予客戶及客戶根據合約接收該設備之時。

(v) 來自諮詢服務的收入

諮詢服務的收入在服務控制權轉移至客戶時確認。根據合約條款，服務的控制權可能會於一段時間內或在某個時間點轉移。倘本集團的履約為客戶提供同時收取及消耗的所有利益，則服務的控制權於一段時間內轉移。倘服務的控制權於一段時間內轉移，則諮詢服務的收入在合約期間根據該履約義務的完成進度確認。否則，當處於向客戶提供所需服務及相關交付成果的時間點時確認來自諮詢服務的收入。

(vi) 融資部分

本集團根據貨幣的時間價值調整交易價格並於其他收益中確認融資部分。

3.23 股息收入

股息收入於確定有權收取款項時確認。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

3. MATERIAL ACCOUNTING POLICIES (Continued)

3.24 Leases

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of property, plant and equipment for which the Group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date; and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

3. 重大會計政策(續)

3.24 租賃

租賃於租賃資產可供本集團使用當日確認為使用權資產及相應負債。

合約可能包含租賃及非租賃組成部分。本集團按照租賃及非租賃組成部分相應的獨立價格，將合約代價分配至租賃及非租賃組成部分。然而，就本集團為承租人的物業、廠房及設備租賃而言，其選擇將租賃及非租賃組成部分入賬為單一租賃組成部分，並無將兩者區分。

租賃產生的資產及負債初步以現值基準計量。租賃負債包括下列租賃付款的淨現值：

- 固定付款(包括實質上的固定付款)，減去任何應收租賃優惠；
- 基於指數或利率的可變租賃付款，採用於開始日期的指數或利率初步計量；及
- 倘租賃期反映本集團行使該選擇權，則支付終止租賃的罰款。

租賃付款使用租賃中隱含的利率進行貼現。倘無法輕易確定該利率(為本集團租賃的一般情況)，則使用承租人的增量借款利率，即個別承租人在類似經濟環境中按類似條款、抵押及條件借入獲得與使用權資產具有類似價值的資產所需資金而必須支付的利率。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.24 Leases (Continued)

To determine the incremental borrowing rate, the Group:

- where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received;
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group, which does not have recent third-party financing; and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

3. 重大會計政策(續)

3.24 租賃(續)

為釐定增量借款利率，本集團：

- 在可能情況下，使用個別承租人最近獲得的第三方融資為出發點作出調整，以反映自獲得第三方融資以來融資條件的變動；
- 使用累加法，首先就本集團持有租賃且近期無第三方融資的信貸風險調整無風險利率；及
- 進行特定於租約的調整，例如期限、國家、貨幣及抵押。

租賃付款於本金及財務成本之間作出分配。財務成本在租賃期間於損益扣除，藉以令各期間的負債餘額的期間利率一致。

使用權資產按成本計量，包括以下各項：

- 租賃負債的初始計量金額；
- 在開始日期或之前支付的任何租賃付款減去已收任何租賃優惠；
- 任何初始直接成本；及
- 修復費用。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.24 Leases (Continued)

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. While the Group revalues its land and buildings that are presented within property, plant and equipment, it has chosen not to do so for the right-of-use buildings held by the Group.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture.

Lease income from operating leases where the Group is a lessor is recognised in income on a straight-line basis over the lease term.

The Group did not need to make any adjustments to the accounting for assets held as lessor under operating leases as a result of the adoption of HKFRS 16.

3.25 Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's and the Company's financial statements in the period in which the dividends are appropriately authorised and no longer at the discretion of the Company.

3.26 Government grants

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the group will comply with all attached conditions.

3. 重大會計政策(續)

3.24 租賃(續)

使用權資產一般於資產可使用年期或租賃期(以較短者為準)按直線法計算折舊。倘本集團合理確定行使購買選擇權,則使用權資產於相關資產的可使用年期內予以折舊。本集團在對其土地及樓宇(於物業、廠房及設備內呈列)重新估值時,已選擇不就本集團所持有的使用權樓宇進行重新估值。

與設備及車輛的短期租賃及所有低價值資產租賃相關的付款以直線法於損益確認為開支。短期租賃為租賃期12個月或以下的租賃。低價值資產包括資訊科技設備及小型辦公家具。

本集團作為出租人的經營租賃的租賃收入按直線法於租賃期內確認為收入。

本集團毋須因採納香港財務報告準則第16號而就根據經營租賃作為出租人持有資產的會計處理作出任何調整。

3.25 股息分派

分派予本公司股東的股息在股息獲適當授權且不再由本公司酌情決定的期間於本集團及本公司財務報表確認為負債。

3.26 政府補助

倘有合理保證將會收到政府補助而本集團將符合所有附帶條件,則來自政府的補助乃按其公允價值確認。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.26 Government grants (Continued)

Government grants relating to income are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to assets are included in non-current liabilities as deferred income and are credited to profit or loss on a straight-line basis over the expected lives of the related assets.

3.27 Earnings per share

(a) Basic earnings per share

Basic earnings per share is calculated by dividing:

- the profit attributable to owners of the Company, excluding any costs of servicing equity other than ordinary shares; and
- by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year and excluding treasury shares.

(b) Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account:

- the after-income tax effect of interest and other financing costs associated with dilutive potential ordinary shares; and
- the weighted average number of additional ordinary shares that would have been outstanding assuming the conversion of all dilutive potential ordinary shares.

3. 重大會計政策(續)

3.26 政府補助(續)

與收益有關的政府補助將被遞延，並於與其擬定補償的成本配對在所需期間內於損益中確認。

與資產相關的政府補助列作非流動負債下的遞延收入，並按有關資產的預期可使用年期以直線法計入損益。

3.27 每股盈利

(a) 每股基本盈利

每股基本盈利乃除以以下項目後計算得出：

- 本公司擁有人應佔盈利(扣除普通股以外之任何權益成本)；及
- 除以財政年度內已發行普通股加權平均數，並就年內已發行普通股(不包括庫存股的股份)的股利調整。

(b) 每股攤薄盈利

每股攤薄盈利調整用於釐定每股基本盈利的數字，以計及：

- 利息的除所得稅後影響及與潛在攤薄普通股有關的其他融資成本；及
- 假設轉換所有潛在攤薄普通股，發行在外額外普通股的加權平均數。

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.28 Related parties

A party is considered to be related to the Group if:

(a) A person or a close member of that person's family is related to the Group, if that person:

- (i) has control or joint control over the Group;
- (ii) has significant influence over the Group; or
- (iii) is a member of the key management personnel of the Company or the Company's parent.

(b) An entity is related to the Group if any of the following conditions applies:

- (i) the entity and the Company are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);
- (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);
- (iii) the entity and the Group are joint ventures of the same third party;
- (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
- (v) the entity is a post-employment benefit plan for the benefit of employees of either the Group or an entity related to the Group. If the Group is itself such a plan, the sponsoring employers are also related to the Group;

3. 重大會計政策(續)

3.28 關聯方

倘屬以下情況，則該人士被視為與本集團有關連：

(a) 倘屬以下人士，則該人士或該人士的近親家庭成員與本集團有關連：

- (i) 控制或共同控制本集團；
- (ii) 對本集團有重大影響；或
- (iii) 為本公司或本公司母公司的主要管理層成員。

(b) 倘符合下列任何條件，則該實體與本集團有關連：

- (i) 該實體與本集團屬同一集團的成員公司(即各母公司、附屬公司及同系附屬公司彼此間有關連)；
- (ii) 一間實體為另一實體的聯營公司或合營企業(或另一實體為成員公司的集團旗下成員公司的聯營公司或合營企業)；
- (iii) 該實體與本集團均為同一第三方的合營企業；
- (iv) 一間實體為第三方實體的合營企業，而另一實體為該第三方實體的聯營公司；
- (v) 該實體為本集團或與本集團有關連的實體就僱員福利設立的離職福利計劃。倘本集團本身為該計劃，則擔保僱主亦與本集團有關連；

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3. MATERIAL ACCOUNTING POLICIES (Continued)

3.28 Related parties (Continued)

**(b) An entity is related to the Group if any of the following conditions applies:
(Continued)**

- (vi) the entity is controlled or jointly controlled by a person identified in (a);
- (vii) a person identified in (a) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity); and
- (viii) The entity, or any member of a group of which it is a part, provides key management personnel services to the Company or to a parent of the Company.

Close family members of an individual are those family members who may be expected to influence, or be influenced by, that person in their dealings with the entity.

A transaction is considered to be a related party transaction when there is a transfer of resources or obligations between related parties.

3. 重大會計政策 (續)

3.28 關聯方 (續)

(b) 倘符合下列任何條件，則該實體與本集團有關連：(續)

- (vi) 該實體受(a)內所識別人士控制或共同控制；
- (vii) (a)內所識別人士對該實體有重大影響力或屬該實體（或該實體的母公司）的主要管理層成員；及
- (viii) 該實體或其所屬集團的任何成員公司向本公司或本公司母公司提供主要管理人員服務。

某個別人士的近親家庭成員指預期與該實體進行買賣時可影響該人士或受該人士影響的家庭成員。

關聯方之間轉讓資源或責任的交易，被視為關聯方交易。

4. FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS

4.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, cash flow and fair value interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance.

4. 財務風險管理及金融工具

4.1 財務風險因素

本集團業務須承受多項財務風險：市場風險（包括外匯風險、現金流量及公允價值利率風險）、信貸風險及流動資金風險。本集團整體風險管理計劃專注於金融市場的不可預測性，旨在盡可能減低對本集團財務表現構成的潛在不利影響。



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4. FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors

4.1.1 Market risk

(a) Foreign exchange risk

Foreign exchange risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. The majority of the Group's transactions and balances are denominated in HK\$ and RMB, which are the functional currencies of the Company and its non-PRC mainland subsidiaries, and its PRC mainland companies, respectively.

The Company and its non-PRC mainland subsidiaries' assets and liabilities are mainly denominated in HK\$, except for certain bank balances which are denominated in RMB and United State dollars ("USD"). As HK\$ are pegged to USD, it is assumed that there would be no material currency risk exposure between these two currencies.

The PRC mainland companies' assets and liabilities are mainly denominated in RMB, except for certain bank balances which are denominated in HK\$. Accordingly, cash denominated in HK\$ is subject to foreign exchange risk.

Fluctuations in the exchange rates of HK\$ against RMB will affect the Group's result of operations. The Group does not have any formal hedging policies. However, management closely monitors the foreign exchange exposure and will take actions when necessary.

4. 財務風險管理及金融工具(續)

4.1 財務風險因素(續)

4.1.1 市場風險

(a) 外匯風險

外匯風險指金融工具的價值因匯率變動而波動的風險。本集團大部分交易及結餘以港元及人民幣計值，港元及人民幣分別為本公司及其非中國內地附屬公司以及其中國內地公司的功能貨幣。

本公司及其非中國內地附屬公司的資產及負債主要是以港元計值，惟若干銀行結餘以人民幣及美元(「美元」)計值。由於港元與美元掛鈎，故假設兩種貨幣之間並無重大貨幣風險。

中國內地附屬公司的資產及負債主要以人民幣計值，惟若干銀行結餘以港元計值。因此，以港元計值的現金須承受外匯風險。

港元兌人民幣的匯率波動將影響本集團經營業績。本集團並無任何正式對沖政策。然而，管理層密切監控外匯風險，並將於必要時採取行動。

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors (Continued)

4.1.1 Market risk (Continued)

(a) Foreign exchange risk (Continued)

As at 31 December 2025, if RMB had strengthened/weakened by 5%, against HK\$ with all other variables held constant, post-tax loss for the year would have been HK\$21,000 (2024: HK\$41,000) lower/higher, mainly as a result of net foreign exchange gains/losses on translation of HK\$ denominated bank deposits. All borrowings are denominated in RMB.

(b) Cash flow and fair value interest rate risk

The Group's cash flow interest rate risk relates primarily to the Group's variable interest generating bank balances and bank borrowings with variable interest rates in 2025 while the short-term borrowings with fixed rate exposed the Group to fair value interest rate risk in 2025.

Except for cash deposits in the bank, the Group has no other significant interest-bearing assets.

Management does not anticipate significant impact to interest-bearing assets and bank borrowings resulted from the changes in interest rates, because the interest rates of bank deposits and borrowings are not expected to change significantly.

4. 財務風險管理及金融工具(續)

4.1 財務風險因素(續)

4.1.1 市場風險(續)

(a) 外匯風險(續)

於二零二五年十二月三十一日，倘人民幣兌港元升值／貶值5%而所有其他變數維持不變，年內稅後虧損將會減少／增加21,000港元(二零二四年：41,000港元)，此乃主要由於折算以港元計值的銀行存款產生的匯兌收益／虧損淨額所致。所有借貸均以人民幣計值。

(b) 現金流量及公允價值利率風險

本集團於二零二五年的現金流量利率風險主要與本集團浮息銀行結餘及銀行借貸有關，而短期定息借貸令本集團於二零二五年承受公允價值利率風險。

除存於銀行的現金存款，本集團並無其他重大計息資產。

管理層預期利率變動將不會對計息資產及銀行借貸帶來重大影響，原因為預期銀行存款及借貸的利率將不會出現重大變動。

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors (Continued)

4.1.1 Market risk (Continued)

(b) Cash flow and fair value interest rate risk (Continued)

As at 31 December 2025 and 2024, if interest rates on interest-generating bank deposits and borrowings with floating rates had been 50 basis points higher/lower with all other variables held constant, the post-tax loss of the Group for the years ended 31 December 2025 would decrease/increase by approximately HK\$5,500,000 (2024: HK\$2,951,000).

4.1.2 Credit risk

As at 31 December 2025 and 2024, the Group's maximum exposure to credit risk is trade and other receivables and bank deposits.

For the year ended 31 December 2025, the Group recognised provision for impairment of trade and other receivables amounted to HK\$436,308,000 (2024: HK\$59,940,000).

4. 財務風險管理及金融工具(續)

4.1 財務風險因素(續)

4.1.1 市場風險(續)

(b) 現金流量及公允價值利率風險(續)

於二零二五年及二零二四年十二月三十一日，倘計息銀行存款和按浮動利率計息的借貸的利率上升／下跌50個基點而所有其他變數維持不變，本集團於截至二零二五年十二月三十一日止年度的稅後虧損將減少／增加約5,500,000港元(二零二四年：2,951,000港元)。

4.1.2 信貸風險

於二零二五年及二零二四年十二月三十一日，本集團的最高信貸風險為貿易及其他應收款項及銀行存款。

截至二零二五年十二月三十一日止年度，本集團確認貿易及其他應收款項減值撥備436,308,000港元(二零二四年：59,940,000港元)。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors (Continued)

4.1.2 Credit risk (Continued)

Trade receivables

The Group applied the simplified approach as permitted under HKFRS 9 — Financial Instruments to measure ECL which used a lifetime ECL allowance for all trade receivables, grouped by shared credit risk characteristics and the days past due. ECL are determined based on historical default rates and also incorporate forward looking information. The Group identifies GDP growth rate, fixed assets investment growth rate and producer price index as the key economic variables impacting the ECL. As at 31 December 2025 and 2024, the loss allowance provision was determined as follows.

As at 31 December 2025 and 2024, trade receivable with amounts that are individually subject to separate assessment for provision are analysed as follows:

4. 財務風險管理及金融工具(續)

4.1 財務風險因素(續)

4.1.2 信貸風險

貿易應收款項

本集團採用香港財務報告準則第9號 — 金融工具允許的簡化方法計量預期信貸虧損，其使用所有貿易應收款項的全期預期虧損撥備，按共同信貸風險特徵及逾期天數分組。預期信貸虧損乃基於過往違約率釐定，亦包含前瞻性資料。本集團將GDP增長率、固定資產投資增長率及生產者物價指數確定為影響預期信貸虧損的主要經濟變量。於二零二五年及二零二四年十二月三十一日，確認計提的虧損撥備如下。

於二零二五年及二零二四年十二月三十一日，貿易應收款項應單項計提的虧損撥備如下：

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Lifetime ECL rate	全期預期信貸虧損率	76.4%	100.0%
Gross carrying amount	賬面總值	203,487	22,375
Loss allowance	虧損撥備	155,414	22,375

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4. 財務風險管理及金融工具(續)

4.1 Financial risk factors (Continued)

4.1 財務風險因素(續)

4.1.2 Credit risk (Continued)

4.1.2 信貸風險(續)

Trade receivables (Continued)

貿易應收款項(續)

As at 31 December 2025 and 2024, trade receivable that are subject to provision for bad debts on the grouping basis are analysed as follows:

於二零二五年及二零二四年十二月三十一日，分組計提壞賬撥備的貿易應收款項分析如下：

		Current	Less than 6 months past due	6 months -1 year past due	1-2 years past due	2-3 years past due	More than 3 years past due	Total
		即期	逾期少於六個月	逾期六個月至一年	逾期一年至兩年	逾期兩年至三年	逾期超過三年	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元	千港元
At 31 December 2025 於二零二五年十二月三十一日								
ECL rate	預期信貸虧損率	1.5%	10.9%	11.7%	24.1%	50.2%	90.1%	
Gross carrying amount	賬面總值	282,534	60,039	119,587	261,764	422,611	144,960	1,291,495
Loss allowance	虧損撥備	4,097	6,560	13,972	63,174	211,940	130,655	430,398
At 31 December 2024 於二零二四年十二月三十一日								
ECL rate	預期信貸虧損率	1.1%	7.5%	8.0%	19.2%	47.3%	89.9%	
Gross carrying amount	賬面總值	588,751	139,414	269,873	483,306	164,277	28,029	1,673,650
Loss allowance	虧損撥備	6,254	10,452	21,517	92,838	77,780	25,192	234,033

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors (Continued)

4.1.2 Credit risk (Continued)

Notes receivables

As at 31 December 2025 and 2024, notes receivable that are subject to provision for bad debts on the grouping basis are analysed as follows:

	Current	Less than 6 months	6 months	1-2 years	2-3 years	More than 3 years	Total
		past due	-1 year past due	past due	past due	past due	
	即期	逾期少於六個月	逾期六個月至一年	逾期一年至兩年	逾期兩年至三年	逾期超過三年	總計
	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
	千港元	千港元	千港元	千港元	千港元	千港元	千港元
At 31 December 2025 於二零二五年十二月三十一日							
ECL rate 預期信貸虧損率	1.6%	-	-	24.6%	69.1	90.0%	
Gross carrying amount 賬面總值	41,792	-	-	2,791	518	4,594	49,695
Loss allowance 虧損撥備	661	-	-	686	358	4,135	5,840
At 31 December 2024 於二零二四年十二月三十一日							
ECL rate 預期信貸虧損率	1.0%	8.9%	9.6%	31.5%	41.5%	-	
Gross carrying amount 賬面總值	40,156	2,775	270	505	2,754	-	46,460
Loss allowance 虧損撥備	404	247	26	159	1,142	-	1,978

Bank deposits

The credit risk on bank deposits is limited since they are substantially deposited with PRC state-owned banks and other listed banks. As such, no significant credit risk from bank deposits is anticipated.

銀行存款

銀行存款的信貨風險有限，因為彼等大部分存放於中國國有銀行及其他上市銀行。因此，預期銀行存款將不會產生重大信貨風險。

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors (Continued)

4.1.2 Credit risk (Continued)

Bank deposits (Continued)

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the consolidated statement of financial position.

Cash transactions are limited to high-credit-quality financial institutions. The table below shows the bank deposit balances as at 31 December 2025 and 2024:

Counter party	交易對手	At 31 December	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Deposits with the state-owned banks of the PRC	於中國國有銀行的存款	1,153	313
Deposits with other listed banks of the PRC	於中國其他上市銀行的存款	804	5,331
Deposits with other banks	於其他銀行的存款	2,174	791
		4,131	6,435

Management does not expect any losses from non-performance of these counterparties.

4. 財務風險管理及金融工具 (續)

4.1 財務風險因素 (續)

4.1.2 信貸風險 (續)

銀行存款 (續)

最高信貸風險為綜合財務狀況表內各項金融資產的賬面值。

現金交易僅限於信貸質素良好的金融機構。下表載列於二零二五年及二零二四年十二月三十一日的銀行存款結餘：

管理層預期不會因該等交易對手不履約而招致任何損失。

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors (Continued)

4.1.2 Credit risk (Continued)

Other receivables

Other receivables mainly comprise receivables amounts due from related parties, land auction deposits and receivables relating to disposal of subsidiaries. The Group closely monitors these other receivables to ensure actions are taken to recover these balances in the case of any risk of default.

The Group uses three categories for other receivables which reflect their credit risk and how the loss provision is determined for each of those categories. A summary of the assumptions underpinning the Group's ECL model is as follows:

4. 財務風險管理及金融工具(續)

4.1 財務風險因素(續)

4.1.2 信貸風險(續)

其他應收款項

其他應收款項主要包括應收關聯方款項、土地競拍保證金及有關出售附屬公司的應收款項。本集團會密切監控該等其他應收款項，以確保在出現任何違約風險時採取措施收回此等餘款。

本集團採用其他應收款項的三個類別，反映其信貸風險及釐定各類別的虧損撥備的方式。本集團預期信貸虧損模型基於的假設總結如下：

Category 類別	Group definition of category 集團針對各類的定義	Basis for recognition of ECL provision 確認預期信貸虧損撥備的基準	Basis for calculation of interest revenue 利息收入計算基礎
Stage one 第一階段	Customers have a low risk of default and a strong capacity to meet contractual cash flow 客戶違約風險很低且有能力產生合同要求的現金流	12 months ECL where the expected lifetime of an asset is less than 12 months, ECL are measured at its expected lifetime 對於預期存續期在12個月之內的資產，預期信貸虧損基於整個預期存續期計量。	Gross carrying amount 賬面總值
Stage two 第二階段	Receivables for which there is a significant increase in credit risk since initial recognition 自首次確認起信貸風險顯著增加的應收款項	Lifetime ECL 全期預期信貸虧損	Gross carrying amount 賬面總值
Stage three 第三階段	Receivables for which there is credit loss since initial recognition 自首次確認起產生信貸虧損的應收款項	Lifetime ECL 全期預期信貸虧損	Amortised cost carrying amount (net of credit allowance) 攤銷成本賬面值(扣除信貸撥備)

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors (Continued)

4.1.2 Credit risk (Continued)

Other receivables (Continued)

The Group accounts for its credit risk by appropriately providing for expected credit losses on a timely basis. In calculating the expected credit loss rates, the Group considers historical loss rates for each category of receivables and adjusts for forward looking macroeconomic data.

As at 31 December 2025 and 2024, the Group provides for loss allowance for other receivables as follows:

4. 財務風險管理及金融工具(續)

4.1 財務風險因素(續)

4.1.2 信貸風險(續)

其他應收款項(續)

本集團通過及時地就預期信貸虧損適當計提撥備來說明其信貸風險。在計算預期的信貸虧損率時，本集團會考慮各類應收款項的歷史損失率並就前瞻性的宏觀經濟數據作出調整。

於二零二五年及二零二四年十二月三十一日，本集團的其他應收款項的虧損撥備如下：

		Estimated gross carrying amount at default 違約時的 估計賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元	Carrying amount (net of impairment provision) 賬面值 (扣除減值撥備) HK\$'000 千港元
Category 類別				
At 31 December 2025				
於二零二五年十二月三十一日				
Land auction and other deposits	Stage one	7,337	(541)	6,796
土地競拍保證金及其他按金	第一階段			
Receivables relating to disposal of subsidiaries	Stage one	1,874	(55)	1,819
有關出售附屬公司的應收款項	第一階段			
Others	Stage one	121,712	(3,135)	118,577
其他	第一階段			
Amount due from related parties	Stage two	188,128	(81,603)	106,525
應收關聯方款項	第二階段			
Prepayment to related parties	Stage two	48,993	(35,075)	13,918
預付關聯方款項	第二階段			
Others	Stage three	16,413	(16,413)	-
其他	第三階段			
		384,457	(136,822)	247,635

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors (Continued)

4.1.2 Credit risk (Continued)

Other Receivables (Continued)

As at 31 December 2025 and 2024, the Group provides for loss allowance for other receivables as follows: (Continued)

	Category	Estimated gross carrying amount at default 違約的 估計賬面總值 HK\$'000 千港元	Loss allowance 虧損撥備 HK\$'000 千港元	Carrying amount (net of impairment provision) 賬面值 (扣除減值撥備) HK\$'000 千港元
At 31 December 2024				
於二零二四年十二月三十一日				
Amount due from related parties 應收關聯方款項	Stage one 第一階段	68,916	(3,502)	65,414
Land auction and other deposits 土地競拍保證金及其他按金	Stage one 第一階段	17,869	(908)	16,961
Receivables relating to disposal of subsidiaries 有關出售附屬公司的應收款項	Stage one 第一階段	1,828	(92)	1,736
Others 其他	Stage one 第一階段	103,481	(5,258)	98,223
Others 其他	Stage three 第三階段	24,020	(24,020)	–
		216,114	(33,780)	182,334

4.1.3 Liquidity risk

Cash flow forecast is prepared by the finance department of the Company. Group finance monitors rolling forecast of the Group's liquidity requirements to ensure it has sufficient cash to meet operational needs.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank and other borrowings.

4. 財務風險管理及金融工具(續)

4.1 財務風險因素(續)

4.1.2 信貸風險(續)

其他應收款項(續)

於二零二五年及二零二四年十二月三十一日，本集團的其他應收款項的虧損撥備如下：(續)

4.1.3 流動資金風險

現金流量預測乃由本公司財務部編製。集團財務總監對本集團的流動資金需求進行滾動預測，以確保其擁有充裕現金應付營運所需。

本集團的目標為通過使用銀行及其他借貸在資金的持續性及靈活性之間保持平衡。

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.1 Financial risk factors (Continued)

4.1.3 Liquidity risk (Continued)

The table below analyses the Group's financial liabilities into relevant maturity groupings based on the remaining period as at 31 December 2025 and 2024 to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

		Less than 1 year	1-2 years	2-5 years	Over 5 years	Total contractual cash flows
		少於一年 HK\$'000 千港元	一至兩年 HK\$'000 千港元	兩至五年 HK\$'000 千港元	多於五年 HK\$'000 千港元	合約現金 流量總額 HK\$'000 千港元
At 31 December 2025	於二零二五年 十二月三十一日					
Trade and other payables	貿易及其他應付款項	1,600,129	-	-	-	1,600,129
Amount due to a related party	應付關聯方款項	-	-	79,875	-	79,875
Borrowings	借貸	1,644,158	-	102,298	-	1,746,456
		3,244,287	-	182,173	-	3,426,460
At 31 December 2024	於二零二四年 十二月三十一日					
Trade and other payables	貿易及其他應付款項	1,612,263	-	-	-	1,612,263
Amount due to a related party	應付關聯方款項	712	1,843	-	77,438	79,993
Borrowings	借貸	1,003,958	336,713	415,127	-	1,755,798
		2,616,933	338,556	415,127	77,438	3,448,054

4.2 Capital risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, issue new shares or sell assets to reduce debt.

4. 財務風險管理及金融工具(續)

4.1 財務風險因素(續)

4.1.3 流動資金風險(續)

下表分析本集團的金融負債，並分別根據於二零二五年及二零二四年十二月三十一日至合約到期日止餘下期間按有關到期日進行分組。表內披露的金額為合約未貼現現金流量。

4.2 資本風險管理

本集團管理資本旨在保障本集團持續經營的能力，為股東提供回報並維持最佳資本架構以減低資本成本。

為維持或調整資本架構，本集團可調整派付予股東的股息金額、發行新股份或出售資產以減少債務。

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.2 Capital risk management (Continued)

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total equity. Net debt is calculated as total borrowings, obligations under finance lease, lease liabilities and interest payable less deposit for bank borrowings and cash and cash equivalents.

The gearing ratios of the Group at 31 December 2025 and 2024 were as follows:

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Total borrowings	總借貸	1,710,863	1,679,650
Total lease liabilities	租賃負債總額	5,285	—
Interest payable	應付利息	132,697	61,972
Less: Cash and cash equivalents	減：現金及現金等值項目	(4,131)	(6,435)
Net debt	淨債務	1,844,714	1,735,187
Total equity	權益總額	653,399	2,018,536
Gearing ratio	資本負債比率	282.3%	86.0%

4.3 Fair value estimation

The table below analyses financial instruments carried at fair value by valuation method. The different levels have been defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (Level 2).

4. 財務風險管理及金融工具(續)

4.2 資本風險管理(續)

本集團以資產負債比率監察資本。該比率以淨負債除以權益總額計算。淨負債以總借貸、融資租賃項下的義務、租賃負債及應付利息減銀行借貸保證金及現金及現金等值項目計算。

本集團於二零二五年及二零二四年十二月三十一日的資產負債比率如下：

4.3 公允價值估計

下表利用估值法分析按公允價值入賬的金融工具。不同層級的定義如下：

- 相同資產或負債在活躍市場的報價(未經調整)(第1級)。
- 除了第1級所包括的報價外，該資產或負債的可觀察輸入數值，可為直接(即價格)或間接(即源自價格)輸入數值(第2級)。

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.3 Fair value estimation (Continued)

- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (Level 3).

4.3.1 Disclosures of level in fair value hierarchy

The financial assets at fair value through profit or loss of the Group are measured at fair value by Level 3.

4. 財務風險管理及金融工具(續)

4.3 公允價值估計(續)

- 資產或負債並非依據可觀察市場數據的輸入數值(即非可觀察輸入數值)(第3級)。

4.3.1 公允價值層級的披露

本集團的按公允價值計量且其變動計入損益之金融資產使用第3級按公允價值計量。

		Level 1 第1級 HK\$'000 千港元	Level 2 第2級 HK\$'000 千港元	Level 3 第3級 HK\$'000 千港元	Total 總計 HK\$'000 千港元
At 31 December 2025	於二零二五年 十二月三十一日				
Unlisted equity instruments	非上市權益工具	—	—	10,443	10,443
At 31 December 2024	於二零二四年 十二月三十一日				
Unlisted equity instruments	非上市權益工具	—	—	12,959	12,959

There was no transfer between level 1 and 2 during the year.

年內並無第1級與第2級之間的轉撥。

4.3.2 Disclosure of valuation process used by the Group and valuation techniques and inputs used in fair value measurements

The Group's financial controller is responsible for the fair value measurements of assets and liabilities required for financial reporting purposes, including level 3 fair value measurements. The financial controller reports directly to the Board of Directors for these fair value measurements. Discussions of valuation processes and results are held between the financial controller and the Board of Directors at least twice a year.

4.3.2 披露本集團所使用的估值程序及公允價值計量所使用的估值技術及輸入數據

本集團的財務總監負責就財務報告而言所需的資產及負債的公允價值計量，包括第3級公允價值計量。財務總監就該等公允價值計量直接向董事會報告。財務總監與董事會每年至少就估值程序及結果進行兩次討論。

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.3 Fair value estimation (Continued)

4.3.2 Disclosure of valuation process used by the Group and valuation techniques and inputs used in fair value measurements (Continued)

For level 3 fair value measurements, the Group will normally engage external valuation experts with the recognised professional qualifications and recent experience to perform the valuations.

Level 3 fair value measurements

Description	Fair value at 31 December 於十二月三十一日的公允價值		Valuation technique(s)	Unobservable input(s)	Range of unobservable input(s)	Relationship of unobservable input(s) to fair value
	2025	2024				
描述	二零二五年 HK\$'000 千港元	二零二四年 HK\$'000 千港元	估值方法	不可觀察 輸入數據	不可觀察 輸入數據的範圍	不可觀察輸入數據 與公允價值的關係
Unlisted equity instruments 非上市權益工具	9,200	10,548	Income approach 收入法	Long-term growth rate 長期增長率	0% (2024: 0%) (二零二四年: 0%)	The higher the long-term growth rate, the higher the fair value 長期增長率越高， 公允價值越高
				Discount rate 折現率	12.51% (2024: 12.51%) (二零二四年： 12.51%)	The higher the discount rate, the lower the fair value 折現率越高， 公允價值越低
	1,243	2,411	Asset-based approach 資產基礎法	N/A 不適用	N/A (2024: N/A) 不適用 (二零二四年： 不適用)	N/A 不適用

During the two years, there were no changes in the valuation techniques used.

於兩年內，所用估值技術並無變動。

4. 財務風險管理及金融工具(續)

4.3 公允價值估計(續)

4.3.2 披露本集團所使用的估值程序及公允價值計量所使用的估值技術及輸入數據(續)

就第3級公允價值計量而言，本集團一般會委聘具備公認專業資格及近期經驗的外部估值專家進行估值。

第3級公允價值計量的公允價值

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4 FINANCIAL RISK MANAGEMENT AND FINANCIAL INSTRUMENTS (Continued)

4.3 Fair value estimation (Continued)

4.3.3 Reconciliation of assets measured at fair value based on level 3

4. 財務風險管理及金融工具(續)

4.3 公允價值估計(續)

4.3.3 基於第3級按公允價值計量的資產對賬

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Unlisted equity instruments	非上市權益工具		
At 1 January	於一月一日	12,959	40,289
Disposal	出售	(1,212)	(12,052)
Total gains or losses recognised in profit or loss*	於損益內確認的收益或虧損總額*	(1,591)	(14,801)
Currency translation difference	外幣折算差額	287	(477)
At 31 December	於十二月三十一日	10,443	12,959

The total gains or losses recognised in profit or loss including those for assets held at end of reporting period are presented in other losses — net in the consolidated statement of profit or loss and other comprehensive income.

於損益確認的收益或虧損總額(包括於報告期末持有資產的收益或虧損)於綜合損益及其他全面收益表的其他虧損淨額呈列。

5. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of the consolidated financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the Group's accounting policies.

Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

5. 重要會計估計及判斷

編製綜合財務報表須使用會計估計，按照定義將很少等於實際結果。管理層於應用集團會計政策時亦需行使判斷。

估計及判斷會不斷評估。彼等乃根據過往經驗及其他因素(包括對根據情況認為可能對實體造成財務影響，且屬合理的未來事件的預期)而作出並會進行評估。

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5. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (Continued)

5.1 Critical accounting estimates

(a) Impairment of trade receivables

For trade receivables with remarkably different credit risk characteristics and occurrence of credit impairment, the Group measured the expected credit loss individually.

For trade receivables without occurrence of credit impairment or the expected credit loss cannot be estimated for an individual financial asset at a reasonable cost, the Group grouped trade receivables in accordance with credit risk characteristics and measured the expected credit loss based on groups. This assessment is based on the credit history of its customers and other debtors and the current market condition as well as forward looking estimates such as macroeconomic data at the end of reporting period, and requires the use of judgements and estimates.

Management reassesses the provisions at each balance sheet date.

(b) Income taxes

The Group is subject to income taxes in a number of jurisdictions. Significant judgement is required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

5. 重要會計估計及判斷(續)

5.1 重要會計估計

(a) 貿易應收款項減值

對於信貸風險特徵顯著不同且發生信貸減值的貿易應收款項，本集團單獨計量預期信貸虧損。

對於未發生信貸減值或無法按合理成本估計個別金融資產預期信貸虧損的貿易應收款項，本集團根據信貸風險特徵對貿易應收款項進行分組，並按分組計量預期信貸虧損。該評估基於其客戶及其他債務人的信貸記錄及當前市場情況以及於報告期末的前瞻性估計（如宏觀經濟數據），並需要運用判斷及估計。

管理層需於每個資產負債表日重新評估該撥備。

(b) 所得稅

本集團須繳納多個司法權區的所得稅。於釐定所得稅撥備金額時，需要作出重要判斷。有不少未能確定最終稅項處理的交易及計算。本集團根據是否須繳付額外稅款的估計就預期稅務審核事宜確認負債。倘該等事宜的最終稅務結果與初步記錄的金額不符，有關差異將影響作出釐定的期間內的即期及遞延所得稅資產及負債。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

5. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (Continued)

5.1 Critical accounting estimates (Continued)

(c) Impairment of property, plant and equipment and right-of-use assets

Management has assessed whether any impairment indicators of property, plant and equipment and right-of-use assets existed as at the balance sheet date and has identified that impairment indicators of the property, plant and equipment and right-of-use assets existed for certain subsidiaries with operations which are loss making during the year. When the carrying value of an asset or a group of assets exceeds the recoverable amount (the higher of the net amount of fair value less cost of disposal and value-in-use ("VIU") calculation), it indicates that an impairment has occurred. The net amount of fair value less cost of disposal is determined by reference to the agreed sales price or the observable market price of similar assets in arm's length transactions, less incremental costs that are directly attributable to the disposal of the asset.

(d) Fair value of financial instruments

The fair value of financial instruments that are not traded in an active market (for example, over-the counter derivatives) is determined by using valuation techniques. The Group uses its judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period.

5. 重要會計估計及判斷(續)

5.1 重要會計估計(續)

(c) 物業、廠房及設備及使用權資產減值

管理層已評估物業、廠房及設備及使用權資產於資產負債表日是否存在任何減值跡象，並已識別若干年內經營虧損的附屬公司的物業、廠房及設備及使用權資產存在減值跡象。當資產或資產組的賬面價值高於可收回金額(即公允價值減去處置費用後的淨額和使用價值(「使用價值」)計算中的較高者)，表明發生了減值。公允價值減去處置費用後的淨額，系參考公平交易中類似資產的銷售協議價格或可觀察到的市場價格，減去可直接歸屬於該資產處置的增量成本確定。

(d) 金融工具的公允價值

並非於活躍市場買賣的金融工具(例如場外交易衍生工具)的公允價值乃利用估值方法釐定。本集團憑藉其判斷選擇不同方法，並主要根據於每個報告期末的現有市場情況作出假設。

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

5. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (Continued)

5.1 Critical accounting estimates (Continued)

(e) Fair value of investment properties

The fair value of investment properties is determined by using valuation technique. Such assessment is made based on certain assumptions, which are subject to uncertainties and might materially differ from the actual result. In making the judgement, reasonable consideration has been given to the underlying assumptions that are mainly based on market condition existing at the reporting date. These estimates are regularly compared to actual market data and actual transactions in the market.

(f) Estimated useful lives and residual values of property and equipment

The Group's management determines the estimated useful lives, residual values and related depreciation charges for the Group's property and equipment. This estimate is based on the historical experience of the actual useful lives of property and equipment of similar nature and functions. Management will revise the depreciation charges where useful lives are different to that of previously estimated, or it will write-off or write-down technically obsolete or non-strategic assets that have been abandoned or sold. Actual economic lives may differ from estimated useful lives and actual residual values may differ from estimated residual values. Periodic review could result in a change in depreciable lives and residual values and therefore depreciation expense in future periods.

5. 重要會計估計及判斷(續)

5.1 重要會計估計(續)

(e) 投資性房地產的公允價值

投資性房地產的公允價值乃利用估值方法釐定。該評估乃根據受不明朗因素限制及可能與實際結果有重大差異的若干假設作出。於作出判斷時，已合理考慮主要根據於報告日期的現有市場情況而作出的相關假設。該等估計定期與市場的實際市場數據及實際交易相比較。

(f) 物業及設備的預計可使用年期及剩餘價值

本集團管理層確定其預計可使用年期、剩餘價值及相關折舊費用。根據性質或功能類似的物業及設備實際使用年期的過往經驗。當可使用年期與之前估計不同時，或核銷或撇減已報廢或已出售的技術上已過時或非戰略性的資產時，管理層將更改折舊費用。實際的經濟年期可能不同於預計可使用年限，實際的剩餘價值也可能會有別於預計的剩餘價值。定期檢查可能導致可折舊年期及剩餘價值發生變化，從而導致未來期間的折舊費用發生變化。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

6. REVENUE

6. 收入

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Revenue from sales of prefabricated construction units	來自銷售預製裝配式建築組件的收入	122,065	322,099
Revenue from decoration and landscaping services	來自裝飾和園林綠化服務的收入	4,348	34,441
Revenue from consulting services	來自諮詢服務的收入	203	2,896
Revenue from sales of prefabricated construction equipment	來自銷售預製裝配式建築設備的收入	538	3,146
Rental income	租金收入	12,034	11,408
		139,188	373,990

Notes:

附註：

(a) Revenue recognised in relation to contract liabilities

The following table shows how much of the revenue recognised in the current reporting period relates to carried-forward contract liabilities and how much relates to performance obligations that were satisfied in a prior year.

(a) 有關合約負債的收益已確認

下表載列於本報告期內所確認與已於過往年度償付的結轉合約負債及履約責任有關的收入金額。

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Revenue recognised that was included in the contract liability balance at the beginning of the year:	於年初包含在合約負債結餘內的已確認收入：		
Sales of prefabricated unit construction contracts	預製裝配式建築組件銷售合約	15,199	55,801
Sales of consulting service	銷售諮詢服務	-	5
		15,199	55,806

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

6 REVENUE (Continued)

Notes: (Continued)

(b) Unsatisfied sales contracts

The following table shows unsatisfied performance obligations resulting from sales contracts.

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Sales of prefabricated construction units contracts	預製裝配式建築組件銷售合約	24,999	150,551
Sales of decoration and landscaping services contracts	裝飾及園林服務銷售合約	–	16,554
		24,999	167,105

6. 收入(續)

附註：(續)

(b) 未償付銷售合約

下表載列因銷售合約而產生的未償付履約責任。

7. GOVERNMENT GRANTS

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Research and development subsidies	研發補貼	491	4,173
Others	其他	238	2,329
		729	6,502

The government grant recognised by the Group during the years represented subsidies received from certain government authorities in Hong Kong for the Group's operation of comprehensive architectural services business, where there are no unfulfilled conditions or contingencies relating to these grants during the years.

本集團於年內確認的政府補助指就本集團經營綜合建築服務業務自香港若干政府機關收取的補貼，而於年內，該等補助並無未達成之條件或或然事項。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

8. OTHER INCOME

8. 其他收入

		Year ended 31 December	
		截至十二月三十一日止年度	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Interest income on bank deposits	銀行存款利息收入	193	235
Others	其他	967	267
		1,160	502

9. OTHER LOSSES — NET

9. 其他虧損 — 淨額

		Year ended 31 December	
		截至十二月三十一日止年度	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Overdue interests to suppliers	支付供應商之逾期利息	—	(1,602)
Fair value losses on financial assets at fair value through profit and loss	以公允價值計量且其變動計入損益的金融資產的公允價值虧損	(1,591)	(14,801)
Losses on disposal of property, plant and equipment	出售物業、廠房及設備的虧損	(24,370)	(28,721)
Gains on termination of lease	終止租賃的收益	—	101
Fair value change on investment properties	投資性房地產的公允價值變動	(6,495)	198
Losses on deconsolidation of a subsidiary (note 34)	終止綜合入賬一間附屬公司的虧損(附註34)	(93,559)	—
Gain on disposal of investments in associates	出售於聯營公司的投資的收益	—	209
Net exchange losses	匯兌虧損淨額	(9,918)	(9)
Others	其他	(6,494)	(2,679)
		(142,427)	(47,304)

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10. EXPENSES BY NATURE

Expenses included in cost of sales, selling and distribution expenses and administrative expenses are analysed as follows:

10. 按性質劃分的開支

開支包括銷售成本、銷售及分銷開支及行政開支，分析如下：

		Year ended 31 December	
		截至十二月三十一日止年度	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Raw materials and consumables used	已用原材料及消耗品	41,354	180,485
Changes in inventories of finished goods, goods in transit and work in progress	製成品、在途貨品及在製品存貨變動	(7,674)	(22,323)
Employee benefits expenses (note (a))	員工福利開支(附註(a))	81,787	135,316
Labour outsourcing	勞務外包	29,646	44,072
Depreciation	折舊	96,969	106,445
Amortisation of right-of-use assets	使用權資產的攤銷	18,515	19,168
Amortisation of intangible assets	無形資產的攤銷	5,460	5,526
Short-term leases and low-value leases expenses	短期租賃及低價值租賃開支	5,608	6,074
Transportation	運輸費用	8,897	24,963
Land use tax and value-added tax surcharges	土地使用稅及增值稅附加費	28,096	20,985
Utilities	公共事業費用	2,493	3,230
Legal and professional fees	法律及專業費用	6,124	13,847
Entertainment and travelling expenses	招待及差旅費用	2,699	6,033
Auditor's remuneration	核數師酬金	1,812	2,811
Bank charges	銀行收費	261	275
Office expenses	辦公室開支	976	1,757
Others	銀行收費	33,736	60,046
Total of cost of sales, selling and distribution expenses and administrative expenses	銷售成本、銷售及分銷開支以及行政開支總額	356,759	608,710

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10. EXPENSES BY NATURE (Continued)

Expenses included in cost of sales, selling and distribution expenses and administrative expenses are analysed as follows: (Continued)

Notes:

(a) **Employee benefit expenses (including Directors' and chief executive's emoluments)**

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Wages and salaries	工資及薪金	75,129	127,858
Share-based compensation	以股份為基礎的酬金	1,565	2,043
Pensions	退休金	3,851	1,970
Other welfare benefit expenses	其他福利津貼開支	1,242	3,445
Charged to consolidated statement of profit or loss and other comprehensive income	自綜合損益及其他全面收益表扣除	81,787	135,316

(b) **Five highest paid individuals**

The five individuals whose emoluments were the highest in the Group for the year ended 31 December 2025 include three (2024: two) directors whose emoluments are reflected in the analysis shown in Note 12. Details of the remuneration for the year ended 31 December 2025 of the remaining two (2024: three) highest paid employees (including the two (2024: two) senior management) are as follows:

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Salaries and other short-term employee benefits	薪金及其他短期僱員福利	1,335	2,121
Contribution to pension scheme	退休金計劃供款	88	25
Share-based compensation	以股份為基礎的酬金	—	29
		1,423	2,175

10. 按性質劃分的開支(續)

開支包括銷售成本、銷售及分銷開支及行政開支，分析如下：(續)

附註：

(a) **員工福利開支(包括董事及最高行政人員酬金)**

(b) **五名最高薪酬人士**

截至二零二五年十二月三十一日止年度，本集團五名最高薪酬人士中，包括三名(二零二四年：兩名)董事，彼等的酬金已於附註12所呈列的分析中反映。截至二零二五年十二月三十一日止年度，其餘兩名(二零二四年：三名)的最高薪酬僱員(包括兩名(二零二四年：兩名)高級管理人員)的薪酬詳情如下：

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

10. EXPENSES BY NATURE (Continued)

Notes: (Continued)

(b) Five highest paid individuals (Continued)

The remuneration to the remaining two (2024: three) highest paid employees (including two (2024: two) senior management) fell within the following emolument band:

		Number of individuals 人數	
		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年	2024 二零二四年
Nil to HK\$1,000,000	零至 1,000,000 港元	2	3

10. 按性質劃分的開支(續)

附註：(續)

(b) 五名最高薪酬人士(續)

其餘兩名(二零二四年：三名)最高薪酬僱員(包括兩名(二零二四年：兩名)高級管理人員)的薪酬屬下列範圍：

11. FINANCE COSTS

11. 融資成本

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年	2024 二零二四年
		HK\$'000 千港元	HK\$'000 千港元
Interest expenses on borrowings	借貸利息開支	78,788	87,915
Finance charges on lease liabilities	租賃負債的融資開支	233	20
		79,021	87,935

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12. BENEFITS AND INTEREST OF DIRECTORS

12. 董事福利及權益

(a) Directors' and chief executive's emoluments

The remuneration of every director and the chief executive is set out below. There is no chief executive who is not a director of the Company.

Emoluments paid or payable in respect of services provided by the director, whether for the Company or its subsidiaries:

For the year ended 31 December 2025:

(a) 董事及最高行政人員的酬金

每名董事及最高行政人員的酬金載列如下。所有最高行政人員均為本公司董事。

就擔任本公司或其附屬公司董事提供的服務的已付或應付酬金：

截至二零二五年十二月三十一日止年度：

		Fees	Salary	Bonus	Pension	Share-based compensation 以股份 為基礎的酬金	Total
Name	姓名	袍金 HK\$'000 千港元	薪金 HK\$'000 千港元	年終獎金 HK\$'000 千港元	退休金 HK\$'000 千港元	為基礎的酬金 HK\$'000 千港元	總計 HK\$'000 千港元
Executive Directors 執行董事							
HE Yuanqing ⁷	何遠卿 ⁷	–	546	–	53	–	599
Hu Liping ⁷	胡利平 ⁷	–	200	–	33	–	233
Guo Weiqiang ^{2,6} (Former chairman and Chief executive officer)	郭衛強 ^{2,6} (前主席兼行政總裁)	1,465	–	–	37	–	1,502
Wang Yuping ^{5,6}	王玉平 ^{5,6}	626	–	–	37	–	663
Wang Jing ³	王靜 ³	35	–	–	10	–	45
Non-Executive Directors 非執行董事							
Wang Jun	王俊	60	–	–	–	–	60
Guo Jianfeng	郭建鋒	60	–	–	–	–	60
Independent Non-Executive Directors 獨立非執行董事							
Lee Chi Ming	李志明	240	–	–	–	–	240
Jiang Hongqing	姜洪慶	240	–	–	–	–	240
Ma Lishan	馬立山	240	–	–	–	–	240
		2,966	746	–	170	–	3,882

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12 BENEFITS AND INTEREST OF DIRECTORS (Continued)

12. 董事福利及權益 (續)

(a) Directors' and chief executive's emoluments (Continued)

For the year ended 31 December 2024:

(a) 董事及最高行政人員的酬金 (續)

截至二零二四年十二月三十一日止年度：

Name	姓名	Fees 袍金 HK\$'000 千港元	Salary 薪金 HK\$'000 千港元	Bonus 年終獎金 HK\$'000 千港元	Pension 退休金 HK\$'000 千港元	Share-based compensation 以股份 為基礎的酬金 HK\$'000 千港元	Total 總計 HK\$'000 千港元
Executive Directors 執行董事							
Liu Weixing ¹ (Former chairman)	劉衛星 ¹ (前主席)	154	-	-	2	430	586
Guo Weiqiang ² (Former chairman and Chief executive officer)	郭衛強 ² (前主席兼行政總裁)	1,425	-	-	-	278	1,703
Wang Jing ³	王靜 ³	1,449	-	-	-	106	1,555
Non-Executive Directors 非執行董事							
Wu Wallis ⁴	李偉 ⁴	27	-	-	-	-	27
Wang Jun	王俊	60	-	-	-	-	60
Guo Jianfeng	郭建鋒	60	-	-	-	-	60
Independent Non-Executive Directors 獨立非執行董事							
Lee Chi Ming	李志明	240	-	-	-	-	240
Jiang Hongqing	姜洪慶	240	-	-	-	-	240
Ma Lishan	馬立山	240	-	-	-	-	240
		3,895	-	-	2	814	4,711

¹ Resigned on 26 January 2024.

² Appointed as chairman on 26 January 2024.

³ Passed away on 19 January 2025.

⁴ Resigned on 16 June 2024.

⁵ Appointed on 10 March 2025.

⁶ Resigned on 3 September 2025.

⁷ Appointed on 3 September 2025.

¹ 於二零二四年一月二十六日辭任。

² 於二零二四年一月二十六日獲委任為主席。

³ 於二零二五年一月十九日逝世。

⁴ 於二零二四年六月十六日辭任。

⁵ 於二零二五年三月十日獲委任。

⁶ 於二零二五年九月三日辭任。

⁷ 於二零二五年九月三日獲委任。

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12. BENEFITS AND INTEREST OF DIRECTORS (Continued)

(b) Directors' retirement benefits

There is no retirement benefits paid by the Company.

(c) Directors' termination benefits

There is no directors' termination benefits paid by the Company.

(d) Consideration provided to third parties for making available directors' services

During the year ended 31 December 2025, no consideration was provided to third parties for making available directors' services (2024: nil).

(e) Information about loans, quasi-loans and other dealings in favour of directors, controlled bodies corporate by and connected entities with such directors

During the year ended 31 December 2025, there were no loans, quasi-loans and other dealings in favour of directors, controlled bodies corporate by and connected entities with such directors (2024: nil).

(f) Directors' material interests in transactions, arrangements or contracts

No significant transactions, arrangements and contracts in relation to the Company's business to which the Company was a party and in which a director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year.

12. 董事福利及權益 (續)

(b) 董事退休福利

本公司並無支付退休福利。

(c) 董事離職福利

本公司並無支付董事離職福利。

(d) 就提供董事服務而向第三方提供的代價

截至二零二五年十二月三十一日止年度，概無就提供董事服務向第三方提供代價(二零二四年：無)。

(e) 有關以董事、董事的受控制法團及關連實體為受益人的貸款、準貸款及其他交易的資料

截至二零二五年十二月三十一日止年度，概無以董事、董事的受控制法團及關連實體為受益人的貸款、準貸款及其他交易(二零二四年：無)。

(f) 董事於交易、安排或合約的重大權益

於年結日或年內任何時間，概不存在任何由本公司訂立而本公司董事於其中擁有重大權益(不論直接或間接)與本公司業務有關的重大交易、安排或合約。

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12. BENEFITS AND INTEREST OF DIRECTORS (Continued)

The emoluments of the directors are decided by the Board of Directors, having regard to the Group's operating results, individual performance and comparable market statistics as well as the recommendations of the Remuneration Committee of the Board of Directors.

No significant transactions, arrangements and contracts in relation to the Group's business to which the Company was a party and in which a director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year or at any time during the year ended 31 December 2025 and 2024.

12. 董事福利及權益(續)

董事酬金由董事會經考慮本集團的經營業績、個人表現及可資比較市場統計數據以及董事會薪酬委員會的推薦建議後釐定。

本公司董事概無於本公司已訂立與本集團業務有關且於年末或於截至二零二五年及二零二四年十二月三十一日止年度任何時間存續的重要交易、安排及合約中擁有任何重大直接或間接權益。

13. INCOME TAX EXPENSE/(CREDIT)

13. 所得稅開支／(抵免)

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Current income tax	本年所得稅		
— PRC corporate income tax	— 中國企業所得稅		
Adjustments for current tax of prior periods	前期即期稅項調整	—	351
— Hong Kong profits tax	— 香港利得稅	—	119
		—	470
Deferred income tax (note 29)	遞延所得稅(附註29)	39,136	(749)
Total income tax expense/(credit) for the year	年度所得稅開支／(抵免)總額	39,136	(279)

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

13. INCOME TAX EXPENSE/(CREDIT) (Continued)

The income tax on the Group's loss before income tax differs from the theoretical amount that would arise using the enacted tax rate of the home country of the companies within the Group as follows:

13. 所得稅開支／(抵免)(續)

本集團就除所得稅前虧損的所得稅與使用本集團旗下公司所在國家已頒佈的稅率計算的理論金額有所不同，詳情載列如下：

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Loss before income tax	除所得稅前虧損	(1,355,493)	(494,437)
Income tax calculated at respective statutory rates	以各自法定稅率計算的所得稅	(337,469)	(122,805)
Preferential income tax rate	優惠所得稅率	75,209	32,446
Non-deductible expenses	不可扣減支出	455	1,157
Research and development expenditure additional deduction	額外扣除研發支出	(1,561)	(4,083)
Tax losses and temporary differences not recognised as deferred tax assets	動用過往未確認的稅項虧損	302,502	92,655
Prior year's tax filing differences	未確認為遞延稅項資產的 稅項虧損及暫時性差額	—	351
Total income tax expense/(credit) for the year	年度所得稅開支／(抵免)總額	39,136	(279)

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13. INCOME TAX EXPENSE/(CREDIT)

(Continued)

PRC corporate income tax

Under the Corporate Income Tax Law of the PRC ("CIT Law"), the CIT rate applicable to the Group's subsidiaries established in mainland China is 25%, while certain subsidiaries are applicable to the preferential tax rate of 15%, those subsidiaries were required to apply for renewal every three years from first year of approval.

The CIT Law and its implementation rules impose a withholding tax at 10% for dividends distributed by a PRC resident enterprise to its immediate holding company outside PRC for earnings generated beginning 1 January 2008 and undistributed earnings generated prior to 1 January 2008 are exempted from such withholding tax. A lower 5% withholding tax rate may be applied when the immediate holding companies are established in Hong Kong according to the tax treaty arrangement between the PRC and Hong Kong. The Company's mainland China subsidiaries did not have plan for distributing dividend to the Company in the foreseeable future, thus no such withholding tax was accrued for the year ended 31 December 2025 (2024: nil).

Hong Kong profits tax

Under the two-tiered profits tax rates regime of Hong Kong Profits Tax, the first HK\$2 million of profits of the qualifying group entity will be taxed at 8.25%, and profits above HK\$2 million will be taxed at 16.5%. The profits of group entities not qualifying for the two-tiered profits tax rates regime will continue to be taxed at a flat rate of 16.5%. Accordingly, the Hong Kong Profits Tax of the qualifying group entity is calculated at 8.25% on the first HK\$2 million of the estimated assessable profits and at 16.5% on the estimated assessable profits above HK\$2 million.

14. DIVIDEND

The directors do not recommend of the payment of a dividend for the years ended 31 December 2025 and 2024.

13. 所得稅開支／(抵免)(續)

中國企業所得稅

根據中國企業所得稅法(「企業所得稅法」)，本集團於中國內地成立的附屬公司的適用企業所得稅稅率為25%，而若干附屬公司適用15%之優惠稅率。自獲准第一年起，該等附屬公司需要每三年申請續期一次。

企業所得稅法及其實施細則就中國居民企業於二零零八年一月一日開始產生的盈利向其位於中國境外的直接控股公司所分派的股息徵收10%預扣稅，而於二零零八年一月一日前產生的未分派盈利則獲豁免繳納有關預扣稅。根據中國與香港的稅務協定安排，倘直接控股公司於香港成立，則可能適用較低的5%預扣稅率。在可見的未來，本公司的中國內地附屬公司並無計劃向本公司分派股息，故截至二零二五年十二月三十一日止年度並無計及上述預扣稅(二零二四年：無)。

香港利得稅

根據香港利得稅兩級制利得稅率制度，合資格集團實體首2百萬港元溢利將按8.25%繳稅，而超過2百萬港元的溢利將按16.5%繳稅。不符合利得稅兩級制資格的集團實體的溢利將繼續按16.5%的劃一稅率徵稅。因此，合資格集團實體估計應課稅溢利的首2百萬港元按8.25%的稅率繳納香港利得稅，而超過2百萬港元的估計應課稅溢利按16.5%的稅率繳納香港利得稅。

14. 股息

董事不建議派發截至二零二五年及二零二四年十二月三十一日止年度的股息。

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15. LOSSES PER SHARE

(a) Basic

Basic losses per share for the year is calculated by dividing the consolidated losses of the Group attributable to owners of the Company by the weighted average number of ordinary shares in issue during the year.

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年	2024 二零二四年
Consolidated loss attributable to owners of the Company (HK\$'000)	本公司擁有人應佔綜合虧損(千港元)	(1,282,649)	(464,536)
Weighted average number of ordinary shares in issue ('000)	已發行普通股的加權平均數(千股)	3,101,096	3,101,096
Basic losses per share (HK cents)	每股基本虧損(港仙)	(41.36)	(14.98)

(b) Diluted

Diluted losses per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. Diluted losses per share for the year ended 31 December 2025 and 2024 are equal to respective basic losses per share. The computation of diluted losses per share for the year ended 31 December 2025 and 2024 has not considered the effect of share options given that the effects are anti-dilutive.

15. 每股虧損

(a) 基本

年度每股基本虧損乃根據本公司擁有人所佔本集團綜合虧損除以年內已發行普通股的加權平均數計算得出。

(b) 攤薄

每股攤薄虧損乃透過調整發行在外普通股的加權平均數以假設所有潛在攤薄普通股已獲兌換而計算。截至二零二五年及二零二四年十二月三十一日止年度的每股攤薄虧損等於各自之每股基本虧損。截至二零二五年及二零二四年十二月三十一日止年度的每股攤薄虧損的計算並無考慮購股權的影響，原因是該等影響具有反攤薄作用。

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16. PROPERTY, PLANT AND EQUIPMENT

16. 物業、廠房及設備

		Buildings	Computer equipment	Motor vehicles	Furniture and fixtures	Equipment	Leasehold improvements	Plant under development for prefabricated construction business 用於預製装配式建築業務的在建廠房	Total
		樓宇 HK\$'000 千港元	電腦設備 HK\$'000 千港元	汽車 HK\$'000 千港元	傢俬及設置 HK\$'000 千港元	設備 HK\$'000 千港元	租賃裝修 HK\$'000 千港元	在建廠房 HK\$'000 千港元	總計 HK\$'000 千港元
At 1 January 2025	於二零二五年一月一日								
Cost	成本	1,407,484	7,801	22,059	51,433	464,727	73,614	1,061,016	3,088,134
Accumulated depreciation and impairment loss	累計折舊及減值虧損	(253,543)	(7,112)	(12,239)	(38,150)	(229,708)	(34,130)	(11,854)	(586,736)
Net book amount	賬面淨值	1,153,941	689	9,820	13,283	235,019	39,484	1,049,162	2,501,398
Year ended 31 December 2025	截至二零二五年十二月三十一日止年度								
Opening net book amount	年初賬面淨值	1,153,941	689	9,820	13,283	235,019	39,484	1,049,162	2,501,398
Additions	添置	193	47	54	406	358	-	1,226	2,284
Transfer from trade other receivables and prepayments (note a)	自貿易及其他應收款項及預付款項轉撥(附註a)	15,684	-	-	-	-	-	-	15,684
Disposals	出售	(1,190)	(15)	(1,496)	(3,142)	(15,500)	(2,385)	(168,650)	(192,378)
Deconsolidation of a subsidiary (note 34)	終止綜合入賬一間附屬公司(附註34)	(75,691)	(5)	-	(6)	(399)	-	(346)	(76,447)
Depreciation charge	折舊費用	(45,064)	(263)	(1,665)	(4,863)	(43,363)	(1,751)	-	(96,969)
Impairment loss	減值虧損	(133,538)	-	-	-	(42,995)	-	(175,670)	(352,203)
Currency translation differences	外幣折算差額	31,029	15	203	227	4,477	939	19,352	56,242
Closing net book amount	年末賬面淨值	945,364	468	6,916	5,905	137,597	36,287	725,074	1,857,611
At 31 December 2025	於二零二五年十二月三十一日								
Cost	成本	1,196,243	7,490	19,550	40,556	396,344	73,056	901,135	2,634,374
Accumulated depreciation and impairment loss	累計折舊及減值虧損	(278,558)	(7,022)	(12,634)	(34,651)	(258,747)	(36,769)	(148,382)	(776,763)
Net book amount	賬面淨值	917,685	468	6,916	5,905	137,597	36,287	752,753	1,857,611

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16. PROPERTY, PLANT AND EQUIPMENT (Continued)

16. 物業、廠房及設備 (續)

		Buildings	Computer equipment	Motor vehicles	Furniture and fixtures	Equipment	Leasehold improvements	Plant under development for prefabricated construction business 用於預製装配式建築業務的在建廠房	Total
		樓宇 HK\$'000 千港元	電腦設備 HK\$'000 千港元	汽車 HK\$'000 千港元	傢私及設置 HK\$'000 千港元	設備 HK\$'000 千港元	租賃裝修 HK\$'000 千港元	在建廠房 HK\$'000 千港元	總計 HK\$'000 千港元
At 1 January 2024	於二零二四年一月一日								
Cost	成本	1,457,565	7,873	23,805	63,451	486,379	68,315	1,125,095	3,232,483
Accumulated depreciation and impairment loss	累計折舊及減值虧損	(213,224)	(6,974)	(13,213)	(39,507)	(195,261)	(23,429)	(7,255)	(498,863)
Net book amount	賬面淨值	1,244,341	899	10,592	23,944	291,118	44,886	1,117,840	2,733,620
Year ended 31 December 2024	截至二零二四年十二月三十一日止年度								
Opening net book amount	年初賬面淨值	1,244,341	899	10,592	23,944	291,118	44,886	1,117,840	2,733,620
Additions	添置	197	26	263	1,513	3,014	–	7,972	12,985
Transfer upon completion	完成時轉撥	–	278	4,312	9	959	–	(5,558)	–
Disposals	出售	(3,169)	(15)	(2,361)	(3,645)	(5,355)	(1,018)	(46,401)	(61,964)
Depreciation charge	折舊費用	(46,112)	(482)	(2,767)	(7,069)	(46,528)	(3,487)	–	(106,445)
Impairment loss	減值虧損	(15,612)	–	–	–	(2,621)	–	(4,823)	(23,056)
Currency translation differences	外幣折算差額	(25,704)	(17)	(219)	(1,469)	(5,568)	(897)	(19,868)	(53,742)
Closing net book amount	年末賬面淨值	1,153,941	689	9,820	13,283	235,019	39,484	1,049,162	2,501,398
At 31 December 2024	於二零二四年十二月三十一日								
Cost	成本	1,407,484	7,801	22,059	51,433	464,727	73,614	1,061,016	3,088,134
Accumulated depreciation and impairment loss	累計折舊及減值虧損	(253,543)	(7,112)	(12,239)	(38,150)	(229,708)	(34,130)	(11,854)	(586,736)
Net book amount	賬面淨值	1,153,941	689	9,820	13,283	235,019	39,484	1,049,162	2,501,398

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

16. PROPERTY, PLANT AND EQUIPMENT (Continued)

Notes:

- (a) Plant under development for prefabricated construction business transfer from trade and other receivables and prepayment as at 31 December 2025 located in Mainland China at the aggregate carrying value of HK\$15,684,000. The Group entered into arrangements with certain customers which the customers settled their trade and other receivables and prepayments due to the Group with their own properties during the year and in prior years. The directors of the Company are intended to self-use those properties. Accordingly, those properties are recognised as property, plant and equipment. HK\$502,000 loss on settlement of trade and other receivables and prepayment is recognised in other loss.

Depreciation of property, plant and equipment of HK\$97 million has all been charged to administrative expenses and cost of sales in the consolidated statement of profit or loss and other comprehensive income for the year ended 31 December 2025 (2024: HK\$106.4 million).

As at 31 December 2025, property, plant and equipment with a net book value of HK\$478.9 million (2024: HK\$491.1 million) were pledged as collateral for the Group's borrowings HK\$215.1 million (2024: HK\$220.5 million). Among the collateral, property ownership certificate of the Group's building with a net book value HK\$285.9 million (2024: HK\$282.8 million) is under China Minsheng Drawin Co., Ltd.. These buildings were pledged as collateral for three bank borrowings of HK\$179.9 million (2024: HK\$184.4 million) which was secured by China Minsheng Drawin Co., Ltd..

No interest expenses were capitalised in plant under development for prefabricated construction business for the year ended 31 December 2025 (2024: nil).

16. 物業、廠房及設備(續)

附註：

- (a) 於二零二五年十二月三十一日，位於中國內地總賬面價值為15,684,000港元的用於預製裝配式建築業務的在建廠房自貿易及其他應收款項及預付款項轉撥。於年內及過往年度，本集團與若干客戶訂立安排，據此，客戶以其自有物業結清其應付本集團的貿易及其他應收款項及預付款項。本公司董事擬自用該等物業。因此，該等物業確認為物業、廠房及設備。貿易及其他應收款項及預付款項結算虧損502,000港元於其他虧損確認。

截至二零二五年十二月三十一日止年度，物業、廠房及設備折舊97百萬港元已於綜合損益及其他全面收益表的行政開支及銷售成本中扣除(二零二四年：106.4百萬港元)。

於二零二五年十二月三十一日，賬面淨值為478.9百萬港元(二零二四年：491.1百萬港元)的物業、廠房及設備已予抵押作為本集團取得215.1百萬港元(二零二四年：220.5百萬港元)借貸的抵押品。在這些抵押品中，本集團賬面淨值為285.9百萬港元(二零二四年：282.8百萬港元)的樓宇的房產證隸屬於中民築友有限公司名下。該等樓宇已抵押作為三筆金額為179.9百萬港元(二零二四年：184.4百萬港元)的銀行借貸的抵押物，由中民築友有限公司作抵押。

截至二零二五年十二月三十一日止年度，並無用於預製裝配式建築業務的在建廠房中資本化利息開支(二零二四年：無)。

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16. PROPERTY, PLANT AND EQUIPMENT (Continued)

For the year ended 31 December 2025 and 2024, the Group's certain subsidiaries with operations were loss making during the year. Management determines each individual subsidiary as a separately identifiable cash-generating unit and carried out impairment assessment for the subsidiaries which have indicator of impairment. The Group estimated the recoverable amounts based on the higher of their fair value less costs of disposal and value-in-use calculations.

For the year ended 31 December 2025, the recoverable amounts of the buildings, equipment and plant under development for prefabricated construction business have been determined based on their fair value less costs of disposal. The Group uses cost approach and direct comparison approach to estimate the fair value less costs of disposal of the assets. During the year, the Group changed the valuation technique used to determine the recoverable amount from value-in-use to fair value less costs of disposal. This change was made as management determined that the recoverable amount determined by fair value less costs of disposal more accurately reflect the higher amount recoverable from the asset's disposal compared to its continued use. The fair value measurement is categorised into Level 3 fair value hierarchy. The key assumptions used in determine the fair value less costs of disposal are replacement cost and the comprehensive residual ratio. The replacement cost ranges from RMB753 per M² to RMB3,661 per M² and the comprehensive residual ratio ranges from 53% to 94%. The relevant assets were impaired to their recoverable amount of HK\$945,364,000, HK\$137,597,000 and HK\$725,074,000 respectively, which is their carrying values at year end and impairment provision of HK\$352,203,000 has been recognised in profit or loss within the relevant functions to which these assets relate during the year.

For the year ended 31 December 2024, the key assumptions used in the cash flow projections are revenue growth rate and the discount rate. The revenue growth rate ranges from 1.0%–30.0%, and the discount rate 12.5% is pre-tax. As a result, the Group recorded a total impairment provision charge of HK\$23,056,000 against property, plant and equipment to the consolidated income statement of the Group for the year ended 31 December 2024.

16. 物業、廠房及設備(續)

截至二零二五年及二零二四年十二月三十一日止年度，本集團若干經營附屬公司於年內錄得虧損。管理層將各附屬公司釐定為可獨立識別的現金產生單位，並對有減值跡象的附屬公司進行減值評估。本集團根據其公允價值減出售成本及使用價值計算之較高者估計可收回金額。

截至二零二五年十二月三十一日止年度，用於預製装配式建築業務的樓宇、設備及在建廠房的可收回金額已按其公允價值減出售成本釐定。本集團採用成本法及直接比較法估計資產的公允價值減出售成本。於年內，本集團已更改用以釐定可收回金額的估值方法，由使用價值更改為公允價值減出售成本。作出此項變動乃由於管理層釐定，與持續使用資產相比，按公允價值減出售成本釐定的可收回金額更能準確反映自該資產出售可收回的較高金額。該公允價值計量被分類為公允價值層級第3級。釐定公允價值減去出售成本所用的關鍵假設為替代成本及綜合殘值比率。替代成本介於每平方米人民幣753元至每平方米人民幣3,661元以及綜合殘值比率介於53%至94%。相關資產已分別減值至其可收回金額945,364,000港元、137,597,000港元及725,074,000港元，即於年結日的賬面值，而352,203,000港元之減值撥備已於年內於與該等資產有關的相關職能內於損益中確認。

截至二零二四年十二月三十一日止年度，現金流量預測所用的主要假設包括收入增長率及貼現率。收入增長率介乎1.0%至30.0%，而貼現率12.5%為稅前貼現率。因此，本集團於截至二零二四年十二月三十一日止年度於本集團綜合收益表就物業、廠房及設備錄得減值撥備支出總額23,056,000港元。

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17. RIGHT-OF-USE ASSETS

This note provides information for leases where the Group is a lessee.

(a) Amounts recognised in the statement of financial position

The statement of financial position shows the following amounts relating to leases:

17. 使用權資產

倘本集團為承租人，則本附註就租賃提供資料。

(a) 於財務狀況表中確認之金額

財務狀況表列示以下有關租賃之金額：

Right-of-use assets		Property, plant and equipment 物業、廠房 及設備 HK\$'000 千港元	Land use right 土地使用權 HK\$'000 千港元	Total 總計 HK\$'000 千港元
使用權資產				
Balance as at 1 January 2025	於二零二五年 一月一日的結餘	5,017	811,203	816,220
Addition	添置	5,048	–	5,048
Deconsolidation of a subsidiary (note 34)	終止綜合入賬一間附屬 公司(附註34)	–	(46,451)	(46,451)
Amortisation charged into profit or loss	攤銷計入損益	(249)	(18,266)	(18,515)
Impairment loss	減值虧損	–	(10,632)	(10,632)
Currency translation differences	外幣折算差額	123	19,416	19,539
Balance as at 31 December 2025	於二零二五年 十二月三十一日之結餘	9,939	755,270	765,209

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17. RIGHT-OF-USE ASSETS (Continued)

17. 使用權資產 (續)

(a) Amounts recognised in the statement of financial position (Continued)

(a) 於財務狀況表中確認之金額 (續)

Right-of-use assets		Property, plant and equipment 物業、廠房 及設備 HK\$'000 千港元	Land use right 土地使用權 HK\$'000 千港元	Total 總計 HK\$'000 千港元
Balance as at 1 January 2024	於二零二四年 一月一日的結餘	10,025	855,913	865,938
Reductions as a result of termination of lease	終止租賃導致的減少	(4,638)	–	(4,638)
Amortisation charged into profit or loss	攤銷計入損益	(234)	(18,934)	(19,168)
Amortisation capitalised to plant under development	攤銷資本化至在建廠房	–	(583)	(583)
Impairment loss	減值虧損	–	(7,258)	(7,258)
Currency translation differences	外幣折算差額	(136)	(17,935)	(18,071)
Balance as at 31 December 2024	於二零二四年 十二月三十一日之結餘	5,017	811,203	816,220
		At 31 December 於十二月三十一日		
		2025	2024	
		二零二五年	二零二四年	
		HK\$'000	HK\$'000	
		千港元	千港元	
Lease liabilities	租賃負債			
Current	即期	934	–	
Non-current	非流動	4,351	–	
Total lease liabilities	租賃負債總額	5,285	–	

As mentioned in note 16, in addition to the impairment provision on property, plant and equipment, the Group recorded a total impairment provision charge of HK\$10,632,000 against right-of-use assets to the consolidated income statement of the Group for the year ended 31 December 2025 (2024: 7,258,000).

誠如附註16所述，除物業、廠房及設備的減值撥備外，本集團於截至二零二五年十二月三十一日止年度的綜合收益表就使用權資產錄得減值撥備支出總額10,632,000港元（二零二四年：7,258,000港元）。

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17. RIGHT-OF-USE ASSETS (Continued)

(b) Amounts recognised in the statement of profit or loss and other comprehensive income

The statement of profit or loss and other comprehensive income shows the following amounts relating to leases:

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Amortisation charge of right-of-use assets	使用權資產攤銷費用		
— Property, plant and equipment	— 物業、廠房及設備	249	234
— Land use right	— 土地使用權	18,266	18,934
Finance charges on lease liabilities	租賃負債的融資開支	233	20
Impairment loss	減值虧損	10,632	7,154
Short-term leases and low-value leases expenses	短期租賃及低價值	5,608	6,074

(c) The Group's leasing activities

The Group leases various property, plant and equipment. Rental contracts are made for fixed periods of 1 to 10 years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. As at 31 December 2025, right-of-use assets, with a net book value of HK\$343.9 million (2024: HK\$335.4 million) were pledged as collateral for the Group's borrowings of HK\$345.3 million (2024: HK\$337.1 million).

17. 使用權資產 (續)

(b) 於損益及其他全面收益表中確認之金額

損益及其他全面收益表列示以下有關租賃之金額：

(c) 本集團之租賃活動

本集團租賃各類物業、廠房及設備。租賃合約在1至10年的固定期限內訂立。租賃條款乃在個別基礎上協商，並包含各種不同的條款及條件。於二零二五年十二月三十一日，賬面淨值為343.9百萬港元(二零二四年：335.4百萬港元)的使用權資產已抵押作為本集團345.3百萬港元(二零二四年：337.1百萬港元)借貸的抵押品。

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18. INVESTMENT PROPERTIES

18. 投資性房地產

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Beginning balance	年初結餘	15,463	16,063
Fair value change	公允價值變動	(6,495)	198
Disposals	出售	(9,078)	(458)
Currency translation differences	外幣折算差額	110	(340)
Ending balance	年末結餘	–	15,463

Investment properties held by the Group are all commercial properties located in Shandong Province, the PRC.

本集團持有的投資性房地產均為位於中國山東省的商業物業。

All investment properties were revalued as at 31 December 2024 by Graval Consulting Limited, an independent professional qualified valuer.

所有投資性房地產乃由獨立專業合資格估值師博浩企業顧問有限公司於二零二四年十二月三十一日進行重新估值。

As at 31 December 2024, the fair value of investment properties which was determined using income approach by reference to the projected income, cash flow or cost savings generated by the asset.

於二零二四年十二月三十一日，投資性房地產的公允價值是採用收入法，並參考預期收入、現金流量或資產產生的節省成本而釐定。

The Group's policy is to recognise transfers into/out of fair value hierarchy levels as of the date of the event or change in circumstances that caused the transfer. The investment properties are within Level 3 of fair value hierarchy as at 31 December 2024. There were no transfer among Level 1, Level 2 and Level 3 during the years.

本集團的政策為於導致轉撥事件或情況改變的日期，確認公允價值等級內的轉入／轉出。於二零二四年十二月三十一日，投資性房地產處於公允價值架構第3級。年內，第1級、第2級及第3級之間概無轉撥。

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18. INVESTMENT PROPERTIES (Continued)

Valuation inputs and relationships to fair value

The valuations were performed based on the income approach (term and reversion method) or direct comparison approach for those investment properties. The following significant unobservable inputs for income approach have been used:

18. 投資性房地產 (續)

估值輸入數據及與公允價值的關係

該等投資性房地產乃根據收入法(定期及復歸法)或直接比較法進行評估，並已就收入法採用以下重大不可觀察輸入數據：

Description	Fair value at 31 December 於十二月三十一日的公允價值		Valuation technique(s)	Unobservable input(s)	Range of unobservable input(s)	Relationship of unobservable input(s) to fair value
	2025	2024				
描述	二零二五年 HK\$'000 千港元	二零二四年 HK\$'000 千港元	估值方法	不可觀察 輸入數據	不可觀察輸 入數據的範圍	不可觀察輸入數據 與公允價值的關係
Commercial properties 商業物業	–	15,463	Income approach 收入法	Term yield — taking into account of yield generated from comparable properties and adjustment to effect the certainty of term income secured and to be received 定期收益率 — 經計及可供比較 物業產生的收益率 以及為反映確切 已取得及即將取得 的定期收入而做出 的調整	N/A (2024: 4%) 不適用 (二零二四年：4%)	The higher the term yield, the lower the fair value 定期收益率越高， 公允價值越低
				Discount rate 折現率	N/A (2024: 4.0% – 5.0%) 不適用 (二零二四年： 4.0% – 5.0%)	The higher the discount rate, the lower the fair value 折現率越高， 公允價值越低

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18. INVESTMENT PROPERTIES (Continued)

Valuation inputs and relationships to fair value (Continued)

Were the rental rate and yield rate required assumed to increase or decrease by 10% from management's estimate, the carrying amount of investment properties as at 31 December 2025 and 2024 would have changed as follows:

18. 投資性房地產(續)

估值輸入數據及與公允價值的關係(續)

倘假設將產生的租金及收益率較管理層的預測數據增加或減少10%，於二零二五年及二零二四年十二月三十一日的投資性房地產的賬面值將出現以下變動：

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Investment properties increase/decrease to	投資性房地產增加／減少至		
— 10 percent rental rate higher	— 租金增加10%	—	17,818
— 10 percent rental rate lower	— 租金減少10%	—	13,930
Investment properties increase/decrease to	投資性房地產增加／減少至		
— 10 percent yield rate higher	— 收益率增加10%	—	15,118
— 10 percent yield rate lower	— 收益率減少10%	—	16,522

The following rental income amounts relating to the investment properties have been recognised in the consolidated statement of profit or loss and other comprehensive income:

以下有關投資性房地產的租金收入數額已於綜合損益及其他全面收益表中確認：

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Rental income	租金收入	—	615

The Group leases out certain of its investment properties under operating leases. The average lease term is 1 year. All leases are on a fixed rental basis and do not include variable payments.

本集團根據經營租賃出租其若干投資性房地產。平均租期為一年。所有租賃均以固定租金為基礎，不包括可變付款。

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19. INTANGIBLE ASSETS

19. 無形資產

		Computer software 電腦軟件 HK\$'000 千港元	Patent 專利 HK\$'000 千港元	Total 總計 HK\$'000 千港元
Year ended 31 December 2025	截至二零二五年 十二月三十一日止年度			
Opening net book amount	年初賬面淨值	1,106	25,954	27,060
Amortisation charge	攤銷費用	(435)	(5,025)	(5,460)
Currency translation differences	外幣折算差額	31	584	615
Closing net book amount	年末賬面淨值	702	21,513	22,215
At 31 December 2025	於二零二五年 十二月三十一日			
Cost	成本	2,702	34,662	37,364
Accumulated amortisation and impairment loss	累計攤銷及減值虧損	(2,000)	(13,149)	(15,149)
Net book amount	賬面淨值	702	21,513	22,215

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19. INTANGIBLE ASSETS (Continued)

19. 無形資產(續)

		Computer software 電腦軟件 HK\$'000 千港元	Patent 專利 HK\$'000 千港元	Total 總計 HK\$'000 千港元
Year ended	截至二零二四年			
31 December 2024	十二月三十一日止年度			
Opening net book amount	年初賬面淨值	1,606	31,603	33,209
Amortisation charge	攤銷費用	(481)	(5,045)	(5,526)
Currency translation differences	外幣折算差額	(19)	(604)	(623)
Closing net book amount	年末賬面淨值	1,106	25,954	27,060
At 31 December 2024	於二零二四年			
	十二月三十一日			
Cost	成本	2,636	34,725	37,361
Accumulated amortisation and impairment loss	累計攤銷及減值虧損	(1,530)	(8,771)	(10,301)
Net book amount	賬面淨值	1,106	25,954	27,060

For the year ended 31 December 2025, amortisation charges of intangible assets were HK\$ 5,460,000 (2024: HK\$5,526,000).

於截至二零二五年十二月三十一日止年度，本集團無形資產的攤銷費用為5,460,000港元(二零二四年：5,526,000港元)。

20. INVESTMENT IN ASSOCIATES

20. 投資於聯營公司

		At 31 December 於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Unlisted investments	非上市投資		
Share of net assets	所佔資產淨值	41,873	56,166
Goodwill and adjustment	商譽及調整	—	86,810
		41,873	142,976

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20. INVESTMENT IN ASSOCIATES (Continued)

20. 投資於聯營公司(續)

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At 1 January	於一月一日	142,976	192,974
Disposal	出售	–	(6,627)
Share of losses of associates	聯營公司分佔虧損	(15,452)	(39,909)
Impairment losses	減值虧損	(87,784)	–
Net exchange gains/(losses)	匯兌收益/(虧損)淨額	2,133	(3,462)
At 31 December	於十二月三十一日	41,873	142,976

As at the 31 December 2025 and 2024, the Company had indirect interests in the following associates:

於二零二五年及二零二四年十二月三十一日，本公司於下列聯營公司擁有間接權益：

Name 名稱	Place of incorporation and operation 註冊成立及 經營地點	Proportion of ownership interest		Issued share capital 已發行股本	Principal activities 主要業務	Carrying amount 賬面值	
						At 31 December	
		擁有權益比例				於十二月三十一日	
		Held by the Company 由本公司持有	Indirectly held 間接持有			2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Zhejiang Anju Drawin Technology Company Limited *	China 中國	—	49%	HK\$200,000,000 200,000,000 港元	Construction industrialisation 建築產業化	27,412	128,870
浙江安居築友科技有限公司							
Baoying Maizheng Drawin Intelligent Manufacture Technology Limited *	China 中國	—	20%	RMB100,000,000 人民幣 100,000,000 元	Construction industrialisation 建築產業化	12,126	11,828
寶應邁正築友智造科技有限公司							
Shaoguan Drawin Intelligent Manufacture Technology Limited *	China 中國	—	20%	RMB50,000,000 人民幣 50,000,000 元	Construction industrialisation 建築產業化	2,335	2,278
韶關築友智造科技有限公司							

* For identification purpose only

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20. INVESTMENT IN ASSOCIATES (Continued)

The financial year end dates of the above associates are coterminous with that of the Group.

(a) Commitments in respect of associates

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Commitments to pay up the	支付認購資本之承擔		
subscription capital		15,389	16,511

(b) Summarised financial information for an associate

The tables below provide summarised financial information for the associate that is material to the Group. The information disclosed reflects the amounts presented in the financial statements of Zhejiang Anju Drawin Technology Company Limited ("Zhejiang Anju Drawin") and not the Group's share of those amounts. They have been amended to reflect adjustments made by the Group when using the equity method, including fair value adjustments and modifications for differences in accounting policy.

20. 投資於聯營公司 (續)

上述聯營公司的財政年度結束日與本集團的財政年度結束日相同。

(a) 有關聯營公司的承擔

(b) 聯營公司財務資料概要

下表載列對本集團屬重大的聯營公司財務資料概要。所披露的資料反映於浙江安居築友科技有限公司(「浙江安居築友」)的財務報表中所呈列的數額，而非本集團佔該等數額的份額。該等資料已由本集團使用權益法進行可反映調整的修訂，包括公允價值調整及對會計政策的差異進行修訂。

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20. INVESTMENT IN ASSOCIATES (Continued)

(b) Summarised financial information for an associate (Continued)

Zhejiang Anju Drawin

The Group recognised share of loss of associates of HK\$15,452,000 from Zhejiang Anju Drawin using the equity method for the year ended 31 December 2025 (2024: loss of HK\$38,183,000).

20. 投資於聯營公司 (續)

(b) 聯營公司財務資料概要 (續)

浙江安居築友

截至二零二五年十二月三十一日止年度，本集團確認來自浙江安居築友按權益法入賬的應佔聯營公司虧損為15,452,000港元(二零二四年：虧損為38,183,000港元)。

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Summarised statement of financial position	財務狀況表概要		
Current assets	流動資產		
Cash and cash equivalents	現金及現金等值項目	5,388	23,430
Other current assets	其他流動資產	165,351	183,300
Total current assets	流動資產總額	170,739	206,730
Non-current assets	非流動資產	186,956	207,971
Current liabilities	流動負債		
Financial liabilities (excluding trade payables)	金融負債 (不包括貿易應付款項)	243,573	248,369
Other current liabilities	其他流動負債	54,818	77,217
Total current liabilities	流動負債總額	298,391	325,586
Non-current liabilities	非流動負債	3,361	3,278
Net assets	資產淨值	55,943	85,837
Group's share in %	本集團所佔份額 (百分比)	49%	49%
Group's share in HK\$	本集團所佔份額 (港元)	27,412	42,060
Goodwill and adjustments	商譽及調整	–	86,810
Carrying amount	賬面值	27,412	128,870

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20. INVESTMENT IN ASSOCIATES (Continued)

20. 投資於聯營公司 (續)

(b) Summarised financial information for an associate (Continued)
Zhejiang Anju Drawin (Continued)

(b) 聯營公司財務資料概要 (續)
浙江安居築友 (續)

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Summarised statement of profit or loss and other comprehensive income	損益及其他全面收益表概要		
Revenue	收入	127,564	182,071
Loss before income tax	除所得稅前虧損	(31,535)	(18,159)
Other comprehensive loss	其他全面虧損	—	—
Total comprehensive losses	全面虧損總額	(31,535)	(18,159)

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20. INVESTMENT IN ASSOCIATES (Continued)

(c) Individually immaterial associates

In addition to the interests in associates disclosed above, the Group also has interests in a number of individually immaterial associates that are accounted for using the equity method.

20. 投資於聯營公司(續)

(c) 個別非重大聯營公司

除上文披露的於聯營公司的權益外，本集團亦於個別非重大聯營公司中擁有權益，並採用權益法入賬。

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Aggregate carrying amount of individually immaterial associates	個別非重大聯營公司 賬面總值	14,461	14,106
Aggregate amounts of the Group's share of:	本集團應佔		
Loss for the year	以下各項的總金額：	—	(1,726)
Other comprehensive loss	年度虧損	—	—
Total comprehensive losses	全面虧損總額	—	(1,726)

21. FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

Financial assets at fair value through profit or loss include the following:

21. 以公允價值計量且其變動計入損益的金融資產

以公允價值計量且其變動計入損益的金融資產包括下列各項：

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Non-current:	非流動：		
— Unlisted equity instruments (note (a))	— 非上市權益工具(附註(a))	10,443	12,959

Note:

(a) As at 31 December 2025, equity instruments are related to investments in two (2024: three) unlisted companies in Mainland China which are measured at fair value.

附註：

(a) 於二零二五年十二月三十一日，權益工具與投資於以公允價值計量的中國大陸的兩間(二零二四年：三間)非上市公司有關。

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22. PARTICULARS OF SUBSIDIARIES

22. 附屬公司的資料

The following is a list of the principal subsidiaries at 31 December 2025:

下表為於二零二五年十二月三十一日的主要附屬公司名單：

Name	Place of incorporation and kind of legal entity	Principal activities	Particulars of issued share capital	Proportion of ordinary shares directly held by parent	Proportion of ordinary shares held by the Group	Proportion of ordinary shares held by non-controlling interests
名稱	註冊成立及營業地點以及法人實體類別	主要業務	已發行股本詳情	母公司直接持有的普通股比例 (百分比)	本集團持有的普通股比例 (百分比)	非控股權益持有的普通股比例 (百分比)
				%	%	%
Drawin Intelligent Manufacture Technology Investment Limited** 築友智造科技投資有限公司*	China, limited liability company 中國·有限公司	Construction industrialisation 建築產業化	HK\$1,530,000,000 1,530,000,000 港元	– (2024: –) (二零二四年: –)	100% (2024: 100%) (二零二四年: 100%)	– (2024: –) (二零二四年: –)
Shenzhen Drawin Intelligent Manufacture Technology Limited*	China, limited liability company 中國·有限公司	Construction industrialisation 建築產業化	HK\$200,000,000 港元 200,000,000	– (2024: –) (二零二四年: –)	100% (2024: 100%) (二零二四年: 100%)	– (2024: –) (二零二四年: –)
Nanjing Drawin Intelligent Manufacture Technology Limited* ("Nanjing DIT Limited") (note (a)) 南京築友智造科技有限公司® (「南京築友智造科技有限公司」) (附註(a))	China, limited liability company 中國·有限公司	Construction industrialisation 建築產業化	HK\$200,000,000 港元 200,000,000	– (2024: –) (二零二四年: –)	97% (2024: 97%) (二零二四年: 97%)	3% (2024: 3%) (二零二四年: 3%)
Hefei Drawin Intelligent Manufacture Technology Limited* 合肥築友智造科技有限公司®	China, limited liability company 中國·有限公司	Construction industrialisation 建築產業化	HK\$95,000,000 95,000,000 港元	– (2024: –) (二零二四年: –)	100% (2024: 100%) (二零二四年: 100%)	– (2024: –) (二零二四年: –)

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22 PARTICULARS OF SUBSIDIARIES (Continued)

The following is a list of the principal subsidiaries at 31 December 2025: (Continued)

22. 附屬公司的資料 (續)

下表為於二零二五年十二月三十一日的主要附屬公司名單：(續)

Name	Place of incorporation and operation and kind of legal entity	Principal activities	Particulars of issued share capital	Proportion of ordinary shares directly held by parent	Proportion of ordinary shares held by the Group	Proportion of ordinary shares held by non-controlling interests
名稱	註冊成立及營業地點以及法人實體類別	主要業務	已發行股本詳情	母公司直接持有的普通股比例 (百分比) %	本集團持有的普通股比例 (百分比) %	非控股權益持有的普通股比例 (百分比) %
Changsha Drawin Intelligent Manufacture Technology Limited* [®] ("Changsha DIT Limited") (note (a)) 長沙築友智造科技有限公司 [®] (「長沙築友智造科技有限公司」) (附註(a))	China, limited liability company 中國·有限公司	Construction industrialisation 建築產業化	HK\$1,108,000,000 1,108,000,000港元	– (2024: –) (二零二四年: –)	51% (2024: 51%) (二零二四年: 51%)	49% (2024: 49%) (二零二四年: 49%)
Xiangtan Drawin Intelligent Manufacture Technology Limited* [®] 湘潭築友智造科技有限公司 [®]	China, limited liability company 中國·有限公司	Construction industrialisation 建築產業化	RMB70,000,000 人民幣70,000,000元	– (2024: –) (二零二四年: –)	100% (2024: 100%) (二零二四年: 100%)	– (2024: –) (二零二四年: –)
Zhengzhou Drawin Intelligent Manufacture Technology Limited* [®] 鄭州築友智造科技有限公司 [®]	China, limited liability company 中國·有限公司	Construction industrialisation 建築產業化	RMB300,000,000 人民幣300,000,000元	– (2024: –) (二零二四年: –)	100% (2024: 100%) (二零二四年: 100%)	– (2024: –) (二零二四年: –)

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22 PARTICULARS OF SUBSIDIARIES (Continued)

The following is a list of the principal subsidiaries at 31 December 2025: (Continued)

* English for identification purpose only

@ Registered as domestic limited liability companies under PRC law

Notes:

- (a) The Group holds 97%, 51%, 51%, and 60% equity interest of Nanjing DIT Limited*, Changsha DIT Limited*, respectively. The voting right shall be exercised in proportion to the capital contribution, according to the Company Articles. Except for modification of Company Article, increase or decrease of registered capital, company merger or division and change of corporate structure, a resolution to be made by the shareholders general assembly shall be subject to adoption by more than half of the voting rights held by the shareholders. Nanjing DIT Limited*, Changsha DIT Limited* are owned by the Company and are accounted for a subsidiary by virtue of the Group's control over it.
- (b) On 27 August 2025, the Hengyang Intermediate People's Court accepted the bankruptcy application of Hengyang Drawin Intelligent Manufacture Technology Limited (the "Hengyang Subsidiary") and appointed a bankruptcy administrator pursuant to the PRC Enterprise Bankruptcy Law, resulting in the Group losing control over the Subsidiary as the administrator assumed power over its relevant activities, including management of assets, operations, and decision-making.

22. 附屬公司的資料(續)

下表為於二零二五年十二月三十一日的主要附屬公司名單：(續)

@ 根據中國法律註冊為國內有限責任公司

附註：

- (a) 本集團分別持有南京築友智造科技有限公司、長沙築友智造科技有限公司97%、51%、51%、60%的股權。根據公司章程，股東會決議由股東按出資比例行使表決權。除修改公司章程、增加或者減少註冊資本、公司合併或分立及變更公司結構外，股東大會決議由經代表二分之一以上表決權的股東通過。基於本集團對南京築友智造科技有限公司、長沙築友智造科技有限公司的控制權，該等子公司由本公司擁有並作為附屬公司列賬。
- (b) 於二零二五年八月二十七日，衡陽市中級人民法院受理了衡陽築友智造科技有限公司(「衡陽附屬公司」)的破產申請，並根據《中華人民共和國企業破產法》委任了破產管理人，導致本集團失去對該附屬公司的控制權，因管理人已接管其有關活動的權力，包括資產管理、營運及決策。

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23. INVENTORIES

23. 存貨

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Raw materials	原材料	26,511	33,482
Finished goods	製成品	39,945	54,490
Goods in transit	在途貨品	9,978	8,238
Low value articles	低價值易耗品	13	14
Work in progress	在製品	19,113	14,154
Inventory provision	存貨撥備	(19,815)	(3,831)
		75,745	106,547

Provisions of inventories to net realisable value amounted to HK\$19,815,000 (2024: HK\$3,831,000). These were recognised as an expense in the consolidated statement of profit or loss and other comprehensive income.

撥備至可變現淨值的存貨為19,815,000港元(二零二四年：3,831,000港元)。該等款項於綜合損益及其他全面收益表中確認為開支。

Inventories recognised as cost of sales during the year ended 31 December 2025 was HK\$14,247,000 (2024: HK\$135,836,000).

截至二零二五年十二月三十一日止年度確認為銷售成本的存貨為14,247,000港元(二零二四年：135,836,000港元)。

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24. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS

24. 貿易及其他應收款項及預付款項

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Trade receivables — third parties	貿易應收款項 — 第三方	810,565	973,546
Trade receivables — related parties	貿易應收款項 — 關聯方	684,417	722,479
Amounts due from related parties	應收關聯方款項	188,128	68,916
Notes receivable	應收票據	49,695	46,460
Prepayments — third parties	預付款項 — 第三方	112,123	76,858
Prepayments — related parties	預付款項 — 關聯方	48,993	15,893
Land auction deposits	土地競拍保證金	2,123	2,244
Value-added tax recoverable	可收回增值稅	76	9,493
Deposits	按金	5,214	15,625
Receivables relating to disposal of subsidiaries	有關出售附屬公司的應收款項	1,874	1,828
Others	其他	79,703	81,700
		1,982,911	2,015,042
Less: Provision for impairment of trade and other receivables (note (a))	減：貿易及其他應收款項減值撥備(附註(a))	(728,474)	(292,166)
		1,254,437	1,722,876

Note:

- (a) As at 31 December 2025, such balance included provision for impairment of trade and notes receivables of HK\$626,727,000 and provision for impairment of other receivables of HK\$101,747,000 (31 December 2024: HK\$258,386,000 and HK\$33,780,000 respectively).

附註：

- (a) 於二零二五年十二月三十一日，該結餘包括貿易應收款項及應收票據626,727,000港元的減值撥備及其他應收款項101,747,000港元的減值撥備(二零二四年十二月三十一日：分別為258,386,000港元及33,780,000港元)。

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24. TRADE AND OTHER RECEIVABLES AND PREPAYMENTS (Continued)

An ageing analysis of trade and notes receivable as at 31 December 2025 and 2024, from the date when they were recognised, is as follows:

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Less than 1 year	少於一年	136,611	330,899
1 to 2 years	一至兩年	264,554	846,663
Over 2 years	超過兩年	1,143,512	564,923
		1,544,677	1,742,485

The maximum exposure to credit risk as at 31 December 2025 and 2024 is the carrying value of each class of receivables mentioned above.

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

The carrying amounts of the Group's trade and other receivables and prepayments are denominated in the following currencies:

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
HK\$	港元	10,138	3,418
RMB	人民幣	1,244,299	1,719,458
		1,254,437	1,722,876

The creation of provision for impairment of receivables has been included in "Net impairment losses" in the condensed consolidated statement of profit or loss and other comprehensive income.

24. 貿易及其他應收款項及預付款項 (續)

貿易應收款項及應收票據於二零二五年及二零二四年十二月三十一日自確認之日起的賬齡分析如下：

於二零二五年及二零二四年十二月三十一日所面臨最高信貸風險為上述各類別應收款項的賬面值。

於二零二五年及二零二四年十二月三十一日，貿易及其他應收款項的公允價值與其賬面值相若。

本集團的貿易及其他應收款項以及預付款項的賬面值以下列貨幣計值：

應收款項減值撥備之增設已計入簡明綜合損益及其他全面收益表內之「減值虧損淨額」。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

25. CASH AND CASH EQUIVALENTS

25. 現金及現金等值項目

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Cash at bank and on hand	銀行存款及手頭現金		
— Denominated in HK\$	— 以港元計值	425	824
— Denominated in RMB	— 以人民幣計值	3,706	5,611
		4,131	6,435

26. RESTRICTED CASH

26. 有限制現金

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Restricted cash	有限制現金		
— Frozen for litigation (Note)	— 訴訟凍結(附註)	24,040	26,819

Note: As at 31 December 2025, bank deposits with a carrying amount of HK\$ 24,040,000 (2024: HK\$26,819,000) were frozen due to litigation.

附註：於二零二五年十二月三十一日，賬面值為24,040,000港元(二零二四年：26,819,000港元)的銀行存款因訴訟凍結。

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27. TRADE AND OTHER PAYABLES

27. 貿易及其他應付款項

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Trade payables — third parties	貿易應付款項 — 第三方	1,057,398	1,083,001
Trade payables — related parties	貿易應付款項 — 關聯方	9,968	16,692
Accrued tax payable	應計稅務款項	133,812	135,738
Accrued payable for property, plant and equipment construction — third parties	物業、廠房及設備建設應付款項 — 第三方	49,436	99,956
Accrued payable for property, plant and equipment construction — related parties	物業、廠房及設備建設應付款項 — 關聯方	34,342	39,987
Amounts due to related parties	應付關聯方款項	83,776	92,221
Accrued payroll	應計工資	39,444	30,035
Deposits	按金	11,301	9,342
Interest payable	應付利息	132,697	61,972
Others	其他	47,955	43,319
		1,600,129	1,612,263

An ageing analysis of trade payables as at 31 December 2025 and 2024, from the date when they were incurred, is as follows:

貿易應付款項於二零二五年及二零二四年十二月三十一日自產生之日起的賬齡分析如下：

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Less than 1 year	少於一年	94,448	247,893
Over 1 year	多於一年	972,918	851,800
		1,067,366	1,099,693

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

於二零二五年及二零二四年十二月三十一日，貿易及其他應付款項的公允價值與其賬面值相若。

As at 31 December 2025 and 2024, the carrying amounts of the trade and other payables are primarily denominated in RMB.

於二零二五年及二零二四年十二月三十一日，貿易及其他應付款項的賬面值主要以人民幣計值。

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28. BORROWINGS

28. 借貸

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Non-current, secured:	非即期，有抵押：		
— Bank borrowings	— 銀行借貸	98,370	1,056,046
Non-current, unsecured:	非即期，無抵押：		
— Bank borrowings	— 銀行借貸	2,640	21,648
		101,010	1,077,694
Less: Current portion of non-current borrowings	減：長期借貸的即期部分	—	(357,700)
Non-current, total	非即期，總計	101,010	719,994
Current, secured:	即期，有抵押：		
— Bank borrowings	— 銀行借貸	1,406,713	419,391
Current, unsecured:	即期，無抵押：		
— Bank borrowings	— 銀行借貸	203,140	182,565
		1,609,853	601,956
Current portion of non-current borrowings	長期借貸的即期部分	—	357,700
Current, total	即期，總計	1,609,853	959,656

Notes:

- (a) These bank borrowings of the Group are secured by property, plant and equipment (note 16), right-of-use assets (note 17) and restricted cash deposit of the Group and/or guaranteed by subsidiaries of the Company or related parties (note 35(c)).
- (b) The borrowings are all denominated in RMB and their fair values approximate their carrying amounts.

附註：

- (a) 本集團此等銀行借貸以本集團物業、廠房及設備(附註16)、使用權資產(附註17)及有限制現金存款作抵押及／或本公司附屬公司或關聯方(附註35(c))提供擔保。
- (b) 所有借貸均以人民幣計值，及公允價值與其賬面值相若。

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

28. BORROWINGS (Continued)

Notes: (Continued)

- (c) For the year ended 31 December 2025, the Group failed to repay multiple commercial bank borrowings amounted to RMB487,285,000 (equivalent to HK\$539,498,000) and interest payable amounted to RMB72,720,000 (equivalent to HK\$79,375,000) in total according to the scheduled repayment dates, each of which constituted an event of default (collectively, "Bank Borrowing Defaults"). Such events of default resulted in the mentioned borrowings amounted to RMB837,089,000 (equivalents to HK\$913,693,000) as at 31 December 2025 becoming immediately repayable if requested by the lenders, of which RMB201,682,000 (equivalent to HK\$220,138,000) represented bank borrowings with scheduled repayment dates within one year, while the remaining RMB635,407,000 (equivalent to HK\$693,555,000) represented the non-current portion with original maturity dates beyond 31 December 2025 that were reclassified as current liabilities.

- (d) As at 31 December 2025 and 2024, the Group's borrowings were repayable as follows:

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Within 1 year or on demand	一年內或按要求	1,609,853	959,656
Later than 1 year but within 2 years	多於一年但少於兩年	–	322,556
Later than 2 years but within 5 years	多於兩年但少於五年	101,010	397,438
		1,710,863	1,679,650

- (e) The weighted average effective interest rates as at 31 December 2025 and 2024 were as follows:

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Bank borrowings	銀行借貸	5.14%	4.57%

28. 借貸(續)

附註：(續)

- (c) 截至二零二五年十二月三十一日止年度，本集團未能根據預定還款日期償還多項商業銀行借貸，合共人民幣487,285,000元（相等於539,498,000港元）以及應付利息合共人民幣72,720,000元（相等於79,375,000港元），各項借貸皆構成違約事件（統稱「銀行借貸違約」）。該等違約事件導致於二零二五年十二月三十一日的上述借貸人民幣837,089,000元（相等於913,693,000港元）須於貸款人要求時即時償還，其中人民幣201,682,000元（相等於220,138,000港元）為預定還款日期一年內的銀行借貸，而餘下人民幣635,407,000元（相等於693,555,000港元）為原到期日超過二零二五年十二月三十一日的非流動部分，已重新分類為流動負債。

- (d) 於二零二五年及二零二四年十二月三十一日，本集團的借貸償還情況如下：

- (e) 截至二零二五年及二零二四年十二月三十一日的加權平均實際利率如下：

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

29. DEFERRED INCOME TAX

29. 遞延所得稅

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Deferred tax assets	遞延稅項資產		
— to be recovered after more than 12 months	— 將於超過 12 個月後收回	73,285	94,987
— to be recovered within 12 months	— 將於 12 個月內收回	—	16,253
		73,285	111,240
Deferred tax liabilities	遞延稅項負債		
— to be settled after more than 12 months	— 將於超過 12 個月後償付	(7,054)	(11,915)
— to be settled within 12 months	— 將於 12 個月內償付	(1,366)	(1,980)
		(8,420)	(13,895)
Deferred tax assets-net	遞延稅項資產 — 淨額	64,865	97,345

The gross movement on the deferred income tax account is as follows:

遞延所得稅賬目的總變動如下：

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
At beginning of the year	於年初	97,345	98,718
(Debit)/credit to profit or loss (note 13)	於損益(扣除)/入賬(附註 13)	(39,136)	749
Deconsolidation of a subsidiary (note 34)	終止綜合入賬一間附屬公司 (附註 34)	4,689	—
Currency translation differences	外幣折算差額	1,967	(2,122)
At the end of the year	於年末	64,865	97,345

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

29. DEFERRED INCOME TAX (Continued)

The movement in deferred income tax assets and liabilities for the years ended 31 December 2025 and 2024, without taking into consideration the offsetting of balance within the same tax jurisdiction are as follows:

Deferred income tax liabilities

		Government Grant 政府補助 HK\$'000 千港元	Depreciation of property, plant and equipment 物業、廠房及 設備折舊 HK\$'000 千港元	Others 其他 HK\$'000 千港元	Total 總計 HK\$'000 千港元
At 1 January 2025	於二零二五年一月一日	5,682	7,873	340	13,895
Deconsolidation of a subsidiary (note 34)	終止綜合入賬一間附屬公司(附註34)	(5,743)	–	–	(5,743)
Currency translation differences	外幣折算差額	61	198	9	268
At 31 December 2025	於二零二五年十二月三十一日	–	8,071	349	8,420
At 1 January 2024	於二零二四年一月一日	5,989	8,524	442	14,955
Credit to profit or loss	計入損益	(181)	(476)	(92)	(749)
Currency translation differences	外幣折算差額	(126)	(175)	(10)	(311)
At 31 December 2024	於二零二四年十二月三十一日	5,682	7,873	340	13,895

29. 遞延所得稅(續)

於截至二零二五年及二零二四年十二月三十一日止年度，遞延所得稅資產及負債的變動(並無計及在同一稅務司法權區內抵銷的結餘)如下：

遞延所得稅負債

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29. DEFERRED INCOME TAX (Continued)

29. 遞延所得稅(續)

Deferred income tax assets

遞延所得稅資產

		Tax losses	Elimination of intra-group unrealised profit 抵銷集團內 公司間 稅務虧損 未變現溢利 HK\$'000 千港元	Provisions 撥備 HK\$'000 千港元	Share-based compensation 以股份為 基礎的酬金 HK\$'000 千港元	Leases 租賃 HK\$'000 千港元	Total 總計 HK\$'000 千港元
At 1 January 2025	於二零二五年一月一日	54,186	23,950	29,794	2,360	950	111,240
(Debit)/credited to profit or loss	於損益(扣除)/入賬	(39,237)	-	-	-	101	(39,136)
Deconsolidation of a subsidiary (note 34)	終止綜合入賬一間附屬公司 (附註34)	(1,054)	-	-	-	-	(1,054)
Currency translation differences	外幣折算差額	793	605	752	60	25	2,235
At 31 December 2025	於二零二五年 十二月三十一日	14,688	24,555	30,546	2,420	1,076	73,285
At 1 January 2024	於二零二四年一月一日	55,371	24,474	30,445	2,412	971	113,673
Currency translation differences	外幣折算差額	(1,185)	(524)	(651)	(52)	(21)	(2,433)
At 31 December 2024	於二零二四年十二月三十 一 日	54,186	23,950	29,794	2,360	950	111,240

Deferred tax assets arising from the unused tax losses have been recognised to the extent that it is probable that sufficient taxable profit will be available to allow such deferred tax assets to utilised this year in the consolidated financial statements.

The Group did not recognise deferred tax assets relating to unused tax losses of approximately HK\$992.0 million on 31 December 2025 (2024: approximately HK\$986.0 million). Included in unrecognised tax losses are losses of HK\$20.1 million (2024: HK\$19.6 million) that will expire in 2030 (2024: 2029). Other tax losses may be carried forward indefinitely.

倘存在足夠應課稅溢利令遞延稅項資產於本年度使用，則未動用稅項虧損產生的有關遞延稅項資產已於綜合財務表確認。

於二零二五年十二月三十一日，本集團並無確認有關未動用稅項虧損的遞延稅項資產約992.0百萬港元(二零二四年：約986.0百萬港元)。未確認稅項虧損包括虧損20.1百萬港元(二零二四年：19.6百萬港元)，將於二零三零年(二零二四年：二零二九年)屆滿。其他稅項虧損可無限期結轉。

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

30. SHARE CAPITAL

Authorised shares

	Number of authorised shares 法定股份數目
As at 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025	6,250,000,000

Issued shares

	Number of issued shares (at HK\$0.4 each) 已發行股份數目 (每股0.4港元)	Ordinary shares (nominal value) 普通股(面值) HK\$'000 千港元
As at 1 January 2024, 31 December 2024, 1 January 2025 and 31 December 2025	3,101,095,730	1,240,438

All the shares issued rank pari passu in all respects.

所有已發行股份在各方面均享有同等權益。

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31. RESERVES ATTRIBUTABLE TO OWNERS OF THE GROUP

31. 本集團擁有人應佔儲備

		Attributable to owners of the Company 本公司擁有人所佔					
		Share premium 股份溢價 HK\$'000 千港元	Exchange reserve 匯兌儲備 HK\$'000 千港元	Contributed surplus reserve 繳入盈餘儲備 HK\$'000 千港元	Other reserve 其他儲備 HK\$'000 千港元	Accumulated losses 累計虧損 HK\$'000 千港元	Total 總計 HK\$'000 千港元
At 1 January 2025	於二零二五年一月一日	1,032,009	(176,444)	100,142	44,937	(868,513)	132,131
Loss for the year	年度虧損	-	-	-	-	(1,282,649)	(1,282,649)
Other comprehensive income:	其他全面收益：						
Currency translation difference	外幣折算差額	-	29,531	-	-	-	29,531
Total comprehensive loss for the year	年度全面虧損總額	-	29,531	-	-	(1,282,649)	(1,253,118)
Transactions with owners:	與擁有人進行的交易：						
Share-based compensation	以股份為基礎的酬金	-	-	-	1,565	-	1,565
Lapse of share options	購股權失效	-	-	-	(2,594)	2,594	-
Total transactions with owners	與擁有人之交易總額	-	-	-	(1,029)	2,594	1,565
At 31 December 2025	於二零二五年 十二月三十一日	1,032,009	(146,913)	100,142	43,908	(2,148,568)	(1,119,422)
At 1 January 2024	於二零二四年一月一日	1,032,009	(131,028)	100,142	48,587	(409,670)	640,040
Loss for the year	年度虧損	-	-	-	-	(464,536)	(464,536)
Other comprehensive income:	其他全面收益：						
Currency translation difference	外幣折算差額	-	(45,416)	-	-	-	(45,416)
Total comprehensive loss for the year	年度全面虧損總額	-	(45,416)	-	-	(464,536)	(509,952)
Transactions with owners:	與擁有人進行的交易：						
Share-based compensation	以股份為基礎的酬金	-	-	-	2,043	-	2,043
Lapse of share options	購股權失效	-	-	-	(5,693)	5,693	-
At 31 December 2024	於二零二四年 十二月三十一日	1,032,009	(176,444)	100,142	44,937	(868,513)	132,131

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32. NON-CONTROLLING INTERESTS

The non-controlling interests of the Group are as follows:

32. 非控股權益

本集團的非控股權益如下：

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Changsha DIT Limited	長沙築友智造科技有限公司	469,366	540,900
Qingdao Shi Jiaozhou DIT Limited	青島市膠州築友智造科技 有限公司	48,485	66,622
Nantong China Minsheng DIT Limited	南通中民築友智造科技 有限公司	9,537	32,139
Nanjing DIT Limited	南京築友智造科技有限公司	4,995	6,306
		532,383	645,967

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

32. NON-CONTROLLING INTERESTS (Continued)

Summarised financial information on a subsidiary with material non-controlling interests — Changsha DIT Limited

Set out below are the summarized financial information for the Changsha DIT Limited that has non-controlling interests that are material to the Group.

Summarised statement of financial position

32. 非控股權益(續)

擁有重大非控股權益的附屬公司的財務資料概要 — 長沙築友智造科技有限公司

下文載列長沙築友智造科技有限公司擁有對本集團而言屬重大的非控股權益的財務資料概要。

財務狀況表概要

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Current	即期		
Assets	資產	383,070	482,751
Liabilities	負債	(79,904)	(152,376)
Total net current assets	總流動資產淨值	303,166	330,375
Non-current	非流動		
Assets	資產	432,419	529,475
Liabilities	負債	(21,725)	(21,190)
Total net non-current assets	總非流動資產淨值	410,694	508,285
Net assets	資產淨值	713,860	838,660
Accumulated NCI	累計非控股權益	469,366	540,900

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32. NON-CONTROLLING INTERESTS (Continued)

Summarised financial information on a subsidiary with material non-controlling interests — Changsha DIT Limited (Continued)

Summarised statement of profit or loss and other comprehensive income

32. 非控股權益(續)

擁有重大非控股權益的附屬公司的財務資料概要— 長沙築友智造科技有限公司(續)

損益及其他全面收益表概要

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Revenue	收入	26,267	25,987
Loss before income tax	除所得稅前虧損	(140,183)	(29,039)
Income tax expenses	所得稅開支	(3,744)	—
Total comprehensive loss	全面虧損總額	(143,927)	(29,039)
Loss allocated to non-controlling interests	分配至非控股權益的虧損	(70,524)	(14,229)
Dividends paid to non-controlling interests	向非控股權益派付的股息	—	—

Summarised statement of cash flows

現金流量表概要

		Year ended 31 December 截至十二月三十一日止年度	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Cash flows from operating activities	經營活動所得的現金流量	1,644	6,058
Cash flows used in investing activities	投資活動所用的現金流量	—	—
Cash flows used in financing activities	融資活動所用的現金流量	(1,385)	(6,117)
Net increase/(decrease) in cash and cash equivalents	現金及現金等值項目增加／(減少)的淨額	259	(59)

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33. SHARE-BASED PAYMENTS

Pursuant to the resolution passed by the shareholders of the Company on 17 July 2020, the Group adopted a new share option scheme (the "Share Option Scheme"). Pursuant to the Share Option Scheme, a total number of 201,850,000 share options was subsequently granted to selected employees on 30 November 2020. Subject to certain service and non-market performance conditions, the granted share options can be vested in several tranches since 30 November 2020 with a validity period of 10 years. Once vested, the granted share options are exercisable within 3 years from the vesting date.

Movements in the number of share options granted and their related weighted average exercise prices were as follows:

33. 以股份為基礎的付款

根據本公司股東於二零二零年七月十七日通過的決議案，本集團採納一項新購股權計劃（「購股權計劃」）。根據購股權計劃，合共201,850,000份購股權隨後於二零二零年十一月三十日授予經甄選僱員。待達成若干服務及非市場表現條件後，授出的購股權自二零二零年十一月三十日起按若干批歸屬，有效期為10年。一旦歸屬，已授出購股權可自歸屬日期起三年內行使。

已授購股權數目及其相關加權平均行使價的變動如下：

		Number of share options 購股權數目	Weighted average exercise price per share option 每份購股權的 加權平均行使價
Outstanding as at 1 January 2025	於二零二五年一月一日 尚未行使	102,906,668	HK\$1.09 1.09 港元
Forfeited in 2025	於二零二五年內沒收	(14,293,332)	HK\$1.09 1.09 港元
Outstanding as at 31 December 2025	於二零二五年 十二月三十一日尚未行使	88,613,336	HK\$1.09 1.09 港元
Outstanding as at 1 January 2024	於二零二四年一月一日 尚未行使	127,300,000	HK\$1.09 1.09 港元
Forfeited in 2024	於二零二四年內沒收	(24,393,332)	HK\$1.09 1.09 港元
Outstanding as at 31 December 2024	於二零二四年 十二月三十一日尚未行使	102,906,668	HK\$1.09 1.09 港元



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綜合財務報表附註

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33. SHARE-BASED PAYMENTS (Continued)

The number of share options exercisable of 31 December 2025 is nil (2024: nil).

The fair value of the share options granted under the Share Option Scheme as at 30 November 2020, the grant date, was HK\$27,794,000 and was determined by reference to the market price of HK\$1.09 per ordinary share on the grant date.

During the year ended 31 December 2025, nil (2024: 7,070,000) granted share options were cancelled and 14,293,332 (2024: 17,323,332) granted share options were lapsed because of failure to satisfy the non-market performance conditions.

The Group recognised an expense with a corresponding decrease in equity of HK\$1,565,000 for the year ended 31 December 2025 (2024: HK\$2,046,000).

33. 以股份為基礎的付款(續)

於二零二五年十二月三十一日，可行使購股權數目為零股(二零二四年：零股)。

於二零二零年十一月三十日(授出日期)根據購股權計劃授出的購股權的公允價值為27,794,000港元，乃經參考授出日期每股普通股1.09港元的市價釐定。

截至二零二五年十二月三十一日止年度，零份(二零二四年：7,070,000份)已授出購股權及14,293,332份(二零二四年：17,323,332份)已授出購股權因未能滿足非市場表現條件而分別被註銷及失效。

本集團於截至二零二五年十二月三十一日止年度確認開支並相應減少權益1,565,000港元(二零二四年：2,046,000港元)。

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綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

34. DECONSOLIDATION OF A SUBSIDIARY

As referred to in note 22, on 27 August 2025, the Group has lost control of the Hengyang Subsidiary.

34. 終止綜合入賬一間附屬公司

誠如附註22所述，於二零二五年八月二十七日，本集團已失去對衡陽附屬公司的控制權。

			At 31 December 2025 於二零二五年 十二月三十一日
		Notes 附註	HK\$'000 千港元
Net assets disposed of:	已出售資產淨值：		
Trade receivables	貿易應收款項		35,695
Property, plant and equipment	物業、廠房及設備	16	76,447
Right-of-used assets	使用權資產	17	46,451
Deferred tax assets	遞延稅項資產	29	1,054
Cash and cash equivalents	現金及現金等值項目		8
Inventory	存貨		396
Prepayments and other receivables	預付款及其他應收款項		666
Trade and bills payables	貿易應付賬款及應付票據		(6,688)
Interest-bearing bank and other borrowings	計息銀行及其他借款		(2,112)
Other payables and accruals	其他應付款項及應計費用		(52,615)
Deferred tax liabilities	遞延稅項負債	29	(5,743)
Subtotal	小計		93,559
Loss on deconsolidation of a subsidiary	終止綜合入賬一間附屬公司 的虧損		93,559

An analysis of net outflow of cash and cash equivalents in respect of the deconsolidation of a subsidiary is as follows:

有關取消綜合入賬一間附屬公司之現金及現金等值項目淨流出分析如下：

		HK\$'000 千港元
Cash and cash equivalents disposed of and net outflow of cash and cash equivalents in respect of the deconsolidation of a subsidiary	已出售之現金及現金等值項目 及有關取消綜合入賬一間 附屬公司之現金及現金等值 項目淨流出	8

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

35. RELATED PARTY TRANSACTIONS

35. 關聯方交易

(a) Name and relationship with related parties

(a) 關聯方的名稱及與其關係

Name 名稱	Relationship 關係
Jianye Holdings Limited* 建業控股有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Drawin Intelligent Manufacture Technology Industry Group Limited* 築友智造科技產業集團有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Drawin Intelligent Construction Technology Group Co., Ltd.* 築友智造建設科技集團有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
China Minsheng Drawin Culture Co., Ltd.* 中民築友文創有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Jiayao Global Investments Limited ("Jiayao")* 嘉耀(國際)投資有限公司(「嘉耀」)	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Drawin Intelligent Construction Design Company Limited* 築友智造建築設計有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
China Minsheng Drawin Co., Ltd.* 中民築友有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Hunan China Minsheng Drawin Green Construction Investment Limited* 湖南中民築友綠建投資有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Drawin Intelligent Construction New Material Company Limited.* 築友智造新材有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Central China Real Estate Limited and its affiliate companies* 建業地產股份有限公司及其聯屬公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Henan Central China Property Management Co., Ltd.* 河南建業物業管理有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

35. RELATED PARTY TRANSACTIONS (Continued)

35. 關聯方交易 (續)

(a) Name and relationship with related parties (Continued)

(a) 關聯方的名稱及與其關係 (續)

Name 名稱	Relationship 關係
Zhengzhou One Family Electronic Technology Co., Ltd.* 鄭州一家電子科技有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Henan Central China New Life Travel Service Co., Ltd.* 河南建業新生活旅遊服務有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
YMCI China Minsheng Kunming Technology Group Co., Ltd.* 雲南城投中民昆建科技有限公司	An associate company of the Group 本集團的聯營公司
Zhejiang Anju Drawin Technology Company Limited* 浙江安居築友科技有限公司	An associate company of the Group 本集團的聯營公司
Xiangxi China Minsheng Drawin Technology Company Limited* 湘西中民築友科技有限責任公司	An associate company of the Group 本集團的聯營公司
Hainan Haikong Drawin Technology Company Limited* 海南海控築友建築科技有限公司	An associate company of the Group 本集團的聯營公司
Shaoguan Drawin Intelligent Manufacture Technology Limited* 韶關築友智造科技有限公司	An associate company of the Group 本集團的聯營公司
Nanyang Drawin Intelligent Manufacture Technology Limited* 南陽築友智造科技有限公司	An associate company of the Group 本集團的聯營公司
Baoying Maizheng Drawin Intelligent Manufacture Technology Limited* 寶應邁正築友智造科技有限公司	An associate company of the Group 本集團的聯營公司

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

35. RELATED PARTY TRANSACTIONS

(Continued)

35. 關聯方交易 (續)

(a) Name and relationship with related parties

(Continued)

(a) 關聯方的名稱及與其關係 (續)

Name 名稱	Relationship 關係
Shangqiu Jinyao Drawin Intelligent Manufacture Technology Limited* 商丘金堯築友智造科技有限公司	An associate company of the Group 本集團的聯營公司
Henan Drawin Labour Center Construction Development Co., Ltd.* 河南築友工匠大本營建設發展有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Henan Drawin Construction Engineering Company Limited* 河南築友築造建設工程有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Henan Drawin Intelligent Manufacture Technology Industry Group Limited* 河南築友智造科技產業集團有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制
Henan Drawin Landscaping Construction Co., Ltd.* 河南築友園林工程有限公司	Controlled by the same ultimate controlling shareholder 受同一最終控股股東控制

* For identification purpose only

* 僅供識別

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For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

35. RELATED PARTY TRANSACTIONS (Continued)

(b) Transactions with related parties

During the year ended 31 December 2025 and 2024, the Group has the following related party transactions:

35. 關聯方交易 (續)

(b) 與關聯方的交易

於截至二零二五年及二零二四年十二月三十一日止年度，本集團有以下關聯方交易：

		Year ended 31 December 截至十二月三十一日止年度	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Supply of prefabricated construction components and products by the Group, including financing component recognised in other income	本集團供應預製裝配式建築配件及產品，包括於其他收入內確認的融資部分		
Drawin Intelligent Construction Technology Group Co., Ltd.	築友智造建設科技集團有限公司	1,551	2,201
Supply of decoration and landscaping services by the Group	本集團供應裝飾及園林服務		
Central China Real Estate Limited and its affiliate companies	建業地產股份有限公司及其附屬公司	2,157	23,438
Leasing of properties to related parties	租賃物業予關聯方		
Drawin Intelligent Construction New Material Company Limited	築友智造新材有限公司	228	1,375

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35. RELATED PARTY TRANSACTIONS

(Continued)

35. 關聯方交易 (續)

(b) Transactions with related parties (Continued)

(b) 與關聯方的交易 (續)

		Year ended 31 December	
		截至十二月三十一日止年度	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Payment on behalf of related parties by the Group	本集團代表關聯方支付		
Henan Drawin Construction Engineering Company Limited	河南築友築造建設工程有限公司	6,557	—
Henan Drawin Landscaping Construction Co., Ltd.	河南築友園林工程有限公司	1,950	—
Henan Drawin Intelligent Manufacturing Technology Industry Group Co., Ltd	河南築友智造科技產業集團有限公司	1,574	—
China Minsheng Drawin Co., Ltd.	中民築友有限公司	1,324	2,337
Drawin Intelligent Manufacture Technology Industry Group Limited	築友智造科技產業集團有限公司	778	—
Drawin Intelligent Construction New Material Company Limited	築友智造新材有限公司	618	—
Drawin Intelligent Construction Design Company Limited	築友智造建築設計有限公司	212	362
Drawin Intelligent Construction Technology Group Co., Ltd.	築友智造建設科技集團有限公司	164	—
Henan Drawin Labour Center Construction Development Co., Ltd.	河南築友工匠大本營建設發展有限公司	—	215
		13,177	2,914

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35. RELATED PARTY TRANSACTIONS (Continued)

35. 關聯方交易 (續)

(b) Transactions with related parties (Continued)

(b) 與關聯方的交易 (續)

		Year ended 31 December	
		截至十二月三十一日止年度	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Payment on behalf of the Group by related parties	關聯方代表本集團支付		
Henan Drawin Construction Engineering Company Limited	河南築友築造建設工程有限公司	3,233	—
Drawin Intelligent Construction New Material Company Limited	築友智造新材有限公司	657	—
Henan Drawin Landscaping Construction Co., Ltd.	河南築友園林工程有限公司	100	—
Henan Drawin Intelligent Manufacturing Technology Industry Group Co., Ltd	河南築友智造科技產業集團有限公司	9	—
Henan Drawin Labour Center Construction Development Co., Ltd.	河南築友工匠大本營建設發展有限公司	—	110
Henan Dongzhu Drawin Ecological and Environmental Protection Co., Ltd	河南東珠築友生態環保有限公司	—	91
		3,999	201
Provision of labor services by a related party	關聯方提供勞務服務		
Henan Drawin Labour Center Construction Development Co., Ltd.	河南築友工匠大本營建設發展有限公司	—	704

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35. RELATED PARTY TRANSACTIONS

(Continued)

35. 關聯方交易 (續)

(c) Related-party balances

(c) 關聯方結餘

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Amounts due from related parties	應收關聯方款項		
Central China Real Estate Limited and its Affiliate companies	建業地產股份有限公司及其附屬公司	415,851	422,316
Drawin Intelligent Construction Technology Group Co., Ltd.	築友智造建設科技集團有限公司	333,742	227,077
Henan Drawin Landscaping Construction Co., Ltd	河南築友園林工程有限公司	41,874	39,198
Drawin Intelligent Construction Design Company Limited	築友智造建築設計有限公司	30,427	29,845
Drawin Intelligent Manufacture Technology Industry Group Limited	築友智造科技產業集團有限公司	22,736	21,430
Drawin Intelligent Construction New Material Company Limited	築友智造新材有限公司	15,025	14,434
Xiangxi China Minsheng Drawin Technology Company Limited	湘西中民築友科技有限責任公司	14,128	13,779
Henan Drawin Labour Center Construction Development Co., Ltd.#	河南築友工匠大本營建設發展有限公司#	13,303	12,976
China Minsheng Drawin Co., Ltd.	中民築友有限公司	14,516	12,740
YMCI China Minsheng Kunming Technology Group Co., Ltd.	雲南城投中民昆建科技有限公司	7,062	6,888
Henan Drawin Construction Engineering Company Limited#	河南築友築造建設工程有限公司#	6,546	1,561
Zhejiang Anju Drawin Technology Company Limited	浙江安居築友科技有限公司	1,103	1,489
Central China Management Company Limited	中原建業有限公司	1,107	1,080
Hunan China Minsheng Drawin Green Construction Investment Limited	湖南中民築友綠建投資有限公司	1,028	1,003
China Minsheng Drawin Culture Co., Ltd.	中民築友文創有限公司	984	960
Henan Drawin Intelligent Manufacture Technology Industry Group Limited	河南築友智造科技產業集團有限公司	2,094	502
Central China New Life Limited	建業新生活有限公司	11	11
Henan Drawin Construction Decoration Engineering Co., Ltd.	河南築友築造裝飾工程有限公司	1	1
		921,538	807,290

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35. RELATED PARTY TRANSACTIONS (Continued)

35. 關聯方交易 (續)

(c) Related-party balances (Continued)

(c) 關聯方結餘 (續)

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Amounts due to related parties	應付關聯方款項		
Jiayao Global Investments Limited	嘉耀(國際)投資有限公司	79,875	79,993
Drawin Intelligent Construction Technology Group Co., Ltd.	築友智造建設科技集團有限公司	32,813	69,031
Drawin Intelligent Manufacture Technology Industry Group Limited	築友智造科技產業集團有限公司	39,198	38,320
Henan Drawin Intelligent Manufacture Technology Industry Group Limited	河南築友智造科技產業集團有限公司	23,084	22,521
Central China Real Estate Limited and its affiliate companies	建業地產股份有限公司及其附屬公司	11,999	12,746
China Minsheng Drawin Co., Ltd.	中民築友有限公司	9,804	9,563
Henan Drawin Landscaping Construction Co., Ltd.	河南築友園林工程有限公司	4,938	5,002
Zhejiang Anju Drawin Technology Company Limited	浙江安居築友科技有限公司	5,046	4,922
Henan Drawin Labour Center Construction Development Co., Ltd.*	河南築友工匠大本營建設發展有限公司	3,552	3,465
Drawin Intelligent Construction Design Company Limited	築友智造建築設計有限公司	1,336	1,714
Henan Drawin Construction Engineering Company Limited*	河南築友築造建設工程有限公司	1,877	295
Central China New Life Limited	建業新生活有限公司	150	146
Henan Dongzhu Zhuyou Ecological and Environmental Protection Co., Ltd	河南東珠築友生態環保有限公司	92	90
Drawin Intelligent Construction New Material Company Limited	築友智造新材有限公司	80	65
China Minsheng Drawin Culture Co., Ltd.	中民築友文創有限公司	54	52
		213,898	247,925

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

35. RELATED PARTY TRANSACTIONS

(Continued)

(c) Related-party balances (Continued)

Note:

- (a) As at 31 December 2025, the amounts due to Jiayao Global Investments Limited of US\$10.0 million (equivalent to HK\$77.4 million) (2024: US\$10.0 million (equivalent to HK\$77.4 million)) and HK\$5.5 million (2024: HK\$5.5 million) are unsecured and bear no interest, of the amount total HK\$82.9 million will be extend to matured till December 2027.

Save as disclosed in note (a), all other amounts due from or due to related parties are unsecured, bear no interest and are repayable on demand or within one year.

35. 關聯方交易 (續)

(c) 關聯方結餘 (續)

附註：

- (a) 於二零二五年十二月三十一日，應付嘉耀（國際）投資有限公司10.0百萬美元（相當於77.4百萬港元）（二零二四年：10.0百萬美元（相當於77.4百萬港元））及5.5百萬港元（二零二四年：5.5百萬港元）為無抵押及免息，合共82.9百萬港元將延長至二零二七年十二月到期。

除附註(a)所披露者外，其餘應收或應付關聯方款項均為無抵押、免息及須按要求或於一年內償還。

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Guarantee/security for borrowings provided by related parties	關聯方提供的借貸擔保／抵押		
Drawin Intelligent Manufacture Technology Industry Group Limited	築友智造科技產業集團有限公司	745,112	729,816
Drawin Intelligent Construction Technology Group Co., Ltd.	築友智造建設科技集團有限公司	442,860	431,947
China Minsheng Drawin Co., Ltd.	中民築友有限公司	289,995	282,849
		1,477,967	1,444,612

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

35. RELATED PARTY TRANSACTIONS

(Continued)

(d) Key management compensation

Key management includes directors (executive and non-executive), chief financial officer, vice presidents and assistant presidents. The compensation paid or payable to key management for employee services is shown below:

		Year ended 31 December	
		截至十二月三十一日止年度	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Salaries and other short-term employee benefits	薪金及其他短期僱員福利	3,711	3,931
Share-based compensation	以股份為基礎的酬金	24	779
		3,735	4,710

36. LITIGATION

As at 31 December 2025, there were various litigations against the Group which claimed by certain suppliers and banks with respect to overdue payables and borrowings amounted to approximately RMB1,639,784,000 (equivalent to HK\$1,815,487,000) (2024: RMB573,612,000 (equivalent to HK\$619,425,000)) in total. Based on the advice of legal counsel and/or information available to the Group, the Directors are of the opinion that no additional provision should be made for estimated liabilities for the litigations.

35. 關聯方交易 (續)

(d) 主要管理人員酬金

主要管理人員包括董事(執行及非執行)、首席財務官、副主席及主席助理。就僱員服務已付或應付主要管理人員的酬金列示如下：

36. 訴訟

於二零二五年十二月三十一日，若干供應商及銀行就合共約人民幣1,639,784,000元(相等於1,815,487,000港元)(二零二四年：人民幣573,612,000元(相等於619,425,000港元))的逾期應付款項及借款向本集團提起多項訴訟。根據法律顧問的意見及／或本集團可獲得的資料，董事認為無須就該等訴訟案件的估計負債作出額外撥備。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

37. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

37. 綜合現金流量表附註

(a) Cash generated from operations

(a) 經營所得的現金

		Year ended 31 December	
		截至十二月三十一日止年度	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Loss before income tax	除所得稅前虧損	(1,355,493)	(494,437)
Adjustments for:	調整：		
Depreciation of property, plant and equipment	物業、廠房及設備折舊	96,969	106,445
Impairment loss of property, plant and equipment	物業、廠房及設備減值虧損	352,203	23,056
Losses on disposal of property, plant and equipment	出售物業、廠房及設備的虧損	24,370	28,721
Amortisation of right-of-use assets	使用權資產的攤銷	18,515	19,168
Impairment loss of right-of-use assets	使用權資產減值虧損	10,632	7,154
Impairment loss of investment in associates	投資於聯營公司的減值虧損	87,784	—
Gains on termination of lease	終止租賃的收益	—	(101)
Fair value change on investment properties	投資性房地產的公允價值變動	6,495	(198)
Amortisation of intangible assets	無形資產的攤銷	5,460	5,526
Gains on disposal of investment in associates	出售於聯營公司的投資的收益	—	(209)
Shares of losses from associates	應佔聯營公司虧損	15,452	39,909
Fair value losses on financial assets at fair value through profit and loss	以公允價值計量且其變動計入損益的金融資產的公允價值虧損	1,591	14,801
Provision for impairment of inventories	存貨減值撥備	15,984	1,319
Provision for impairment of trade and other receivables	貿易及其他應收款項減值撥備	436,308	59,940
Loss on deconsolidation of a subsidiary	終止綜合入賬一間附屬公司的虧損	93,559	—
Interest income from bank deposits	銀行存款的利息收入	(193)	(235)
Finance costs	融資成本	79,021	87,935
Share-based compensation	以股份為基礎的酬金	1,565	2,043

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

37. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

37. 綜合現金流量表附註(續)

(a) Cash generated from operations (Continued)

(a) 經營所得的現金(續)

		Year ended 31 December	
		截至十二月三十一日止年度	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Operating loss before changes in working capital	營運資金變動前的經營虧損	(109,778)	(99,163)
Decrease/(increase) in restricted cash	有限制現金減少／(增加)	2,779	(2,098)
Decrease in inventories	存貨減少	16,336	28,094
Decrease in trade and other receivables and prepayment	貿易及其他應收款項以及預付款項減少	173,724	361,096
Decrease in trade and other payables	貿易及其他應付款項增加	(66,354)	(228,462)
Decrease in contract liabilities	合約負債減少	(15,297)	(23,437)
Cash generated from operations	經營所得的現金	1,410	36,030

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

37. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (Continued)

37. 綜合現金流量表附註(續)

(b) Liabilities arising from financing activities

(b) 融資活動產生的負債

		Other assets 其他資產		Liabilities from financing activities 融資活動產生的負債			
		Cash	Borrowings	Lease liabilities	Interest payable	Amount due to a related party	Total
		現金	借貸	租賃負債	應付利息	關聯方款項	總計
		HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000	HK\$'000
		千港元	千港元	千港元	千港元	千港元	千港元
Net debt as at	於二零二四年十二月						
31 December 2024	三十一日的淨債務	33,254	(1,679,650)	–	(61,972)	(172,214)	(1,880,582)
Cash flows (i)	現金流量(i)	(5,179)	12,311	–	6,430	2,136	16,868
Finance costs	融資成本	–	–	(233)	(78,788)	–	(79,021)
Deconsolidation of a subsidiary	終止綜合入賬一間 附屬公司	(8)	2,338	–	4,985	–	7,315
New leases	新租賃	–	–	(4,918)	–	–	(6,088)
Reclassification to trade payables	重新分類至貿易應付 款項	–	–	–	–	12,580	12,580
Foreign exchange adjustments	匯兌調整	104	(45,862)	(134)	(3,352)	(6,153)	(55,397)
Net debt as at	於二零二五年十二月						
31 December 2025	三十一日的淨債務	28,171	(1,710,863)	(5,285)	(132,697)	(163,651)	(1,984,325)
Net debt as at	於二零二三年十二月						
31 December 2023	三十一日的淨債務	34,007	(1,727,480)	(4,921)	(12,316)	(312,014)	(2,022,724)
Cash flows (i)	現金流量(i)	(551)	29,002	175	37,268	712	66,606
Finance costs	融資成本	–	–	(20)	(87,915)	–	(87,935)
Reductions as a result of termination of lease	終止租賃導致的減少	–	–	4,739	–	–	4,739
Reclassification to trade payables	重新分類至貿易 應付款項	–	–	–	–	134,384	134,384
Foreign exchange adjustments	匯兌調整	(202)	18,828	27	991	4,704	24,348
Net debt as at	於二零二四年十二月						
31 December 2024	三十一日的淨債務	33,254	(1,679,650)	–	(61,972)	(172,214)	(1,880,582)

(i) Cash flows include non-cash transactions of additions in borrowings and settlements of trade payables.

(i) 現金流量包括借貸增加及貿易應付款項結算等非現金交易。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

38. STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENTS OF THE COMPANY

38. 本公司的財務狀況表及儲備變動

		At 31 December	
		於十二月三十一日	
		2025	2024
		二零二五年	二零二四年
		HK\$'000	HK\$'000
		千港元	千港元
Non-current assets	非流動資產		
Right-of-use assets	使用權資產	1	1
Investments in subsidiaries	於附屬公司的投資	14,270	30,513
		14,271	30,514
Current assets	流動資產		
Trade and other receivables and prepayments	貿易及其他應收款項及預付款項	258,783	1,749,926
Cash and cash equivalents	現金及現金等值項目	69	593
		258,852	1,750,519
Current liabilities	流動負債		
Trade and other payables	貿易及其他應付款項	26,899	19,981
Net current assets	流動資產淨值	231,953	1,730,538
TOTAL ASSETS LESS CURRENT LIABILITIES	資產總值減流動負債	246,224	1,761,052

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

38 STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENTS OF THE COMPANY (Continued)

38. 本公司的財務狀況表及儲備變動 (續)

		At 31 December 於十二月三十一日	
		2025 二零二五年 HK\$'000 千港元	2024 二零二四年 HK\$'000 千港元
Non-current liabilities	非流動負債		
Amount due to related parties	應付關聯方款項	79,875	79,993
		79,875	79,993
NET ASSETS	資產淨值	166,349	1,681,059
Equity attributable to owners of the Company	本公司擁有人所佔權益		
Share capital	股本	1,240,438	1,240,438
Reserves (Note)	儲備 (附註)	(1,074,089)	440,621
TOTAL EQUITY	權益總額	166,349	1,681,059

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

38. STATEMENT OF FINANCIAL POSITION AND RESERVE MOVEMENTS OF THE COMPANY (Continued)

38. 本公司的財務狀況表及儲備變動 (續)

Note: Reserve movements of the Company

附註：本公司的儲備變動

		Share premium	Contributed surplus reserve 繳入 股份溢價	Other reserve 其他儲備	Accumulated losses 累計虧損	Total 總計
		HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元	HK\$'000 千港元
At 1 January 2025	於二零二五年一月一日	983,155	126,931	21,153	(690,618)	440,621
Loss and total comprehensive loss for the year	年內虧損及全面虧損總額	-	-	-	(1,516,275)	(1,516,275)
Share-based compensation	以股份為基礎的酬金	-	-	1,565	-	1,565
Lapse of share options	購股權失效	-	-	(2,594)	2,594	-
At 31 December 2025	於二零二五年十二月三十一日	983,155	126,931	20,124	(2,204,299)	(1,074,089)
At 1 January 2024	於二零二四年一月一日	983,155	126,931	24,803	(689,168)	445,721
Loss and total comprehensive loss for the year	年內虧損及全面虧損總額	-	-	-	(7,146)	(7,146)
Share-based compensation	以股份為基礎的酬金	-	-	2,046	-	2,046
Lapse of share options	購股權失效	-	-	(5,696)	5,696	-
At 31 December 2024	於二零二四年十二月三十一日	983,155	126,931	21,153	(690,618)	440,621

The statement of financial position of the Company was approved by the Board of Directors on 26 March 2026 and was signed on its behalf by:

本公司的財務狀況表於二零二六年三月二十六日經董事會批准，並由以下董事代表董事會簽署：

HE Yuanqing
Executive Director
何遠卿
執行董事

HU Liping
Executive Director
胡利平
執行董事

FIVE YEAR FINANCIAL SUMMARY

五年財務概要

For the year ended 31 December 2025 截至二零二五年十二月三十一日止年度

Summary of the results, assets and liabilities of the Group for the last five years/period is as follows:

本集團於過去五個年度／期間的業績、資產及負債概要如下：

		For the year ended 31 December 2021 截至二零二一年 十二月三十一日 止年度 HK\$'000 千港元	For the year ended 31 December 2022 截至二零二二年 十二月三十一日 止年度 HK\$'000 千港元	For the year ended 31 December 2023 截至二零二三年 十二月三十一日 止年度 HK\$'000 千港元	For the year ended 31 December 2024 截至二零二四年 十二月三十一日 止年度 HK\$'000 千港元	For the year ended 31 December 2025 截至二零二五年 十二月三十一日 止年度 HK\$'000 千港元
Results	業績					
Revenue	收入	2,085,226	1,573,662	867,161	373,990	139,188
(Loss)/profit before income tax	除所得稅前 (虧損)/溢利	188,033	(169,709)	(365,750)	(494,437)	(1,355,493)
Income tax (expense)/credit	所得稅(開支)/抵免	(49,056)	16,134	35,516	279	(39,136)
(Loss)/profit for the year	年度(虧損)/溢利	138,977	(153,575)	(330,234)	(494,158)	(1,394,629)
(Loss)/profit attributable to owners of the Company	本公司擁有人所佔 (虧損)/溢利	132,375	(148,150)	(315,733)	(464,536)	(1,282,649)
		As at 31 December 2021 於二零二一年 十二月三十一日 HK\$'000 千港元	As at 31 December 2022 於二零二二年 十二月三十一日 HK\$'000 千港元	As at 31 December 2023 於二零二三年 十二月三十一日 HK\$'000 千港元	As at 31 December 2024 於二零二四年 十二月三十一日 HK\$'000 千港元	As at 31 December 2025 於二零二五年 十二月三十一日 HK\$'000 千港元
Assets and liabilities	資產及負債					
Total assets	總資產	7,560,802	6,689,926	6,334,141	5,489,993	4,128,989
Total liabilities	總負債	4,199,505	3,771,482	3,778,499	3,471,457	3,475,590
Total equity	權益總額	3,361,297	2,918,444	2,555,642	2,018,536	653,399



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