



華潤醫療控股有限公司

China Resources Medical Holdings Company Limited

(Incorporated in the Cayman Islands with limited liability)
(於開曼群島註冊成立之有限責任公司)

Stock Code 股票代號 : 1515

ANNUAL REPORT 年度報告 **2025**



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CORPORATE INFORMATION

公司資料

Directors

Executive Directors

Mr. SONG Qing (*Chairman of the Board*)
(Retired on June 19, 2025)

Mr. YU Hai (*Chairman of the Board*)
(Appointed as the Chairman of the Board on June 19, 2025 and resigned as the Chief Executive Officer on November 7, 2025)

Mr. ZHANG Chuang (*Chief Executive Officer*)
(Appointed on November 7, 2025)

Mr. WANG Yuexing (*Appointed on February 27, 2026*)

Mr. WU Xinchun (*Vice President*)
(Appointed on November 7, 2025)

Mr. SHAN Baojie (*Vice President*)
(Resigned on August 26, 2025)

Ms. YANG Min (*Chief Financial Officer*)
(Resigned on February 27, 2026)

Non-executive Director

Ms. GE Lu (*Retired on March 11, 2026*)

Mr. FANG Xin (*Appointed on March 11, 2026*)

Independent Non-executive Directors

Mr. WU Ting Yuk, Anthony

Mr. KWONG Kwok Kong (*Retired on June 19, 2025*)

Mr. FU Tingmei

Mr. ZHOU Peng

Ms. LO Wing Sze (*Appointed on June 19, 2025*)

Audit Committee

Mr. KWONG Kwok Kong (*Chairman of the committee*)
(Retired on June 19, 2025)

Mr. FU Tingmei (*Chairman of the committee*)
(Appointed on June 19, 2025)

Mr. ZHOU Peng

Ms. LO Wing Sze (*Appointed on June 19, 2025*)

Remuneration Committee

Mr. WU Ting Yuk, Anthony (*Chairman of the committee*)

Ms. GE Lu (*Retired on March 11, 2026*)

Mr. FANG Xin (*Appointed on March 11, 2026*)

Mr. FU Tingmei

董事

執行董事

宋清先生 (*董事長*)
(於2025年6月19日退任)

于海先生 (*董事長*)
(於2025年6月19日
獲委任為董事長及
於2025年11月7日辭任總裁)

張闖先生 (*總裁*)
(於2025年11月7日獲委任)

王躍興先生 (*於2026年2月27日獲委任*)

吳新春先生 (*副總裁*)
(於2025年11月7日獲委任)

單寶杰先生 (*副總裁*)
(於2025年8月26日辭任)

楊敏女士 (*首席財務官*)
(於2026年2月27日辭任)

非執行董事

葛路女士 (*於2026年3月11日退任*)

房昕先生 (*於2026年3月11日獲委任*)

獨立非執行董事

胡定旭先生

鄭國光先生 (*於2025年6月19日退任*)

傅廷美先生

周鵬先生

羅詠詩女士 (*於2025年6月19日獲委任*)

審核委員會

鄭國光先生 (*委員會主席*)
(於2025年6月19日退任)

傅廷美先生 (*委員會主席*)
(於2025年6月19日獲委任)

周鵬先生

羅詠詩女士 (*於2025年6月19日獲委任*)

薪酬委員會

胡定旭先生 (*委員會主席*)

葛路女士 (*於2026年3月11日退任*)

房昕先生 (*於2026年3月11日獲委任*)

傅廷美先生

Nomination Committee

Mr. SONG Qing (*Chairman of the committee*)
(Retired on June 19, 2025)
Mr. YU Hai (*Chairman of the committee*)
(Appointed on June 19, 2025)
Mr. KWONG Kwok Kong (*Retired on June 19, 2025*)
Mr. WU Ting Yuk, Anthony
Ms. LO Wing Sze (*Appointed on June 19, 2025*)

Authorised Representatives

Mr. SONG Qing (*Retired on June 19, 2025*)
Mr. YU Hai (*Appointed on June 19, 2025*)
Mr. CHUNG Ming Fai

Company Secretary

Mr. CHUNG Ming Fai

Headquarters and Principal Place of Business in Chinese Mainland

14/F, Kunlun Center Office Building
No. 9, Fuyi Street
Fengtai District, Beijing
The People's Republic of China

Headquarters and Principal Place of Business in Hong Kong

Room 2603, 26/F, China Resources Building
26 Harbour Road
Wanchai
Hong Kong SAR

Registered Office

Harneys Fiduciary (Cayman) Limited
4th Floor, Harbour Place
103 South Church Street
P.O. Box 10240, Grand Cayman
KY1-1002, Cayman Islands

提名委員會

宋清先生 (委員會主席)
(於2025年6月19日退任)
于海先生 (委員會主席)
(於2025年6月19日獲委任)
鄭國光先生 (於2025年6月19日退任)
胡定旭先生
羅詠詩女士 (於2025年6月19日獲委任)

授權代表

宋清先生 (於2025年6月19日退任)
于海先生 (於2025年6月19日獲委任)
鍾明輝先生

公司秘書

鍾明輝先生

中國內地總部主要營業地點

中華人民共和國
北京市豐台區
福宜街9號院
崑崙中心寫字樓14樓

中國香港總部主要營業地點

中華人民共和國
香港特別行政區
灣仔
港灣道26號
華潤大廈26樓2603室

註冊地址

Harneys Fiduciary (Cayman) Limited
4th Floor, Harbour Place
103 South Church Street
P.O. Box 10240, Grand Cayman
KY1-1002, Cayman Islands

CORPORATE INFORMATION

公司資料

Principal Share Registrar and Transfer Office in Cayman Islands

Harneys Fiduciary (Cayman) Limited
4th Floor, Harbour Place
103 South Church Street
P.O. Box 10240, Grand Cayman
KY1-1002, Cayman Islands

Hong Kong Branch Share Registrar

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

Auditors

KPMG
Certified Public Accountants
Public Interest Entity Auditor registered in accordance with the
Accounting and Financial Reporting Council Ordinance
8th Floor, Prince's Building
10 Chater Road
Central
Hong Kong SAR

Legal Adviser

As to Hong Kong law

Reed Smith Richards Butler LLP
17th Floor, One Island East
Taikoo Place
18 Westlands Road, Quarry Bay
Hong Kong SAR

開曼群島主要股份過戶登記處

Harneys Fiduciary (Cayman) Limited
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103 South Church Street
P.O. Box 10240, Grand Cayman
KY1-1002, Cayman Islands

香港證券登記分處

香港中央證券登記有限公司
中華人民共和國
香港特別行政區
灣仔
皇后大道東183號
合和中心
17樓1712–1716號舖

核數師

畢馬威會計師事務所
執業會計師
於《會計及財務匯報局條例》下的註冊
公眾利益實體核數師
中華人民共和國
香港特別行政區
中環遮打道10號
太子大廈8樓

法律顧問

香港法律

禮德齊伯禮律師行有限法律責任合夥
中華人民共和國
香港特別行政區
鰂魚涌華蘭路18號
太古坊
港島東中心17樓

Principal Bankers

China Merchants Bank
2nd Floor, Tower A
156 Fuxingmennei Street
Xicheng District
Beijing
The People's Republic of China

Bank of Communications
First floor, building 2, Huasheng Longyue garden,
No.297, Donghuan 1st Road,
Longhua street
Longhua District
Shenzhen

DBS Bank Ltd, Hong Kong Branch
18th Floor, The Center
99 Queen's Road Central, Central
Hong Kong SAR

China Construction Bank (Asia) Corporation Limited
25/F, CCB Tower
3 Connaught Road Central, Central
Hong Kong SAR

Stock Code

1515

Company Website

www.crmedical.hk

主要往來銀行

中國招商銀行
中華人民共和國
北京市
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復興門內大街156號
A座2樓

中國交通銀行
中華人民共和國
深圳市
龍華區
龍華街道東環一路297號
華盛瓏悅花園2棟一樓

星展銀行有限公司香港分行
中華人民共和國
香港特別行政區
中環皇后大道中99號
中環中心18樓

中國建設銀行(亞洲)股份有限公司
中華人民共和國
香港特別行政區
中環干諾道中3號
中國建設銀行大廈25樓

股份代號

1515

公司網站

www.crmedical.hk

CHAIRMAN'S STATEMENT

董事長報告



Yu Hai 于海
Chairman 董事長

Dear Shareholders,

In 2025, the medical industry is undergoing a profound transformation from scale expansion to a balanced focus on quality and efficiency, as competition within the industry and across regions intensifies. Focusing on the building of core capabilities and taking professional management and group operations as the key levers, China Resources Medical enhanced quality and expanded capacity to solidify its core healthcare operations, and actively explored new businesses to drive steady growth in business volume.

Through comprehensive measures such as improving the medical environment, enhancing services for surrounding residents, and optimizing convenience out-patient business, the Group increased the number of out-patient and emergency visits of our self-owned hospitals to 10.67 million, representing a year-on-year growth of 3.4%. However, in-patient visits and average per-visit costs

各位股東：

2025年醫療行業正在發生從規模擴張到質量效益並重的深刻變革，行業競爭和區域競爭白熱化。華潤醫療圍繞核心能力建設，以專業化管理、集團化運營為抓手，提質增量夯實醫療基本盤，積極探索新業務，推動業務量穩健增長。

本集團通過改善就醫環境、提升周邊居民服務、優化方便門診等綜合舉措，自有醫院門急診量增至1,067萬人次，同比增長3.4%。但受到醫保控費及外部競爭加劇影響，住院量、次均費用有所下降。2025年本集團實現營業收入91.76億元，同比下降6.9%；實現

declined due to medical insurance cost controls and intensifying external competition. In 2025, the Group achieved operating revenue of RMB9,176 million, a year-on-year decrease of 6.9%. The net profit attributable to the parent amounted to RMB496 million, a year-on-year decrease of 12.4%. The Group proposed to distribute a dividend of RMB0.134 per share in 2025 as a return to shareholders. Among which, an interim dividend of RMB0.05 per share has already been distributed, and a final dividend of RMB0.084 per share is to be proposed. The annual dividend distribution rate for 2025 has increased by 5 percentage points compared to previous years.

In 2025, China Resources Medical focused its efforts in key areas such as enhancing core functions, promoting cooperations between hospitals and academies, accelerating digital and intelligent transformation, deepening medical insurance management, and expanding smart health services. As a result, we effectively improved the medical service capabilities and operational quality and efficiency, achieving positive progress in implementing the Healthy China initiative and promoting high-quality development. Firstly, we strengthened the core medical functions. Huaibei Miner General Hospital* (淮北礦工總醫院) took the lead in establishing a compact urban medical group in Huaibei City, providing unified management and empowerment to medical institutions within the region. China Resources Wugang General Hospital* (華潤武鋼總醫院) opened its Emergency Comprehensive Building and Health Management Center Building, enhancing the capabilities of emergency and chronic disease specialties. By the end of 2025, our member hospitals had a total of 165 provincial and municipal key clinical specialties and 114 national-level centralized certification projects. Secondly, we continued promoting collaborations between high-level hospitals and medical universities. We collaborated with The Chinese University of Hong Kong, Shenzhen to establish a Neuro-medical Center. Thirdly, we accelerated digital and intelligent transformation. We advanced the "AI+" special initiative, with tertiary hospitals

歸母淨利潤4.96億元，同比下降12.4%。本集團2025年每股擬分派人民幣0.134元股息回報股東，其中，中期已經派發人民幣0.05元／股，本次擬派發末期股息人民幣0.084元／股。2025年全年派息率較以往年度提升5個百分點。

2025年，華潤醫療聚焦增強核心功能、推動院校合作、加快數智化轉型、深化醫保管理、拓展智慧服務等關鍵領域，實現了醫療服務能力與運營質效的有效提升，在落實健康中國戰略、推動高質量發展上取得了積極進展。一是醫療核心功能得到增強。淮北礦工總醫院牽頭組建淮北市緊密型城市醫療集團，對區域內醫療機構統一管理賦能。華潤武鋼總醫院啟用急診綜合樓、健康管理中心大樓，提升一「急」一「慢」學科能力。截至2025年底，旗下成員醫院共有省級、市級臨床重點專科165個，國家級中心化認證114個。二是持續推動高水平醫學院校合作，與香港中文大學(深圳)合作共建神經醫學中心。三是加快數智化轉型。推進「AI+」專項行動，三級醫院全面接入集團大模型，實現關鍵診療系統100%覆蓋。4家醫院完成電子病歷五級創評，6家醫院通過互聯互通四級測評，建設運營7家互聯網醫院。四是積極適應醫保支付方式改革。公司加強醫保精細化統籌管理，推進DRG/DIP下的臨床路徑建設，積極提高門急診量和三四級手術量，合理控制住院藥耗比，嚴控醫保大額超支，實現開源、提質、增效、控風險的目標。五是探索發展智慧健康服務。提升到院服務，

CHAIRMAN'S STATEMENT

董事長報告

fully connected to the Group's large model, achieved 100% coverage of key diagnosis and treatment systems. Four hospitals completed the Tier-5 accreditation for Electronic Health Records, six hospitals passed the Tier-4 accreditation for Healthcare Information Interoperability, and seven internet hospitals were built and put into operation. Fourthly, we actively adapted to the reform of medical insurance payment methods. The Company strengthened refined medical insurance management, advanced the development of clinical pathways under DRG/DIP, actively increased the volume of out-patient and emergency visits and the number of Grade III/IV surgeries, reasonably controlled the in-patient drug-to-consumable ratio, strictly controlled large medical insurance overruns, and achieved the goals of increasing revenue, improving quality, enhancing efficiency, and controlling risks. Fifthly, we explored the development of smart health services. To enhance in-hospital services, member hospitals achieved revenue of RMB241 million from physical examination and health management in 2025, representing a year-on-year increase of 6.2%. To expand enterprise-based services, we established "Runxin Health Huts" at the China Resources Tower in Shenzhen, reaching out to corporate and commercial insurance customers. To extend home-based services, we explored the "neighborhood doctor" initiative. Services such as "internet + home care" have been launched in eight regions including Fushun Mining Bureau General Hospital of Liaoning Health Industry Group* (遼寧省健康產業集團撫礦總醫院), and "internet + medicine delivery" in six regions including Huaibei Miner General Hospital* (淮北礦工總醫院), thereby expanding the coverage of medical services. Sixthly, we enhanced brand influence. In 2025, China Resources Medical ranked 24th on the "China Top 100 ESG Pioneers" list, continuing to build the "Runxin" service brand.

2025年成員醫院實現健康體檢及健康管理收入2.41億元，同比增長6.2%。拓展到企服務，在深圳中國華潤大廈建立「潤心」健康小屋，拓展企業和商保客戶。延伸到家服務，探索「家門口的醫生」，遼寧省健康產業集團撫礦總醫院等8個區域開展「互聯網+上門護理」、淮北礦工總醫院等6個區域開展「互聯網+藥品配送」等服務，擴大醫療服務覆蓋面。六是提升品牌影響力，2025年華潤醫療入選「中國ESG上市公司先鋒100榜單」第24位，持續打造「潤心」服務品牌。

In 2026, China Resources Medical will focus on the management theme of “Transformation and Innovation, Resilient Growth”, accelerating its business transformation from “medical care” to “healthcare”, connecting the entire process spanning “pre-hospital, in-hospital, and post-hospital” to provide full-cycle medical and health services. It will expedite the formation of pilot models for smart health services, proactively expanding services to corporate clients and home-based care. Efforts will be concentrated on discipline construction, service systems, digital and intelligent transformation, cost management, and talent team building. Through professional management and group-based operations, the Company will continue to construct a distinctive China Resources medical operation model.

China Resources Medical Holdings Company Limited

YU Hai
Chairman

2026年華潤醫療將圍繞「轉型創新、韌性增長」的關鍵管理主題，加快實現從「醫療」到「健康」的業務轉型，打通「院前、院中、院後」全流程，提供全週期醫療健康服務。智慧健康服務加快試點成型，主動拓展到企到家業務。在學科建設、服務體系、智數化、成本管理、人才隊伍建設方面發力，通過專業化管理、集團化運營，持續構建華潤特色醫療運營模式。

華潤醫療控股有限公司

董事長
于海



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析



MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

BUSINESS REVIEW

In 2025, the medical reform continued to advance, and reforms to medical insurance payment methods had been further deepened. In active response to changes in the external environment and under a customer-centric principle, the Company promoted the general healthcare services to achieve reasonable growth in scale and effective improvement in quality. It also explored full lifecycle service models in intelligent healthcare services, continuously developed a distinctive China Resources-style medical operation model, and enhanced the core competitiveness of state-owned healthcare providers.

In terms of general healthcare services, the Company promoted hospital transformation and upgrades, strengthened academic development, optimized patient services, and empowered operations through digital and intelligent technologies. As a result, the out-patient and emergency visits maintained steady growth, the proportion of tier 3 and tier 4 surgeries increased, while patients' satisfaction continued to improve. Beijing Jian Gong Hospital* (北京市健宮醫院) was officially designated as a Grade III A hospital for integrated traditional Chinese and Western medicine, and Xuzhou Mining Hospital* (徐州市礦山醫院) transformed into Xuzhou Hospital of Integrated Traditional Chinese and Western Medicine* (徐州中西醫結合醫院). The Company added 35 new provincial- and municipal-level key specialties and signed 84 new Good Clinical Practice (GCP) agreements. More than 30 new technologies were introduced to fill regional gaps, while Beijing Jian Gong Hospital* (北京市健宮醫院), Tie Coal Group General Hospital of Liaoning Health Industry Group* (遼寧省健康產業集團鐵煤總醫院), Fushun Mining Bureau General Hospital of Liaoning Health Industry Group* (遼寧省健康產業集團撫礦總醫院), Huaibei Miner General Hospital* (淮北礦工總醫院) etc. continued to advance the application of robotic surgery. Guangdong 999 Brain Hospital* (廣東三九腦科醫院) established a clinical research and application ward for brain-computer interface technology, promoting the clinical transformation and application of brain-computer interface technology in the neuroscience field. The "Runxin" one-stop service center was fully revamped, with patients' satisfaction further enhanced. Additionally, artificial intelligence technologies were comprehensively leveraged in clinical practices, empowering into 29 application scenarios.

In terms of intelligent healthcare services, we explored and expanded into the door-to-door services to be provided in hospitals, at the enterprises, and at home. Hospitals under the Group upgraded their "Runxin" Health Management Centres to enhance in-hospital professional services, established "Runxin

業務回顧

2025年醫療改革持續推進，醫保支付方式改革不斷深化。本公司積極應對外部環境變化，以客戶為中心，綜合醫療實現量的合理增長和質的有效提升，智慧健康服務開展全週期服務模式探索，持續打造華潤特色醫療運營模式，提高國企辦醫核心競爭力。

綜合醫療服務方面，推動醫院轉型升級、學科建設、優化患者服務、智數化賦能等，門急診量保持穩健增長，三、四級手術佔比提升，患者滿意度持續提高。北京市健宮醫院授牌三甲中西醫結合醫院，徐州市礦山醫院轉型徐州中西醫結合醫院。新增省級、市級重點專科35個，新簽約臨床試驗(GCP)項目數量84個。引入30餘項新技術填補區域空白，北京市健宮醫院、遼寧省健康產業集團鐵煤總醫院、遼寧省健康產業集團撫礦總醫院、淮北礦工總醫院等持續推動機器人手術應用。廣東三九腦科醫院成立腦機接口技術臨床研究與應用病房，推動腦機接口技術在神經領域的臨床轉化與應用。全面升級「潤心」一站式服務中心，患者滿意度持續提升。人工智能技術全面賦能臨床，落地29個應用場景。

智慧健康服務方面，探索拓展到院、到企、到家服務。旗下醫院升級「潤心」健康管理中心，提升院內專業服務。在深圳中國華潤大

Health Huts” at the China Resources Tower in Shenzhen to provide on-site healthcare services for enterprises, and piloted innovations such as “doctors in the neighborhood” and “internet+in-home nursing” in selected regions to extend to home-based services. The above exploratory initiatives laid a practical foundation for developing a full-cycle intelligent healthcare service model during the “15th Five-Year Plan” period.

Scale of our operation

As of December 31, 2025, the Group managed and operated a total of 98 medical institutions in 10 provinces and cities in the PRC. During the Reporting Period, the number of conventional out-patient and emergency visits and in-patient visits of self-owned hospitals were approximately 10.67 million and 0.55 million, respectively, representing the respective year-on-year increase of 3.4% and decrease of 2.7%.

廈開設「潤心健康小屋」，提供到企服務。在部分區域探索了「家門口的醫生」、「互聯網+上門護理」等創新服務，延伸到家服務。以上探索為「十五五」打造全週期智慧健康服務模式奠定了實踐基礎。

經營規模

截至2025年12月31日，本集團在中國10個省、市共管理運營98家醫療機構。於報告期內，本集團自有醫院常規診療門急診量和住院量分別約為1,067萬人次和55萬人次，分別較去年同期增長3.4%及降低2.7%。

List of Medical Institutions under the Group's Management and Operation

本集團管理營運醫療機構分佈表

Province/City	省份/城市	Grade III Hospitals	Grade II Hospitals	Grade I Hospitals	Community and Medical Clinic	Total
		三級醫院	二級醫院	一級醫院	社區和醫療診所	合計
Beijing	北京	3	2	6	6	17
Liaoning	遼寧	5	10	7	7	29
Jiangxi	江西	1	3	3	2	9
Shandong	山東	–	1	–	3	4
Shanxi	山西	–	1	–	–	1
Jiangsu	江蘇	–	1	–	–	1
Anhui	安徽	1	1	12	6	20
Hubei	湖北	2	–	–	9	11
Guangdong	廣東	1	1	–	2	4
Guangxi	廣西	–	1	1	–	2
Total	合計	13	21	29	35	98

Note:

- (1) The hospital grading system in Chinese Mainland is a review system implemented by the health administrative departments of the PRC for medical institutions within their administrative jurisdiction, including the criteria for reviewing hospital qualifications. Currently, China operates a three-tier medical service system; Grade III hospitals, as high-quality medical resources, represent the highest level of medical qualifications in Chinese Mainland.

附註：

- (1) 中國內地醫院的等級劃分是中國衛生行政管理部門對其行政管轄範圍內醫療機構的評審制度，包括了對醫院資質的審核標準。目前中國實行三級醫療服務體系；三級醫院作為優質醫療資源，為中國內地醫院的最高資質級別。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

Operating data for FY2025

2025年財政年度營運數據

Type	類型	Number of beds in operation 運營床位數	Utilization rate of beds 床位使用率	Number of patients 診療人次		Revenue from medical business (RMB'000) 醫療業務收入 (人民幣千元)			
				Out-patient and emergency 門急診人次	In-patient 住院人次	Revenue from out-patient and emergency visits 門急診收入	Revenue from in-patient visits 住院收入	Revenue from physical examination 體檢收入	Total 合計
Self-owned Hospitals	自有醫院	17,768	82.1%	10,672,820	545,139	3,536,791	4,897,620	240,786	8,675,197

Operating data for FY2024

2024年財政年度營運數據

Type	類型	Number of beds in operation 運營床位數	Utilization rate of beds 床位使用率	Number of patients 診療人次		Revenue from medical business (RMB'000) 醫療業務收入 (人民幣千元)			
				Out-patient and emergency 門急診人次	In-patient 住院人次	Revenue from out-patient and emergency visits 門急診收入	Revenue from in-patient visits 住院收入	Revenue from physical examination 體檢收入	Total 合計
Self-owned Hospitals	自有醫院	18,567	82.9%	10,325,639	560,149	3,664,597	5,293,544	226,819	9,184,960

Note:

(1) In respect of the operating data statistics, the abovementioned self-owned hospitals refer to all consolidated hospitals of the Group.

註：

(1) 就營運數據統計目的，上述自有醫院即指本集團之所有併表醫院。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

Financial data

The table below sets out the key financial figures of the Group by business segments for the specific years:

財務數據

下表載列所示年度本集團按業務類別劃分的關鍵財務資料：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元	Year-on-Year Change 同比變化 RMB'000 Percentage 百分比	
Hospital Business⁽¹⁾	醫院業務⁽¹⁾				
Revenue	營業額	8,675,197	9,184,960	-509,763	-5.5%
— Revenue from out-patient and emergency visits	— 門急診業務收入	3,777,577	3,891,416	-113,839	-2.9%
— Revenue from in-patient visits	— 住院業務收入	4,897,620	5,293,544	-395,924	-7.5%
Segment gross profit	分部毛利	1,366,621	1,653,299	-286,678	-17.3%
Segment results	分部業績	500,361	766,245	-265,884	-34.7%
Other Business⁽²⁾	其他業務⁽²⁾				
Revenue	營業額	500,448	669,830	-169,382	-25.3%
Segment gross profit	分部毛利	74,152	156,527	-82,375	-52.6%
Segment results	分部業績	348,566	240,533	108,033	44.9%
Total	合計				
Revenue	營業額	9,175,645	9,854,790	-679,145	-6.9%
Segment gross profit	分部毛利	1,440,773	1,809,826	-369,053	-20.4%
Segment results	分部業績	848,927	1,006,778	-157,851	-15.7%

Notes:

註：

- (1) Hospital business includes: out-patient and emergency business and in-patient business corresponding to self-owned hospitals.
- (2) Other business includes: operation management services, supply chain services and other services provided to participating hospitals and IOT (the “invest-operate-transfer” model)/OT (the “operate-transfer” model) hospitals. As at December 31, 2025, IOT hospitals include Mentougou Traditional Chinese Medicine Hospital and Mentougou Healthcare Hospital for Women and Children.

- (1) 醫院業務包括：自有醫院的門急診業務及住院業務。
- (2) 其他業務包括：向參股醫院及IOT (即投資 — 運營 — 移交模式) /OT (即營運 — 移交模式) 醫院提供的運營管理服務、供應鏈服務及其他服務。截至2025年12月31日，IOT醫院包括門頭溝區中醫院及門頭溝區婦幼保健院。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

Hospital Business

During the Reporting Period, the revenue of the hospital business segment was RMB8,675 million, representing a year-on-year decrease of 5.5%. Among which out-patient and emergency visits increased by 3.4% and in-patient visits decreased by 2.7%. Affected by the medical insurance cost control, the revenue per out-patient and emergency visit and the revenue per in-patient visit decreased by 6.6% and 4.9%, respectively.

During the Reporting Period, we have made efforts to reduce the impact of the decline in revenue per visit on the hospital business's profit through improving quality and efficiency. The gross profit of the hospital business segment was RMB1,367 million, representing a year-on-year decrease of 17.3%, with a gross profit margin of 15.8%; the profit of the hospital business segment recorded RMB500 million, representing a year-on-year decrease of 34.7%. The decrease was mainly due to the decrease in average fee per visit.

The Company actively responded to the changes in the external environment. Firstly, the Company enhanced patient engagement through persistent efforts such as "doctors in the neighborhood", "internet+in-home nursing" and large-scale free clinics, and promoted non-stop out-patient services, established specialty clinics such as traditional chinese medicine and psychological counseling to boost patient visits, and encouraged medical institutions to actively advance regional integration and participate in the development of medical consortia and specialty alliances. Secondly, strengthened the foundation in comprehensive medical care, and proactively explored intelligent healthcare services and full-cycle health services at the same time. Thirdly, continuously promoted management refinement, improved quality and efficiency, so as to further reduce the ratio of pharmaceuticals and medical consumables expenses to revenue. As a result, the above measures led the number of patients of out-patient and emergency visits in the second half of 2025 increased by 5.6% when compared to the same period of 2024, with an actual increase when compared with the first half of 2025. And the number of patients of in-patient visits in the second half of 2025 decreased by 1.4% compared to the same period of 2024, rate of decline narrowed by 2.5 percentage points when compared with first half of 2025. The revenue of the hospital business segment in the second half of 2025 represents a year-on-year decrease of 3.7%, rate of decline narrowed by 3.7 percentage points when compared with first half of 2025. The gross profit of the hospital business segment in the second half of 2025 represents a year-on-year decrease of 4.6%, rate of decline narrowed by 22.8 percentage points when compared with first half of 2025.

醫院業務

於報告期內，醫院業務分部營業額為人民幣86.75億元，同比下降5.5%。其中，門急診人次增長3.4%，住院人次降低2.7%；受醫保控費影響，門急診和住院次均收入分別下降6.6%和4.9%。

於報告期內，努力通過提質增效降低次均收入下降對醫院業務利潤的影響，醫院業務分部毛利為人民幣13.67億元，同比下降17.3%，毛利率15.8%；醫院業務分部業績約為人民幣5.00億元，同比降低34.7%，下跌主要源於次均費用下降。

本公司積極應對外部環境變化，一是持續推動「家門口的醫生」、「互聯網+上門護理」、大型義診等服務增強患者黏性，並推行無假日門診、開設中醫、心理等特色門診拉動人次量，推動醫療機構積極推進區域一體化，參與醫聯體、專科聯盟建設，二是在築牢醫院業務基本盤的同時積極探索智慧健康服務和全週期健康服務，三是持續推動管理精細化和提質增效，進一步降低藥耗成本佔收比。以上舉措推動2025年下半年門急診人次較2024年同期提升5.6%，較2025年上半年收實。2025年下半年住院人次較2024年同期下降1.4%，較2025年上半年降幅收窄2.5個百分點。整體醫療業務分部營業額2025年下半年同比降低3.7%，相較2025年上半年降幅收窄3.7個百分點，整體醫療業務分部毛利2025年下半年相較同期降低4.6%，相較2025年上半年降幅收窄22.8個百分點。

Other Business

During the Reporting Period, the revenue of other business was RMB500 million, representing a year-on-year decrease of 25.3%, and the segment profit of other business was RMB349 million, representing a year-on-year increase of 44.9%. After excluding the one-off compensation for the management fees and the supply chain loss under the Yan Hua IOT Agreement of approximately RMB210 million received by the Group (“**Yan Hua Compensation**”), the segment profit would be RMB142 million, representing a year-on-year decrease of 40.9%. During the Reporting Period, the IOT business of the Company has been scaled back, the corresponding profit contribution of which has decreased during the Reporting Period.

Significant Investments, Acquisitions and Disposals, and Investments in Joint Venture(s) and Associate(s)

The Board considers any single investment with fair value accounting for more than 5% of the total assets of the Group as significant investment. As of December 31, 2025, save as disclosed in the sections headed “Investments in Associates — JR Renkang & JR Holdings” of this report, the Group did not have any significant acquisitions and disposals of subsidiaries, associates or joint ventures during the Reporting Period.

Investments in Associates — JR Renkang & JR Holdings

On June 28, 2020, the Group entered into a restructuring agreement on the establishment of two associates with Jing Mei Group, pursuant to which Beijing Jing Run Renkang Hospital Management Co., Ltd. (“**JR Renkang**”) and Beijing Jing Run Renkang Holdings Co., Ltd. (“**JR Holdings**”) were established and held by the Group and Jing Mei Group as to 49% and 51%, respectively. Upon establishment, JR Renkang and JR Holdings became associates of the Group. Please refer to the announcement of the Company dated June 28, 2020 for further details.

As at December 31, 2025, JR Holdings and JR Renkang continued to be associates of the Group. Pursuant to the relevant arrangements under the abovementioned agreement, JR Holdings has been the sponsor of Jing Mei Hospital Group and JR Renkang has been providing hospital management services to the Jing Mei Hospital Group. The Group’s investment costs in JR Holdings and JR Renkang amounted to RMB874 million and RMB2.45 million, respectively. As at December 31, 2025, the Group holds a 49% equity interest in each of JR Holdings and JR Renkang, with a carrying amount of investment of RMB942 million and RMB40.17 million, respectively, representing approximately 7.6% of the total assets of the Group in total.

其他業務

於報告期內，其他業務營業額人民幣5.00億元，同比下降25.3%，分部業績為人民幣3.49億元，同比上升44.9%。經剔除本集團一次性收到燕化IOT協議下管理費及供應鏈損失賠償款項約人民幣2.1億元（「**燕化案賠償款項**」）影響後，分部利潤為人民幣1.42億元，同比下降40.9%。於報告期內，本公司IOT業務規模縮減，其對應的利潤貢獻於報告期內下降。

重大投資及重大收購和出售，以及於合營企業及聯營公司的投資

董事會視任何公允價值佔本集團總資產5%以上的單項投資為重大投資。截至2025年12月31日，除本報告「於聯營公司 — 京潤仁康及京潤控股之投資」章節已披露者外，本集團於報告期內並無任何有關附屬公司、聯營公司或合營企業的重大收購及出售。

於聯營公司 — 京潤仁康及京潤控股之投資

於2020年6月28日，本集團與京煤集團就成立兩間聯營公司訂立一份重組協議，雙方據此成立了北京京潤仁康醫院管理有限公司（「**京潤仁康**」）及北京京潤仁康控股有限公司（「**京潤控股**」），並由本集團及京煤集團分別持有49%及51%。成立後，京潤仁康及京潤控股成為本集團之聯營公司。請參閱本公司日期為2020年6月28日之公告以了解進一步詳情。

截至2025年12月31日，京潤控股及京潤仁康仍為本集團之聯營公司。根據上述協議之相關安排，京潤控股為京煤醫院集團之舉辦人，京潤仁康則向京煤醫院集團提供醫院管理服務。本集團對京潤控股及京潤仁康的投資成本分別為人民幣8.74億元及人民幣245萬元，而截至2025年12月31日，本集團持有京潤控股及京潤仁康各自49%股權，而該等投資之賬面值分別為人民幣9.42億元及人民幣4,017萬元，即共佔本集團總資產金額之約7.6%。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

During the Reporting Period, JR Holdings and JR Renkang achieved a revenue of RMB437 million in aggregate, resulting in a combined net profit of RMB160 million. The net profit of JR Holdings and JR Renkang attributing to the Group was RMB78.31 million. During the Reporting Period, the Group received the dividend of RMB172 million in total for FY2023 and FY2024 from JR Holdings and JR Renkang.

During 2025, the Jing Mei Hospital Group was the leading hospital in Mentougou district and one of the core medical institutions in the western region of Beijing. The Group believes that the investment in JR Holdings and JR Renkang, as well as the cooperation with Jing Mei Group, fully leverages the respective strengths of Jing Mei Group and the Group. The Group will regularly review its investment strategy to adapt to changes in market conditions.

Future Plans for Material Investment or Capital Assets

As at the date of this report, there are currently no concrete plans to acquire any material investment or capital assets other than those conducted in the Group's ordinary course of business.

Administrative and other operating expenses

During the Reporting Period, the Group's administrative and other operating expenses totaled RMB996 million, representing a decrease of 5.0% year-on-year. The decrease was mainly due to a set of effective expense control measures imposed by the Group.

Finance Costs

During the Reporting Period, the finance costs of the Group amounted to approximately RMB49.56 million (Corresponding Period: approximately RMB75.28 million), decreased by 34.2% year-on-year. The decrease in the finance costs was in line with the Group's proactive adjustment of debt structure, resulting in the reduction in both the scale of interest-bearing liabilities and the weighted average financing cost.

Income tax

During the Reporting Period, the Group's income tax amounted to approximately RMB192 million (Corresponding Period: approximately RMB167 million), increased by 14.8% year-on-year. The increase in income tax is mainly due to the one-off Yan Hua Compensation, which resulted in an increase in domestic taxable income.

報告期內，京潤控股及京潤仁康合共收益為人民幣4.37億元，合共年度淨利潤為人民幣1.60億元，本集團應享有的京潤控股及京潤仁康的年度淨利潤合共為人民幣7,831萬元，於報告期內，本集團收到京潤控股及京潤仁康就2023年財政年度及2024年財政年度的股息共人民幣1.72億元。

2025年內，京煤醫院集團為門頭溝區之龍頭醫院，也是京西地區的核心醫療機構之一。本集團認為對京潤控股及京潤仁康的投資，以及與京煤集團之合作可充分發揮京煤集團及本集團各自之優勢，並將定期檢討其投資策略以適應市況轉變。

未來重大投資或資本資產計劃

於本報告日期並無實際計劃收購任何重大投資或資本資產，惟循本集團日常業務進行者除外。

行政及其他營運費用

於報告期內，本集團行政及其他營運費用合計人民幣9.96億元，同比降低5.0%，得益於本集團實施一系列有效的費用管控措施。

財務費用

報告期內，本集團之財務費用合計約為人民幣4,956萬元，（相應期間：約人民幣7,528萬元），同比下降34.2%，有關財務費用下降主要是由於本集團積極調整債務結構，有息負債規模以及加權平均融資成本均有所下降。

所得稅

報告期內，本集團之所得稅約為人民幣1.92億元（相應期間：約人民幣1.67億元），同比增加14.8%。所得稅增長的主要因為為一次性收到的燕化案賠償款項導致境內應納稅所得額增加。

Net profit

During the Reporting Period, the Group's net profit was RMB556 million, representing a year-on-year decrease of 17.2%. After excluding the one-off Yan Hua Compensation and the corresponding enterprise income tax, the net profit would decrease by 40.3% as compared to 2024, the decrease of which was narrowed by 16.8 percentage points as compared to the 57.1% decrease in net profit (after excluding the Yan Hua Compensation) in the first half of 2025 when compared against the corresponding period in 2024. Such decrease in net profit was mainly attributable to the decrease in operating profits of member medical institutions which is in turn caused by a decrease in average fee per visit. Meanwhile, the IOT business of the Company has been scaled back, the corresponding profit contribution of which has decreased.

Liquidity and Financing

We adopt a prudent treasury management policy to maintain a solid and healthy financial position. The Group funds its operations principally from cash generated from its operations and also bank facilities. Its cash needs relate primarily to operating activities, business expansion, repayment of liabilities as they become due, capital expenditures, interest and dividend payments.

As at December 31, 2025, the Group's consolidated bank balances and cash, certificate of deposit and bank financial products amounted to approximately RMB1.031 billion in total (December 31, 2024: approximately RMB1.054 billion) which were primarily in RMB.

As at December 31, 2025, the Group had obtained offshore revolving term loan facility of HK\$3.40 billion (or its equivalent in U.S. dollar or RMB). Among them, HK\$2.60 billion is of a term of one year which shall be automatically renewed if the relevant bank does not notify otherwise. In addition, the Group has also obtained from banks onshore facilities of RMB4.81 billion. As at December 31, 2025, the Group had bank borrowings of RMB661 million, which consists entirely of interest-bearing bank loans (as at December 31, 2024: the Group had bank borrowings of RMB1.436 billion, among them, RMB1.435 billion was interest-bearing bank loans and RMB1.391 million was financial discount bank loans). All the bank borrowings consist entirely of fixed interest rates, and unutilized bank facilities amounted to HK\$3.18 billion and RMB4.17 billion (equivalent to approximately RMB7.04 billion in total).

淨利潤

於報告期內，本集團淨利潤為人民幣5.56億元，同比減少17.2%。經剔除一次性收到的燕化案賠償款項和對應的企業所得稅後，淨利潤相較2024年下降40.3%，該降幅相較2025年上半年淨利潤（經剔除燕化案賠償款項）與2024年同期相比57.1%的降幅收窄16.8個百分點。淨利潤下降主要由於次均費用下降，導致成員醫療機構經營利潤下降，同時本公司IOT業務規模縮減，其對應的利潤貢獻下降。

流動資金及融資

我們採取審慎財務管理政策以維持健全財務狀況。本集團主要透過營運產生之資金及銀行授信為營運提供資金。本集團現金需求主要與經營活動、業務拓展、償還到期負債、資本支出、利息及股息派付有關。

於2025年12月31日，本集團綜合銀行結餘及現金、存款證及銀行理財產品合計約人民幣10.31億元（於2024年12月31日：約為人民幣10.54億元），其主要以人民幣計值。

截至2025年12月31日，本集團於境外獲銀行提供的循環貸款授信總額度為港幣34.0億元（或等值美元／人民幣），其中港幣26.0億元為一年期及如相關銀行無另行通知則自動續期。另外，本集團獲境內銀行貸款授信總額度為人民幣48.1億元，於2025年12月31日，本集團擁有銀行貸款為人民幣6.61億元，均為計息銀行貸款（於2024年12月31日：銀行貸款為人民幣14.36億元，其中計息銀行貸款為人民幣14.35億元，財政貼息銀行貸款為人民幣139.1萬元）。所有銀行貸款均為固定利率，未使用銀行授信額度為港幣31.8億元及人民幣41.7億元（等值總額約合人民幣70.4億元）。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

Gearing Ratio

As at December 31, 2025, on the basis of interest-bearing borrowings divided by total assets, the Group's gearing ratio was 5.1% (December 31, 2024: 10.8%). In addition, the carrying value of each of our wealth management products as at December 31, 2025 did not exceed 5% of the Group's total asset value.

Exposure to Fluctuation in Exchange Rates and Other Risks

As of December 31, 2025, the Group did not undertake operating transactions in foreign currencies, and all of the Group's bank borrowings are denominated in RMB.

The Group has not used any financial instrument to hedge against its exposure to currency risk. The management manages the currency risk by closely monitoring the movement of the foreign currency rates and considers hedging against significant foreign exchange exposure should such need arise.

The Group is also exposed to risk of talent shortage, so we have been taking an active approach to attract, train and retain sufficient qualified doctors, management personnel and other medical staff members, or else the business of hospitals affiliated to the Group would be affected to some degree. Please refer to the paragraph headed "Management Discussion and Analysis — Employees and Remuneration Policy" of this report for those measures mentioned above.

The Group also recognise that our relationship with patients and partners is key to the resilient development of the Group. We strive to provide qualified services and medical staffs with extensive experiences to our patients. By leveraging on sophisticated medical skills and equipment, we try our best to cater to our patients' needs for medical treatments. We also cooperate with our partners to achieve the sustainable development of our business.

Contingent Liabilities

As at December 31, 2025, the Group did not have any contingent liabilities or guarantees that would have a material impact on the financial position or operations of the Group.

Pledge of Assets

As of December 31, 2025, the Group did not have any material pledge of assets.

槓桿比率

於2025年12月31日，按有息借款除以總資產的基準計算，本集團的槓桿比率為5.1%（於2024年12月31日：10.8%）。另外，於2025年12月31日，本集團每項理財產品的賬面價值均不超過本集團總資產價值的5%。

匯率波動風險及其他風險

於2025年12月31日，本集團並無以外幣訂立若干營運交易協議，本集團所有銀行貸款均為人民幣貸款。

本集團未使用任何金融工具對沖貨幣風險。管理層透過密切監控外匯匯率變動來管理貨幣風險，若出現相關需求，管理層亦考慮對重大外匯風險進行對沖。

本集團亦面對人才短缺風險，故一直積極採取相應措施以吸引、培訓及挽留足夠的合資格醫生、管理人員和其他醫護人員，否則本集團下屬的醫院業務將受到一定的影響。上述措施詳見本報告「管理層討論與分析 — 僱員及薪酬政策」一節。

本集團亦深知與病人及合作夥伴的關係是本集團業務穩健發展的關鍵。我們致力為病人提供優質服務，為病人配備經驗豐富的醫護人員，運用成熟的醫療技術和設備，盡力滿足病人的醫療需要。我們亦與合作夥伴協力同心，以實現我們業務的可持續發展。

或有負債

於2025年12月31日，本集團並無擁有任何會對本集團財務狀況或營運產生重大影響的或有負債或擔保。

資產抵押

於2025年12月31日，本集團無任何重大資產抵押。

Subsequent Event(s)

The Group had no significant subsequent events that occurred after December 31, 2025 which may have material impact on the performance and the value of the Group.

Employees and Remuneration Policy

As of December 31, 2025, the Group had a total of 19,687 full-time employees (December 31, 2024: 19,953 employees). For FY2025, the staff cost (including Directors' remuneration in the form of salaries and other benefits) was approximately RMB3,464 million (FY2024: RMB3,470 million).

The Group ensured that the remuneration packages of employees remain competitive and the remuneration level of its employees was determined on the basis of performance with reference to the profitability of the Group, industry remuneration standards and market conditions within the general framework of the Group's remuneration system. The Group had adopted the Share Award Scheme so as to provide incentives or rewards to eligible participants for their contribution or potential contribution to the Company and/or any of its subsidiaries. The Share Award Scheme was expired on July 6, 2024. There has been no change to the number and status of award shares under the Share Award Scheme since the expiration date of the Share Award Scheme. For details of the Share Award Scheme, please refer to the section headed "Share Award Scheme" in the Company's annual report for the year ended December 31, 2024.

For talent acquisition and continuous development, the Group offers training programs as well as leadership and talent development programs for talents with different academic backgrounds. The Group believes that direct and effective communication is essential for good partnership built-up between management and employees. The Group holds regular meetings and forums to brief employees on Company developments and obtain their feedbacks and suggestions.

In Hong Kong, the Group operates a defined contribution Mandatory Provident Fund retirement benefit scheme (the "**MPF Scheme**") under the Mandatory Provident Fund Schemes Ordinance (Cap. 485 of the Laws of Hong Kong) for those employees who are eligible to participate in the MPF Scheme. Contributions are made based on a percentage of the employees' basic salaries and are charged to the statement of profit or loss as they become payable in accordance with the rules of the MPF Scheme. The assets of the MPF Scheme are held separately from those of the Group in an independently administered fund.

期後事項

本集團並無於2025年12月31日之後發生且對本集團表現及價值產生重大影響的重大期後事項。

僱員及薪酬政策

於2025年12月31日，本集團合共擁有19,687名全職僱員（2024年12月31日：19,953名僱員）。於2025年財政年度，僱員成本（包括薪金及其他福利形式的董事薪酬）約為人民幣34.64億元（2024年財政年度：人民幣34.70億元）。

本集團確保僱員薪酬福利方案具維持競爭力，僱員的薪酬水平乃經參考本集團盈利能力、同行同業薪酬水平及市場環境後於本集團的一般薪酬制度架構內按工作表現釐定。本集團亦曾採納股份獎勵計劃以向合資格參與者就其為本公司及／或其任何附屬公司作出的貢獻或可能作出的貢獻提供獎勵或回報。股份獎勵計劃已於2024年7月6日到期。股份獎勵計劃項下的獎勵股份數目及其狀態自股份獎勵計劃到期之日起未有變動。有關股份獎勵計劃的進一步詳情，請參閱本公司截至2024年12月31日止年度的年報內「股份獎勵計劃」一節。

在吸納人才及持續發展方面，本集團為不同學術背景的人才提供培訓計劃以及領導及才能發展計劃。本集團相信，直接有效的溝通對建立管理層與員工之間的良好合作關係至為重要，本集團定期舉行會議及討論會，向員工簡報本公司最新發展，並聽取員工意見及建議。

本集團在香港根據強制性公積金計劃條例（香港法例第485章）執行一項定額供款強制性公積金退休福利計劃（「**強積金計劃**」），供合資格參加強積金計劃的僱員參加。有關供款乃按照強積金計劃的規則，根據僱員基本薪金的某個百分比計算，並於須繳付時於損益表扣除。強積金計劃的資產由區分於本集團的資產，由獨立管理的基金持有。

MANAGEMENT DISCUSSION AND ANALYSIS

管理層討論與分析

The employees of the Group's subsidiaries which operate in Chinese Mainland are required to participate in a central pension scheme operated by the local municipal government (together with the MPF Scheme, the **"Defined Contribution Schemes"**). These subsidiaries are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to the statement of profit or loss as they become payable in accordance with the rules of the central pension scheme. The Group's employer contributions to the Defined Contribution Schemes vest fully and immediately with the employees when contributed into the schemes. Accordingly, (i) for each of the two years ended December 31, 2025, there was no forfeiture of contributions under the Defined Contribution Schemes; and (ii) there were no forfeited contributions available for the Group to reduce its existing level of contributions to the Defined Contribution Schemes as at December 31, 2025.

Other Information

For the latest developments of the Yan Hua IOT Agreement Dispute, please refer to the paragraph headed "Yan Hua IOT Agreement Dispute" under the section "Directors' Report" to this report.

Future Outlook

During the "15th Five-Year Plan" period, in response to the growing health needs of the people, the healthcare industry is shifting from a "focus on treatment" to a "focus on health" approach. Based on a comprehensive analysis of policies, customers, and the market dynamics, the healthcare sector presents more opportunities than challenges, and is a sunrise industry with long-term growth potential. In terms of strategic focus, China Resources Medical will take a customer-centric approach to drive the transformation and the upgrade of traditional integrated medical services, foster the development of intelligent healthcare services, expand into derivative health products businesses, and accelerate the transition from "medical care" to "healthcare".

In terms of general healthcare services, the Company will actively enhance its functions and role within the regional healthcare system, deepen refined cost management, and establish operational advantages for state-owned medical institutions. Firstly, it will enhance value by clearly defining the layout of medical specialties. In response to long-term changes in population structure and disease patterns, the Company will focus on strengthening capabilities in both emergency

本集團在中國內地經營的附屬公司的員工必須參加由當地市政府運營的中央養老金計劃（連同強積金計劃，統稱「**界定供款計劃**」）。這些附屬公司須將其工資成本的一定比例支付給中央養老金計劃。供款根據中央養老金計劃的規定在應付時自損益表扣除。本集團向界定供款計劃作出的僱主供款在向該計劃供款時全數及即時歸屬於僱員。因此，(i)截至2025年12月31日止兩個年度各年，概無於界定供款計劃項下沒收任何供款；及(ii)於2025年12月31日，概無已沒收供款致使本集團得以減少其對界定供款計劃的現有供款水準。

其他資料

有關燕化IOT協議爭議的最新進展，請查閱本報告「董事會報告」之「燕化IOT協議爭議」一節。

未來展望

「十五五」時期，為不斷滿足人民日益增長的健康需求，醫療行業正在從「以治病為中心」向「以健康為中心」轉變。綜合政策、客戶、市場趨勢變化，醫療健康行業的機會大於挑戰，是具備長期增長潛力的朝陽產業。賽道選擇上，華潤醫療將以客戶為中心，推動傳統綜合醫療服務轉型升級，培育發展智慧健康服務業務，佈局衍生健康產品業務，加快實現從「醫療」到「健康」的轉型。

在綜合醫療業務方面，本公司將積極提升在區域醫療衛生體系中的功能和作用，深化成本精細化管理，形成國企辦醫運營優勢。一是價值提升，明確學科佈局。結合人口、疾病譜長期變化，重點做強做實「急」和「慢」能力，服務區域危急重症、慢性病診療需求。二是拓展合作，協助學科發展，持續加強與高水平醫院、優秀醫學院校合作，建立資源

and acute care as well as chronic disease management, thereby meeting regional needs for the treatment of critical illnesses and chronic conditions. Secondly, the Company will broaden collaborations to support academic developments. The Company will continue to strengthen cooperation with high-level hospitals and leading medical universities, establishing mechanisms such as resource-sharing system and collaborative networks to accelerate the improvements of medical disciplines. It will actively adopt innovative technologies and prioritize investment in cutting-edge fields such as brain-computer interfaces, promoting the transformation and implementation of research outcomes. Thirdly, the Company will strengthen refined management, leverage the advantages of state-owned healthcare operations, and implement a closed-loop management system.

In terms of intelligent health services, the Company will provide a full-spectrum of “hospital-enterprise-home” service model. We will optimise in-hospital services at the “Runxin Health Management Service Centre”, promote the expansion of “Runxin Health Huts” into corporate healthcare services, and continuously explore home-based services such as family doctors and home nursing. The Company will focus on expanding services to local clients, cross-regional state-owned enterprises, serving China Resources Group employees, and reaching high-end insurance clients, and will develop an intelligent service platform driven by “information technology + AI”, integrating multi-channel payment methods, building full-cycle intelligent health service capabilities, and forming a differentiated competitive advantage.

In terms of derivative health products, in order to focus on meeting the needs of the patients within its own hospitals for products in relation to diagnosis, treatment, and health management, the Company will concentrate on purchasing prescription drugs, specialised medical nutrition products, and health consumer goods, and will establish a health mall in order to promote the synergy of “services + products” to achieve efficient conversion of patient traffic and extend service scenarios.

Through data sharing, traffic conversion, and closed-loop processes, the three major business portfolios will ultimately be able to satisfy customers’ needs on diverse, high-quality, and conveniently accessible health-related products and/or services to underpin the continuous improvement of both economic and social benefits jointly during the “15th Five-Year Plan” period.

協作、合作網絡機制，加快驅動學科能力提升。積極引入創新技術，重點投入腦機接口等前沿領域科研與應用，推動技術成果轉化落地。三是強化精細化管理，發揮國企辦醫優勢，落實管理閉環。

智慧健康服務方面，本公司將提供「到院 — 到企 — 到家」全場景服務，優化院內「潤心健康管理服務中心」服務，推廣「潤心健康小屋」到企服務，持續開展家庭醫生、上門護理等到家服務。重點拓展屬地客戶、國央企跨地域客戶，服務好華潤集團員工，拓展保險高端客戶。建設「信息化+AI」驅動的智能化服務平台，對接多渠道支付方式，打造覆蓋全週期智慧健康服務能力，形成差異化競爭力。

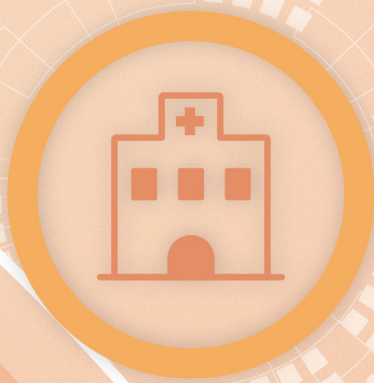
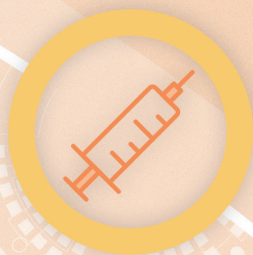
衍生健康產品方面，本公司將圍繞滿足自有醫院患者在診療和健康管理場景中對產品的需求，聚焦外購處方藥、特醫營養和健康消費品等產品，建設健康商城，推動「服務+產品」聯動，實現患者流量的高效轉化和場景延伸。

三大業務組合將通過數據共享、流量轉化、流程閉環，最終實現滿足客戶多元化、高品質、便捷性的健康產品及／或服務需求，共同支撐「十五五」期間經濟效益、社會效益的持續提升。



DIRECTORS' REPORT

董事會報告



DIRECTORS' REPORT

董事會報告

The Directors are pleased to present this report and the audited consolidated financial statements of the Group for the year ended December 31, 2025.

Principal Business

The Company is an investment holding company. The Group is mainly engaged in (i) provision of general healthcare services; (ii) provision of hospital management services, and sale of pharmaceuticals, medical devices and medical consumables and provision of other services to such hospitals in Chinese Mainland. Details of the principal activities of the Company's principal subsidiaries are set out in note 42 to the consolidated financial statements.

Business Review

A fair review of the business of the Group and a description of the principal risks and uncertainties being faced by the Group, as well as the business outlook of the Group (including key performance indicators of future development of the Group) are provided in the section headed "Management Discussion and Analysis" on pages 10 to 23 of this annual report.

A discussion and analysis of the Group's performance for the year ended December 31, 2025 and the material factors underlying its results and financial position are provided in the paragraph headed "Business Review" under the section headed "Management Discussion and Analysis" on pages 10 to 23 of this annual report.

Significant events affecting the Group that have occurred since the end of the Reporting Period and up to the date of this Directors' Report, if any, are set out in the paragraph headed "Subsequent Event(s)" on page 21 of this annual report.

Relevant discussion set out in this annual report as mentioned above forms part of this Directors' Report.

董事欣然提呈本報告以及本集團截至2025年12月31日止年度的經審核綜合財務報表。

主要業務

本公司為一間投資控股公司。本集團主要從事於中國內地(i)提供綜合醫療服務；(ii)提供醫院管理服務，和銷售藥品、醫療器械及醫用耗材，以及提供其他服務予相關醫院。本公司主要附屬公司的主要業務詳情載於綜合財務報表附註42。

業務回顧

對本集團公允業務回顧及本集團面臨的主要風險及不確定性說明，以及本集團業務前景（當中包括本集團日後發展的關鍵表現指標）於本年報第10至23頁「管理層討論與分析」一節內提供。

對本集團截至2025年12月31日止年度表現的討論與分析以及有關其業績及財務狀況的主要因素，載於本年報第10至23頁「管理層討論與分析」部分「業務回顧」一節。

自報告期結束後直至本董事會報告日期發生而影響本集團的重要事件（如有）的詳情，可查閱本年報第21頁「期後事項」一段。

上述本年報中所載的相關討論構成本董事會報告的一部分。

Environmental Policies and Performance

As a responsible corporate citizen, the Group recognizes the importance of good environmental stewardship. In this connection, the Group has strictly adopted and implemented policies and procedures to conduct environmental protection work on a standard which is not less stringent than the prevailing environmental laws and regulations of the PRC. We believe that we were in compliance with all relevant PRC laws and regulations regarding environmental protection in all material respects during the year ended December 31, 2025 and as at the date of this Directors' Report. No material environmental claims, lawsuits, penalties or administrative sanctions were reported to our management.

The Group has formulated the "Hazardous Substances Safety Management Plan" and the "Medical Waste Management System" for all hospitals according to the relevant requirements of the "Environmental Protection Law of the People's Republic of China". The above systems focus on the management of hazardous substances (containing hazardous chemicals and medical waste), including storage location, container labelling, protection, leakage handling and disposal in use. Hospitals conduct supervisions and inspections mainly on storage and labelling on hazardous chemicals and conclude the analysis results on a quarterly basis. As required by the "Energy Conservation Law of the People's Republic of China", "Environmental Protection Law of the People's Republic of China" and "Supervision and Management Measures on Energy Conservation and Ecological Environmental Protection of Central Enterprises", the Group formulated the "Energy Conservation, Emission Reduction and Environmental Protection Management System", which focuses on guiding and supervising hospitals to implement their main responsibilities, standardizing the management of energy conservation and eco-environmental protection, and promoting the green and high-quality development of hospitals. The Group monitors the outcome of such policies upon their implementation, so as to ensure the effective implementation of the above policies.

環境政策及表現

作為負責任的企業公民，本集團深明良好環境管理尤為重要。有見及此，本集團嚴格採納及實施政策及程序開展環境保護工作，且有關準則標準不比中國現有環境法例及法規寬鬆。我們認為，於截至2025年12月31日止年度及於本董事會報告日期，我們在各主要方面遵守有關環境保護的所有相關中國法律及法規。我們的管理層概無接獲涉及環境的重大索償、訴訟、罰則或行政處分的報告。

本集團按照《中華人民共和國環境保護法》相關要求，為所有醫院制定了《醫院有害物質安全管理計劃》、《醫療廢物管理制度》。上述制度側重於有害物質（含危化品及醫療廢物）的管理，包括存放位置、存放容器標識、使用中的防護、洩漏處理以及廢棄等內容。醫院主要對危化品的儲存、標識進行監督檢查，每季度總結分析。本集團按照《中華人民共和國節約能源法》《中華人民共和國環境保護法》《中央企業節約能源與生態環境保護監督管理辦法》要求，制定了《節能減排和環境保護管理制度》，該制度側重於指導和督促醫院落實主體責任，規範節約能源與生態環境保護管理工作，推動醫院綠色高質量發展。本集團在制度實施後監控制度實施的結果，保證上述政策得以有效執行。

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Meanwhile, the Group has formulated the "Utilities Safety Management Plan", "Safety and Protection Management Plan" and "Medical Technology Safety Management Plan", and passed the "Facility Safety Management Plan" to ensure the effective implementation of the above plans. The Group has formulated the "Radiation Safety Management Plan" and "Radiation Emergency Plan", which focuses on the management of radiation safety and specifies the requirements on all radiation equipment, protection and radiation-related waste treatment. Every year, qualified testing and rating agencies are engaged to monitor the radiation level of all radiological equipment and workplaces in the hospitals. Moreover, the hospitals carry out drills against contingencies and evaluate and conclude the responsiveness.

The Company's environmental, social and governance report will be published on the same day as this report, which contains details of the Group's environmental, social and governance measures.

Compliance with the Relevant Laws and Regulations

To the best of the Directors' knowledge, information and belief, as at the date of this Directors' Report, the Group has complied in material respects with the relevant laws and regulations that have a significant impact on the business and operation of the Group.

Relationship with Stakeholders

The Group is committed to operating in a sustainable manner while balancing the interests of our various stakeholders including our Substantial Shareholders, employees, patients, customers, suppliers, business partners and the community.

An account of the Group's relationship with its Substantial Shareholders is included in the "Interests and Short Positions of Substantial Shareholders and Other Persons in Shares and Underlying Shares" set out on pages 39 to 40 of this annual report.

同時，本集團還制定了《公用設施安全管理計劃》、《安全防護管理計劃》以及《醫療技術安全管理計劃》，並通過《設施安全管理計劃》，保證上述計劃的有效執行。制定了《放射安全管理計劃》和《輻射應急預案》。該制度側重於放射安全方面的管理，就所有放射設備、防護及與放射有關的廢棄物處理提出了明確的要求。每年醫院由具有資質的檢測和評價機構對醫院內所有放射儀器和工作場所的放射水準進行監測，並進行突發事件的演習，對回應情況進行評價和總結。

本公司之環境、社會及管治報告將與本報告同日刊發，當中載有本集團之環境、社會及管治措施詳情。

遵守相關法律法規

就董事深知、深悉及確信，於本董事會報告日期，本集團已在重大方面遵守對本集團業務及經營構成重大影響的相關法律法規。

與持份者的關係

本集團致力以可持續方式營運，同時持平兼顧主要股東、員工、患者、客戶、供貨商、業務伙伴及社區等各持份者的利益。

本集團與其主要股東的關係說明載於本年報第39至40頁「主要股東及其他人士於股份及相關股份之權益及淡倉」。

The Group considers its employees as the key to sustainable business growth. We are committed to providing all employees a safe and harassment-free working environment with equal opportunities in relation to employment, remuneration management, training and career development. This commitment is incorporated in our Corporate Responsibility Policy and Employment Policy. Workplace safety is a priority of the Group that, with due awareness of all employees throughout the year, the Group was able to maintain a high standard of health and safety measures in all company activities. We have in place a fair and effective performance appraisal system and incentive bonus schemes that are designed to motivate and reward employees at all levels, which helps to deliver their best performance and achieve business performance targets. For talent acquisition and continuous development, the Group offers training programs as well as leadership and talent development programs for talents with different academic backgrounds. The Group believes that direct and effective communication is essential for good partnership built-up between management and employees. The Group holds regular meetings and forums to brief employees on the Company's developments and obtain their feedbacks and suggestions.

As a patient-oriented healthcare services provider, we consider patients as one of the most important stakeholders. We are committed to serving our patients to the best of our ability and continually enhancing the level of service excellence. The Group has embraced new media platforms as an effective communication channel with our patients to collect feedbacks and help us identify areas for further improvement.

The Group is committed to upholding the highest ethical and professional standards when dealing with suppliers and contractors. To integrate CSR principles throughout our group purchasing organization business, the Group has implemented the Group Purchasing Policy and Principles, and a Supplier Code of Conduct to facilitate a common means whereby we can better communicate with our business partners regarding their compliance with local regulations governing labor, health and safety, and the environment. In order to have a better and close monitoring of supplier performance, our procurement department conduct supplier performance review annually targeting our major suppliers and contractors, and will communicate with the suppliers that have unsatisfactory rating for rectification or improvements.

本集團認為，員工是業務持續增長的關鍵。我們承諾為全體員工提供安全、無騷擾的工作環境，在就業、薪酬管理、培訓及事業發展方面提供平等機會。此承諾已納入我們的企業責任政策及僱傭政策。本集團重視工作環境安全，全體員工於整個年度內均妥為意識掌握安全事宜，本集團在其所有公司活動中採取高標準健康表現及安全措施。我們設立公平有效的績效評核制度及花紅獎勵計劃，鼓勵及嘉許各級員工發揮優秀表現及實現業務表現目標。在吸納人才及持續發展方面，本集團為不同學術背景的人才提供培訓計劃以及領導及才能發展計劃。本集團相信，直接有效的溝通對建立管理層與員工之間的良好合作關係至為重要，本集團定期舉行會議及討論會，向員工簡報本公司最新發展，並聽取員工意見及建議。

作為以病患為本的醫療服務供應商，我們視病患為最重要的持份者之一。我們盡心竭力服務患者，不斷提升卓越服務水平。本集團亦利用新媒體平台作為與患者的有效溝通渠道，以收集回饋意見及協助查找有待改進的範疇。

本集團與供貨商及承辦商進行交易時，恪守最嚴謹的道德及專業操守準則。為使集團採購組織業務貫徹企業社會責任原則，本集團已制訂本集團採購政策及原則以及供貨商行為守則，提供劃一標準，以便就其遵守當地勞工、健康及安全及環境規例的情況與業務伙伴更為順暢溝通。為更有效及密切監察供貨商的表現，我們的採購部門每年對主要供貨商及承辦商進行供貨商表現檢討，並與評分未如理想的供貨商溝通以作糾正或改進。

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Results and Final Dividends

The results of the Group for the year ended December 31, 2025 are set out in the consolidated statement of profit or loss and consolidated statement of comprehensive income on pages 119 to 120 of this annual report.

The Board proposes to pay a final dividend of RMB8.4 cents per Share for FY2025 ("**2025 Final Dividend**") (FY2024: final dividend RMB8.2 cents per Share). The proposed 2025 Final Dividend will be payable to Shareholders whose names appear on the register of members of the Company on Thursday, June 18, 2026, being the record date for determining Shareholders' entitlement to the 2025 Final Dividend. Based on the number of Shares in issue of the Company as of December 31, 2025, the total amount of dividend for 2025 is approximately RMB174 million, among which, RMB65 million was paid as interim dividend and RMB109 million is proposed to be paid as final dividend. Subject to the approval by Shareholders at the forthcoming annual general meeting of the Company, it is expected that the 2025 Final Dividend will be distributed on or before Wednesday, July 22, 2026. The proposed 2025 Final Dividend will be payable in cash to each Shareholder in HK\$ at the average benchmark exchange rate of RMB to HK\$ as published by the People's Bank of China during the five business days ending on the date of the annual general meeting (inclusive), unless an election is made to receive the same in RMB. Shareholders will be given the option to elect to receive all (but not part) of the 2025 Final Dividend in RMB. To make such election, Shareholders should complete the dividend currency election form, which is expected to be despatched to Shareholders in late June 2026 as soon as practicable after the record date of Thursday, June 18, 2026 to determine Shareholders' entitlement to the proposed 2025 Final Dividend, and return it to the Company's branch share registrar in Hong Kong, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not later than 4:30 p.m. on Monday, July 13, 2026. Shareholders who are minded to elect to receive all (but not part) of the 2025 Final Dividend in RMB by cheques should note that (i) they should ensure that they have an appropriate bank account to which the RMB cheques for dividend can be presented for payment; and (ii) there is no assurance that RMB cheques can be cleared without material handling charges or delay in Hong Kong or that RMB cheques will be honoured for payment upon presentation outside Hong Kong. The cheques are expected to be posted to the relevant Shareholders by ordinary post on Wednesday, July 22, 2026 at the Shareholders' own risk.

業績及末期股息

本集團截至2025年12月31日止年度的業績載於本年報第119至120頁的綜合損益報表及綜合全面收益報表。

董事會建議派發2025年財政年度的末期股息每股人民幣8.4分（「**2025年度末期股息**」）（2024年財政年度：末期股息每股人民幣8.2分）。建議之2025年度末期股息將派發予於2026年6月18日（星期四）（即釐定股東獲得2025年度末期股息資格的記錄日期）名列本公司股東名冊之股東。按截至2025年12月31日本公司已發行股份數目計算，2025年度股息共計約人民幣1.74億元，其中，中期已派息人民幣0.65億元，本次建議末期派息人民幣1.09億元。預期2025年度末期股息將於2026年7月22日（星期三）或之前派發，惟須待於本公司將予舉行之股東週年大會上獲股東批准。建議之2025年度末期股息將按照股東週年大會召開日前五個營業日（包括股東週年大會當日）中國人民銀行公佈的人民幣兌港幣平均基準匯率計算以港幣現金派發予各股東，除非股東選擇以人民幣現金收取2025年度末期股息。股東亦有權選擇以人民幣收取全部（惟非部分）2025年度末期股息。股東須填妥股息貨幣選擇表格（於釐定股東享有收取建議之2025年度末期股息權利的記錄日期2026年6月18日（星期四）後，預計於實際可行情況下盡快於2026年6月底寄發予股東）以作出有關選擇，並最遲須於2026年7月13日（星期一）下午四時三十分前送達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（地址為香港灣仔皇后大道東183號合和中心17M樓）。有意選擇以人民幣支票收取全部（惟非部分）2025年度末期股息的股東應注意，(i) 彼等應確保彼等持有適當的銀行賬戶，以使收取股息的人民幣支票可兌現；及(ii) 概不保證人民幣支票於香港結算並無重大手續費或不會有所延誤或人民幣支票能夠於香港境外兌現時過戶。該等支票預計於2026年7月22日（星期三）以普通郵遞方式寄發予相關股東，郵誤風險由股東自行承擔。

The Group is not aware of any arrangement under which a Shareholder has waived or agreed to waive any dividends.

Dividend Policy

According to the dividend policy of the Group, subject to compliance with applicable rules and regulations (including Cayman Islands laws) and the Articles of Association, the Company will pay dividend to the Shareholders when the Group recorded net profit during the period and payment of dividend would not affect its normal operation. The Company intends to share its profits with Shareholders in the form of annual dividend and the remaining net profits will be used for the Group's development and operations.

The Company's ability to pay dividends will depend upon, among other things, the general financial condition of the Group, the Group's current and future operations, liquidity position and capital requirement of the Group as well as dividends received from the Company's subsidiaries. The payment of the dividend by the Company is also subject to any restrictions under the Cayman Islands laws and the Articles of Association.

The dividend policy will continue to be reviewed from time to time and there can be no assurance that dividends will be paid in any particular amount for any given period.

Share Capital

Details of the movements in the share capital of the Group for the year ended December 31, 2025 are set out in note 33 to the consolidated financial statements in this annual report.

Reserves

Details of the movements in the reserves of the Group for the year ended December 31, 2025 are set out in the consolidated statement of changes in equity on pages 124 to 125 of this annual report.

本集團並無獲悉股東據之放棄或同意放棄任何股息的任何安排。

股息政策

本集團之股息政策，乃在本集團盈利且不影響本集團正常經營的情況下，遵守適用的規則與規定（包括開曼群島法律）與組織章程細則由本公司向股東宣派股息。本公司擬以年度股息形式與股東分享溢利，派息後的利潤餘額將用於本集團之發展與經營。

本公司派發股息的能力取決於（其中包括）本集團之一般財務狀況、現時與未來之經營、流動資金狀況、資本需求以及自本公司之附屬公司收取之股息。本公司派發股息亦同時受限於開曼群島法律與組織章程細則之任何限制所規限。

有關股息政策仍會不時檢討，不保證會在任何指定期間派付任何特定金額的股息。

股本

本集團截至2025年12月31日止年度的股本變動詳情載於本年報綜合財務報表附註33。

儲備

本集團截至2025年12月31日止年度的儲備變動詳情載於本年報第124至125頁的綜合權益變動報表。

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Distributable Reserves

Under the Companies Law (Revised) Chapter 22 of the Cayman Islands, the share premium of the Company is available for paying distributions or dividends to Shareholders subject to the provisions of the Articles of Association and provided that immediately following the distribution or dividend, the Company is able to pay its debts as they fall due in the ordinary course of business.

As at December 31, 2025, the Company's share premium amounted to RMB5,266,201,000 (as at December 31, 2024: RMB5,433,088,000), subject to a solvency test, is available for distribution to the Shareholders.

Property, Plant and Equipment

Details of the movements in the Group's property, plant and equipment during the year ended December 31, 2025 are set out in note 15 to the consolidated financial statements in this annual report.

Summary Financial Information

A summary of the results and of the assets, liabilities and non-controlling interests of the Group for the last five financial years, as extracted from the audited financial statements, is set out on page 252 of this annual report. This summary does not form part of the audited financial statements.

Borrowings

Details of the borrowings of the Group for the year ended December 31, 2025 are set out in note 30 to the consolidated financial statements in this annual report.

Equity-Linked Agreements

Save for the Share Award Scheme as set out in the paragraph headed "Share Award Scheme" in this Directors' Report, no equity-linked agreements were entered into by the Group, or existed during the year ended December 31, 2025.

可分派儲備

根據開曼群島法例第二十二章公司法（經修訂），在組織章程細則條文之規限下，如本公司在緊隨支付分派或股息後，有能力於日常業務過程中如期償還其債務，則本公司之股份溢價可用作向股東支付分派或股息。

於2025年12月31日本公司之股份溢價為人民幣5,266,201,000元（於2024年12月31日：人民幣5,433,088,000元），如通過償付能力測試則可被分派予股東。

物業、廠房及設備

截至2025年12月31日止年度本集團物業、廠房及設備的變動詳情載於本年報綜合財務報表附註15。

財務資料摘要

本集團於過去五個財政年度的業績以及資產、負債和非控股權益概要（摘錄自經審核財務報表）載於本年報第252頁。此摘要並不構成經審核財務報表的一部分。

借貸

本集團截至2025年12月31日止年度的借貸詳情載於本年報綜合財務報表附註30。

股票掛鉤協議

除本董事會報告內「股份獎勵計劃」一段所載的股份獎勵計劃外，本集團於截至2025年12月31日止年度並無訂立或存在任何股票掛鉤協議。

Major Customers and Suppliers

During the year ended December 31, 2025, sales to the Group's five largest customers in aggregate accounted for approximately 4.6% (2024: 5.1%) of the total sales for the year and sales to the largest customer accounted for approximately 2.0% (2024: 1.5%) of the total sales.

Purchases from the Group's five largest suppliers in aggregate accounted for approximately 11.5% (2024: 12.1%) of the total purchases for the year and purchases from the largest supplier accounted for approximately 2.5% (2024: 2.8%) of the total purchases.

To the best knowledge of the Directors, neither the Directors nor any of their close associates (as defined in the Listing Rules) or any Shareholder (which to the knowledge of the Directors own more than 5% of the Company's issued share capital), had any direct or indirect interest in the five largest customers or the five largest suppliers of the Group during the year ended December 31, 2025.

Permitted Indemnity Provision

The Articles of Association provides that every Director should be entitled to be indemnified out of the assets of the Company against all losses or liabilities incurred or sustained by him/her as a Director, in defending any proceedings, whether civil or criminal, in which judgment is given in his/her favor, or in which he is acquitted.

The Company maintains a directors' liability insurance policy against potential legal liabilities and related expenses that may be incurred by the Directors in the event of any litigation.

主要客戶及供貨商

截至2025年12月31日止年度，銷售予本集團五大客戶的銷售額合共佔本年度銷售總額的約4.6%（2024年：5.1%），以及銷售予最大客戶的銷售額佔銷售總額的約2.0%（2024年：1.5%）。

向本集團五大供貨商的採購額合共佔本年度採購總額的約11.5%（2024年：12.1%），以及向最大供貨商的採購額佔採購總額的約2.5%（2024年：2.8%）。

據董事所深知，截至2025年12月31日止年度，概無董事或彼等之任何緊密聯繫人（定義見上市規則）或就董事所知擁有本公司已發行股本5%以上的任何股東直接或間接擁有本集團的五大客戶或五大供貨商的權益。

許可彌償保證條文

組織章程細則規定，各董事應有權從本公司的資產中獲得彌償，以彌償其作為董事在獲判勝訴或獲判無罪的任何民事或刑事法律訴訟中進行抗辯而招致或蒙受的一切損失或責任。

本公司已就董事可能面對任何訴訟時產生的潛在法律責任和相關的費用購買董事責任保險。

DIRECTORS' REPORT

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Directors

The Directors during the year ended December 31, 2025 and up to the date of this Directors' Report are as follows:

Executive Directors

Mr. SONG Qing (*Chairman*) (*Retired on June 19, 2025*)

Mr. YU Hai (*Chairman*) (*Appointed as the Chairman on June 19, 2025 and resigned as the Chief Executive Officer on November 7, 2025*)

Mr. ZHANG Chuang (*Chief Executive Officer*) (*Appointed on November 7, 2025*)

Mr. WANG Yuexing (*Appointed on February 27, 2026*)

Mr. WU Xinchun (*Vice President*) (*Appointed on November 7, 2025*)

Mr. SHAN Baojie (*Vice President*) (*Resigned on August 26, 2025*)

Ms. YANG Min (*Chief Financial Officer*) (*Resigned on February 27, 2026*)

Non-executive Director

Ms. GE Lu (*Retired on March 11, 2026*)

Mr. FANG Xin (*Appointed on March 11, 2026*)

Independent Non-executive Directors

Mr. WU Ting Yuk, Anthony

Mr. KWONG Kwok Kong (*Retired on June 19, 2025*)

Mr. FU Tingmei

Mr. ZHOU Peng

Ms. LO Wing Sze (*Appointed on June 19, 2025*)

None of the Directors has any financial, business, family or other material/relevant relationships with one another.

Biographical Details of the Directors and Senior Management and Disclosure of Information of Directors Pursuant to Rule 13.51B(1) of the Listing Rules

The biographical details of the Directors and the senior management of the Company are set out under the section headed "Directors and Senior Management" on pages 103 to 110 of this annual report. Save as disclosed, there are no other changes to the Directors' information as required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

董事

截至2025年12月31日止年度內及直至本董事會報告日期，董事如下：

執行董事

宋清先生(董事長)(於2025年6月19日退任)

于海先生(董事長)(於2025年6月19日

獲委任為董事長及

於2025年11月7日辭任總裁)

張闖先生(總裁)

(於2025年11月7日獲委任)

王躍興先生(於2026年2月27日獲委任)

吳新春先生(副總裁)

(於2025年11月7日獲委任)

單寶杰先生(副總裁)

(於2025年8月26日辭任)

楊敏女士(首席財務官)

(於2026年2月27日辭任)

非執行董事

葛路女士(於2026年3月11日退任)

房昕先生(於2026年3月11日獲委任)

獨立非執行董事

胡定旭先生

鄭國光先生(於2025年6月19日退任)

傅廷美先生

周鵬先生

羅詠詩女士(於2025年6月19日獲委任)

概無董事彼此之間有任何財務、業務、家庭或其他重大／相關關係。

董事及高級管理人員履歷詳情及根據上市規則第13.51B(1)條披露董事資料

本公司董事及高級管理人員履歷詳情載於本年報第103至110頁的「董事及高級管理人員」一節。除披露者外，概無根據上市規則第13.51B(1)條須予以披露的其他董事資料變動。

Each of the service agreements/letters of appointment of the Directors can be terminated by either party giving to the other party not less than one month notice in writing.

Pursuant to the letters of appointment, each of Mr. WU Ting Yuk, Anthony, Mr. KWONG Kwok Kong, Mr. FU Tingmei, Mr. ZHOU Peng and Ms. LO Wing Sze is entitled to an annual director's fee of HK\$300,000. Mr. KWONG Kwok Kong has resigned as independent non-executive Director on June 19, 2025 and received the annual directors fee on a pro rata basis.

None of our Directors proposed for re-election at the forthcoming annual general meeting has entered into or intends to enter into a service contract with any member of our Group which is not terminable by the employer within one year without payment of compensation (other than the statutory compensation).

Remuneration of the Directors and Five Highest Paid Individuals

Details of the remuneration of the Directors and the five highest paid individuals in the Group are set out in notes 10 and 11 to the consolidated financial statements in this annual report.

The remuneration of the Directors and the senior management is subject to review by the Remuneration Committee and approval by the Board, such remuneration is determined by taking into account of the relevant individual's experience, responsibilities, workload and time commitment to the Group and the operating results of the Group and comparable market statistics.

每份董事之服務協定／委任書均可透過向另一方發出不少於一個月的書面事先通知予以終止。

根據委任書，胡定旭先生、鄺國光先生、傅廷美先生、周鵬先生及羅詠詩女士分別享有年度董事袍金港幣300,000元。鄺國光先生已於2025年6月19日辭任獨立非執行董事，並已按比例收取年度董事袍金。

概無擬於應屆股東週年大會上膺選連任的董事已與本集團任何成員公司訂立或打算訂立僱主若不支付賠償金（法定賠償除外）則不得於一年內終止的服務合同。

董事酬金及五位最高薪人士

董事及本集團五位最高薪人士的酬金的詳情載於本年報綜合財務報表附註10及附註11。

董事及高級管理層的薪酬須經薪酬委員會審閱，並須經董事會批准，有關薪酬乃經計及有關個人的經驗、責任、工作量、為本集團投入的時間、本集團的經營業績及可資比較的市場統計數據後釐定。

DIRECTORS' REPORT

董事會報告

Independence of the Independent Non-Executive Directors

Each independent non-executive Director should inform our Company as soon as possible if there is any change of circumstances which may affect his/her independence pursuant to Rule 3.13 of the Listing Rules. No such notification was received by the Company during the Reporting Period.

The Company has received annual independence confirmation from all independent non-executive Directors and confirms that all independent non-executive Directors are independent and the conditions pursuant to Rule 3.13 of the Listing Rules have been fulfilled.

Director's Interests in Competing Businesses

Mr. YU Hai is a director and the chairman of the board of CR Healthcare (the controlling shareholder of the Company); Mr. ZHANG Chuang is a director and the general manager of CR Healthcare; Mr. WANG Yuexing is a director of CR Healthcare; Mr. WU Xinchun is the deputy general manager of CR Healthcare; and Mr. FANG Xin is an external director of CR Healthcare. During the Reporting Period, Ms. YANG Min was a director and the chief financial officer of CR Healthcare; and Ms. GE Lu was an external director of CR Healthcare. CR Healthcare specializes in health industry investment and operation management, is one of the key health service industry platform of China Resources Group. CR Healthcare is committed to the long-term development of China's medical and healthcare services, actively participates in China's medical system reform, and proactively explores and involves in the investment, operation and management of hospitals and healthcare industries in the PRC. In addition to being the single largest shareholder of the Company, CR Healthcare also operates and manages a number of medical institutions in certain provinces of China.

Saved as disclosed in this annual report, as of December 31, 2025, none of the Directors or their respective close associates had engaged in or had any interest in any business which competes or may compete with the business of the Group.

獨立非執行董事的獨立性

各獨立非執行董事如遇上任何可能影響其根據上市規則第3.13條獨立性的情況變動，應盡快通知本公司。於報告期內本公司並未收到此類通知。

本公司已收到每名獨立非執行董事就其獨立性而作出的年度確認函，確認全體獨立非執行董事均屬獨立人士並符合上市規則第3.13條之相關規定。

董事於競爭業務中之權益

于海先生為本公司控股股東華潤健康之董事及董事長；張闖先生為華潤健康的董事及總經理；王躍興先生為華潤健康之董事；吳新春先生為華潤健康的副總經理；房昕先生為華潤健康之外部董事。於報告期內，楊敏女士為華潤健康之董事及財務總監；及葛路女士為華潤健康之外部董事。華潤健康專業從事健康產業的投資和運營管理，是華潤集團其中一個重點打造的健康服務產業平台。華潤健康致力於我國醫療衛生事業及健康事業的長遠發展，積極參與我國醫療體制改革，在醫院及健康產業的投資、運營管理方面做出了積極的探索與實踐。除作為本公司之第一大股東外，華潤健康亦於中國多個省份運營、管理多家醫療機構。

除本年報所述者外，截至2025年12月31日，概無董事或彼等各自之聯繫人從事任何與本集團業務構成競爭或可能構成競爭的業務，或於其中擁有任何權益。

Directors' and Chief Executives' Interests and Short Positions in Shares, Underlying Shares and Debentures of the Company or its Associated Corporations

As of December 31, 2025, the interests/short positions of the Directors and the chief executives of the Company in the Shares, underlying Shares and debentures of the Company or any of its associated corporations (within the meaning of Part XV of the SFO) which were required (a) to be notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO (including interests or short positions which they are deemed or taken to have under such provisions of the SFO); or (b) to be entered into the register kept by the Company pursuant to Section 352 of the SFO; or (c) to be notified to the Company and the Stock Exchange pursuant to the Model Code as set out in Appendix C3 to the Listing Rules were as follows:

董事及最高行政人員於本公司或其相聯法團股份、相關股份及債權證之權益及淡倉

於2025年12月31日，本公司董事及最高行政人員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）之股份、相關股份及債權證中擁有(a)根據證券及期貨條例第XV部第7及第8分部須知會本公司及聯交所（包括彼等根據證券及期貨條例之該等條文被視為或被當作擁有的權益或淡倉）；或(b)須列入由本公司按證券及期貨條例第352條存置之登記冊內；或(c)根據上市規則附錄C3所載的標準守則須知會本公司及聯交所之任何權益／淡倉如下：

Interests in Shares of the Company

於本公司股份的權益

Name of Directors 董事姓名	Capacity/ Nature of interest 身份／權益性質	Long position/ short position 好倉／淡倉	Number of ordinary shares 普通股股份數目	Approximate percentage of shareholding 持股概約百分比 %
WU Xinchun 吳新春	Beneficial owner 實益擁有人	Long position 好倉	140,230	0.01
GE Lu (Retired on March 11, 2026) 葛路 (於2026年3月11日退任)	Beneficial owner 實益擁有人	Long position 好倉	66,000	0.01

Interests in Shares of China Resources Beer (Holdings) Company Limited ("CR Beer"), an Associated Corporation of the Company:

於本公司相聯法團 — 華潤啤酒(控股)有限公司(「華潤啤酒」)股份的權益：

Name of Director 董事姓名	Capacity/ Nature of interest 身份／權益性質	Long position/ short position 好倉／淡倉	Number of ordinary shares 普通股股份數目	Approximate percentage of shareholding 持股概約百分比 %
GE Lu (Retired on March 11, 2026) 葛路 (於2026年3月11日退任)	Beneficial owner 實益擁有人	Long position 好倉	2,000	0.00

DIRECTORS' REPORT

董事會報告

Interests in Shares of China Resources Building Materials Technology Holdings Limited ("CR BMT"), an Associated Corporation of the Company:

於本公司相聯法團 — 華潤建材科技控股有限公司（「華潤建材科技」）股份的權益：

Name of Director 董事姓名	Capacity/ Nature of interest 身份／權益性質	Long position/ short position 好倉／淡倉	Number of ordinary shares 普通股股份數目	Approximate percentage of shareholding 持股概約百分比 %
ZHANG Chuang 張闖	Beneficial owner 實益擁有人	Long position 好倉	100,000	0.00
	Interest of spouse 配偶權益	Long position 好倉	110,000	

Save as disclosed above, as of December 31, 2025, none of the Directors or chief executives of the Company had any interests or short positions in the Shares, underlying shares and debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) which (a) were required to be 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 they were deemed or taken to have under such provisions of the SFO); or (b) were required, pursuant to section 352 of the SFO, to be entered in the register referred to therein; or (c) were required to be notified to the Company and the Stock Exchange pursuant to the Model Code.

除上述披露者外，於2025年12月31日，概無本公司董事或最高行政人員於本公司或其相聯法團（定義見證券及期貨條例第XV部）之股份、相關股份及債券中擁有(a)根據證券及期貨條例第XV部第7及第8分部須知會本公司及聯交所（包括彼等根據證券及期貨條例之該等條文被視為或被當作擁有的權益及淡倉）；或(b)根據證券及期貨條例第352條須列入該條所述之登記冊內；或(c)根據標準守則須知會本公司及聯交所之任何權益或淡倉。

Share Award Scheme

The Company had adopted the Share Award Scheme as a means to recognise the contribution of and provide incentives for the key management personnel including Directors and senior management, employed experts and core employees of the Group. The Share Award Scheme was valid and effective for a period of 10 years commencing from July 7, 2014 (the "Adoption Date") on which the Board adopted the Share Award Scheme and is administrated by the Board and the trustee of the Share Award Scheme. The Share Award Scheme was expired on July 6, 2024. There has been no change to the number and status of award shares under the Share Award Scheme since the expiration date of the Share Award Scheme. For details of the Share Award Scheme, please refer to the section headed "Share Award Scheme" in the Company's annual report for the year ended December 31, 2024.

股份獎勵計劃

本公司曾採納股份獎勵計劃作為嘉許本集團主要管理人員（包括董事及高級管理層）、僱用專家及核心僱員所作出的貢獻及為彼等提供獎勵的方式。股份獎勵計劃自2014年7月7日（「採納日期」），即董事會採納股份獎勵計劃之日期起計10年期間有效及生效，並由董事會及股份獎勵計劃的受託人管理。股份獎勵計劃已於2024年7月6日到期。股份獎勵計劃項下的獎勵股份數目及其狀態自股份獎勵計劃到期之日起未有變動。有關股份獎勵計劃的進一步詳情，請參閱本公司截至2024年12月31日止年度的年報內「股份獎勵計劃」一節。

Interests and Short Positions of Substantial Shareholders and Other Persons in Shares and Underlying Shares

As of December 31, 2025, the following persons (other than the Directors and chief executives of the Company) had or were deemed or taken to have an interest and/or short position in the Shares or the underlying Shares which would fall to be disclosed under the provisions of Divisions 2 and 3 of Part XV of the SFO and entered into the register required to be kept by the Company under section 336 of the SFO, or who was, directly or indirectly, interested in 5% or more of the issued share capital of the Company.

主要股東及其他人士於股份及相關股份之權益及淡倉

於2025年12月31日，以下人士（不包括本公司董事及最高行政人員）於股份或相關股份中擁有或被視為或被當作擁有根據證券及期貨條例第XV部第2及3分部之條文須予披露，及記錄於本公司根據證券及期貨條例第336條規定存置之登記冊內之權益及／或淡倉，或直接或間接擁有本公司已發行股本中5%或以上的權益。

Name of Shareholder 股東名稱	Capacity/Nature of interest 身份／權益性質	Number of Shares held 持有股份數目	Approximate percentage of shareholding 持股概約百分比 %
China Resources Company Limited 中國華潤有限公司	Interest in controlled corporations 受控制法團權益	474,319,516(L) ⁽¹⁾	36.58
FIL Limited	Interest in controlled corporations 受控制法團權益	104,985,000(L) ⁽²⁾	8.10
Pandanus Associates Inc.	Interest in controlled corporations 受控制法團權益	104,985,000(L) ⁽²⁾	8.10
Pandanus Partners L.P.	Interest in controlled corporations 受控制法團權益	104,985,000(L) ⁽²⁾	8.10

L: Long position

L: 好倉

Notes:

附註：

- (1) 463,681,516 of these shares are directly held by China Resources Healthcare Group Limited. China Resources Healthcare Group Limited is wholly owned by China Resources (Holdings) Company Limited. China Resources (Holdings) Company Limited is wholly owned by CRC Bluesky Limited. CRC Bluesky Limited is wholly owned by China Resources Inc., which is wholly owned by China Resources Company Limited; and (2) 10,638,000 of these shares are directly held by Commotra Company Limited which is wholly owned by China Resources (Holdings) Company Limited.

- (1) 其中該等463,681,516股股份由華潤健康集團有限公司直接持有。華潤健康集團有限公司由華潤（集團）有限公司全資擁有。華潤（集團）有限公司由CRC Bluesky Limited全資擁有。CRC Bluesky Limited由華潤股份有限公司全資擁有。華潤股份有限公司由中國華潤有限公司全資擁有；及(2) 其中該等10,638,000股股份由合貿有限公司直接持有，而合貿有限公司由華潤（集團）有限公司全資擁有。

DIRECTORS' REPORT

董事會報告

2. Pandanus Associates Inc. is the general partner of Pandanus Partners L.P., which in turn owns as to 48.83% of shares in FIL Limited. FIL Limited was deemed to be interested in 104,985,000 shares of the Company through a series of subsidiaries. Accordingly, Pandanus Associates Inc., Pandanus Partners L.P. and FIL Limited were deemed to be interested in these shares pursuant to Part XV of the SFO.
3. The percentage figures disclosed under "Approximate percentage of shareholding" were calculated based on 1,296,676,516 Shares, being the number of total issued shares of the Company as of December 31, 2025.

Save as disclosed above, as of December 31, 2025, the Directors were not aware of any person (other than the Directors or chief executives of the Company) who had an interest or a short position in the shares or underlying shares of the Company as recorded in the register required to be kept by the Company pursuant to Section 336 of the SFO.

Directors' Right to Acquire Securities

Save as the details as set out in the sections headed "Directors' and Chief Executives' Interests and Short Positions in Shares, Underlying Shares and Debentures of the Company or its Associated Corporations" in this Directors' Report, at no time during the year ended December 31, 2025 has any right to acquire benefits by means of the acquisition of shares in or debentures of the Company or any other body corporate been granted to Directors or their respective spouse or children under the age of 18, and none of any such right has been exercised by them; and none of the Company and any of its subsidiaries has been a party to any arrangement to enable the Directors, or their respective spouse or children under the age of 18, to acquire such rights in any other body corporate.

2. Pandanus Associates Inc. 是 Pandanus Partners L.P. 的普通合夥人，而 Pandanus Partners L.P. 持有 FIL Limited 48.83% 的股份。而 FIL Limited 透過一系列附屬公司被視為擁有本公司 104,985,000 股股份的權益。因此，根據證券及期貨條例第 XV 部，Pandanus Associates Inc.、Pandanus Partners L.P. 以及 FIL Limited 被視為於該等股份中擁有權益。

3. 「持股概約百分比」下披露的百分比數字乃根據 1,296,676,516 股股份（即本公司截至 2025 年 12 月 31 日的已發行股份總數）計算得出。

除上述披露者外，於 2025 年 12 月 31 日，董事並無知悉任何人士（不包括本公司董事或最高行政人員）於本公司股份或相關股份中擁有記載於本公司根據證券及期貨條例第 336 條須存置之登記冊內的權益或淡倉。

董事收購證券的權利

除本董事會報告「董事及最高行政人員於本公司或其相聯法團股份、相關股份及債權證之權益及淡倉」所載之詳情外，於截至 2025 年 12 月 31 日止年度內任何時間概無授予董事或彼等各自之配偶或未滿 18 歲之子女可藉收購本公司或任何其他法團之股份或債券而獲益之權利；而彼等亦無行使任何有關權利；且本公司及其任何附屬公司亦無訂立任何安排令董事或彼等各自之配偶或未滿 18 歲之子女可收購任何其他法團之有關權利。

Connected Transactions

Lease Agreements

Reference is made to the announcement of the Company dated May 29, 2024 in relation to the entering into of the 2024 Lease Agreements by the 2024 CRM Lessees as lessees and CR Land Hongjing Fengtai Branch as lessor in relation to the lease of certain properties located in Fengtai District, Beijing as the Group's office.

On May 29, 2025, the 2025 CRM Lessees as lessees and CR Land Hongjing Fengtai Branch as lessor entered into a series of lease agreements in relation to the lease of the Properties located in Fengtai District, Beijing as the Group's office.

The rent payable under the 2025 Lease Agreements will be recognized as right-of-use assets in the aggregate amount of approximately RMB6.84 million in the consolidated statement of financial position of the Group. The aforementioned value was only an estimation based on the preliminary assessment of the information in relation to the Properties available to the management of the Company. It has not been audited or reviewed by the Company's auditor, and is subject to adjustments.

As at the date of the 2025 Lease Agreements, CRH indirectly holds 59.55% equity interests in CR Land. CR Land Hongjing Fengtai Branch, being a branch company of a subsidiary of CR Land, is therefore a connected person of the Company. According to Chapter 14A of the Listing Rules, the 2025 Lease Agreements and the transactions contemplated thereunder constitute connected transactions of the Company.

Please refer to the announcement of the Company dated May 29, 2025 for further details of the aforesaid transactions.

關連交易

辦公室租賃

茲提述本公司日期為2024年5月29日之公告，內容有關2024華潤醫療承租方作為承租方與華潤置地弘景豐台分公司作為出租方簽訂2024租賃協議以租用位於北京市豐台區之若干物業作為本集團之辦公室。

於2025年5月29日，2025華潤醫療承租方作為承租方與華潤置地弘景豐台分公司作為出租方簽訂了一系列的租賃協議，按此租用位於北京市豐台區之該等物業作為本集團之辦公室。

根據2025租賃協議應支付之租金將於本集團之綜合財務狀況報表上被確認為金額約人民幣684萬元之使用權資產。上述價值僅為本公司管理層依據與該等物業有關之可得資料所作之初步評估所得的估計值，且未經本公司核數師審核或審閱，並可能會作出調整。

於2025租賃協議日期，華潤集團公司間接持有華潤置地59.55%股權，因此，華潤置地弘景豐台分公司作為華潤置地附屬公司之分公司為本公司的關連人士。根據上市規則第14A章，2025租賃協議及其項下擬進行之交易構成本公司之關連交易。

上述交易之詳情請見本公司日期為2025年5月29日的公告。

Continuing Connected Transactions

2022 CR Bank Strategic Cooperation Agreement; 2022 CR Trust Strategic Cooperation Agreement; 2026-2028 CR Bank Strategic Cooperation Agreement; 2026-2028 CR Trust Strategic Cooperation Agreement

2022 CR Bank Strategic Cooperation Agreement and 2022 CR Trust Strategic Cooperation Agreement

The Company and CR Bank entered into the 2022 CR Bank Strategic Cooperation Agreement on November 18, 2022, for a fixed term of three years commencing from January 1, 2023 to December 31, 2025, whereby the annual caps are also renewed thereupon. The Group and the Sponsored Hospitals may place deposits with CR Bank and use other financial services and products of CR Bank, including but not limited to, credit services, settlement services, agency services, cash management services, financial advisory services, and other financial services and products as agreed by the parties. The 2022 CR Bank Strategic Cooperation Agreement and the proposed annual caps thereunder were approved at the extraordinary general meeting on December 29, 2022.

The Company and CR Trust entered into the 2022 CR Trust Strategic Cooperation Agreement on November 18, 2022, for a fixed term of three years commencing from January 1, 2023 to December 31, 2025, whereby the annual caps are also renewed thereupon. The Group and the Sponsored Hospitals may use the services and products provided by CR Trust, including but not limited to, cash management, asset management, factoring services for receivables, advisory and consultation services, bond underwriting services, funds including securities and currency funds, and other trust services. The 2022 CR Trust Strategic Cooperation Agreement and the proposed annual caps thereunder were approved at the extraordinary general meeting on December 29, 2022.

持續關連交易

2022 華潤銀行戰略合作協議； 2022 華潤信託戰略合作協議； 2026-2028 華潤銀行戰略合作協議； 2026-2028 華潤信託戰略合作協議

2022 華潤銀行戰略合作協議及 2022 華潤信託戰略合作協議

本公司於2022年11月18日與華潤銀行訂立2022華潤銀行戰略合作協議，自2023年1月1日起至2025年12月31日止為期三年，據此年度上限亦隨之重續。本集團及下屬舉辦權醫院可向華潤銀行存款及使用華潤銀行的其他金融服務及產品，包括但不限於授信服務、結算服務、代理服務、現金管理服務、財務顧問服務以及訂約方協定的其他金融服務及產品。2022華潤銀行戰略合作協議及其建議的年度上限已於2022年12月29日舉行的股東特別大會上獲批准。

本公司於2022年11月18日與華潤信託訂立2022華潤信託戰略合作協議，自2023年1月1日起至2025年12月31日止為期三年，據此年度上限亦隨之重續。本集團及下屬舉辦權醫院可使用華潤信託提供的服務及產品，包括但不限於現金管理、資產管理、應收賬款保理服務、諮詢顧問服務、債券承銷服務、證券及貨幣等基金以及其他信託服務。2022華潤信託戰略合作協議及其建議的年度上限已於2022年12月29日舉行的股東特別大會上獲批准。

The annual caps under 2022 CR Bank Strategic Cooperation Agreement and 2022 CR Trust Strategic Cooperation Agreement for the three financial years ended December 31, 2025 were set out as follows:

按照2022華潤銀行戰略合作協議及2022華潤信託戰略合作協議項下截至2025年12月31日之三個財政年度之年度上限詳列如下：

		As of December 31, 2023 截至2023年 12月31日 (RMB million) (人民幣百萬元)	As of December 31, 2024 截至2024年 12月31日 (RMB million) (人民幣百萬元)	As of December 31, 2025 截至2025年 12月31日 (RMB million) (人民幣百萬元)
Maximum daily deposit amount placed with CR Bank (inclusive of interest receivable) ^(Note)	存放於華潤銀行的每日最高存款金額 (包括應收利息) ^(註)	500	600	700
Maximum daily principal amount and interest in relation to financial products to be provided by CR Bank and CR Trust ^(Note)	有關華潤銀行及華潤信託將予以提供的金融產品的每日最高本金金額及利息 ^(註)	500	600	700
Maximum service fees and commissions for other financial products and services to be provided by CR Bank and CR Trust	華潤銀行及華潤信託將予以提供的其他金融產品及服務的最高服務費及佣金	10	12	14

Note: The above maximum daily deposit amount or daily principal amount and interest is applicable for each day during the relevant period, and is calculated on an individual basis remaining as of the end of each day, without aggregating the amount incurred on the days before.

註：上述每日最高存款金額或每日本金金額及利息適用於相關期間的每一日，並按每日結束時的餘額逐一計算，且不與前一日產生的金額合併計算。

In 2025, the actual highest amount of the Group's daily deposit balance (inclusive of interest receivable) and daily principal amount and interest in relation to financial products provided by CR Bank amounted to RMB5 million and nil, respectively. In 2025, the service fees and commissions for other financial products and services provided by CR Bank were nil.

於2025年，本集團每日存款結餘（包括應收利息）及有關華潤銀行提供的金融產品的每日本金金額及利息實際最高金額分別為人民幣500萬元及零元。於2025年，有關華潤銀行提供的其他金融產品及服務的服務費及佣金為零。

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In 2025, the Group did not have any balance of financial products provided by CR Trust. In 2025, the service fees and commissions for other financial products and services provided by CR Trust were nil.

As at the date of such agreements, CRC is the controlling shareholder of the Company, and CR Bank and CR Trust are subsidiaries of CRH, therefore both of them are connected persons of the Company. According to Chapter 14A of the Listing Rules, the 2022 CR Bank Strategic Cooperation Agreement, 2022 CR Trust Strategic Cooperation Agreement and the respective transactions contemplated thereunder constitute continuing connected transactions of the Company.

Please refer to the announcement of the Company dated November 18, 2022 and the circular of the Company dated December 12, 2022 for further details of the aforesaid transactions.

2026-2028 CR Bank Strategic Cooperation Agreement and 2026-2028 CR Trust Strategic Cooperation Agreement

As the 2022 CR Bank Strategic Cooperation Agreement expired on December 31, 2025, the Company and CR Bank entered into the 2026-2028 CR Bank Strategic Cooperation Agreement on December 5, 2025 for a fixed term of three years commencing from January 1, 2026 to December 31, 2028, whereby the annual caps are also renewed thereupon. The Group may place deposits with CR Bank Group and use other financial services and products of CR Bank Group, including but not limited to, credit services, settlement services, deposit-type services, agency services, cash management services, financial advisory services, and other financial services and products as agreed by the parties.

As the 2022 CR Trust Strategic Cooperation Agreement expired on December 31, 2025, the Company and CR Trust entered into the 2026-2028 CR Trust Strategic Cooperation Agreement on December 5, 2025 for a fixed term of three years commencing from January 1, 2026 to December 31, 2028, whereby the annual caps are also renewed thereupon. The Group may use the services and products provided by CR Trust Group, including but not limited to, establishment of asset service trusts and asset management trusts, investment cooperation on equity and other equity instruments etc., provision of financial advisory services, supply chain finance platform services, and consultation and recommendation of cash management products.

於2025年，本集團並無任何由華潤信託提供的金融產品的結餘。於2025年，有關華潤信託提供的其他金融產品及服務的服務費及佣金為零。

於有關協議日期，中國華潤為本公司之控股股東，而華潤銀行和華潤信託俱為華潤集團公司之附屬公司，故亦俱為本公司之關連人士。根據上市規則第14A章，2022華潤銀行戰略合作協議、2022華潤信託戰略合作協議及項下各自擬進行的交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2022年11月18日之公告及2022年12月12日之通函。

2026-2028華潤銀行戰略合作協議及2026-2028華潤信託戰略合作協議

因2022華潤銀行戰略合作協議於2025年12月31日到期，本公司於2025年12月5日與華潤銀行訂立2026-2028華潤銀行戰略合作協議，自2026年1月1日起至2028年12月31日止為期三年，據此年度上限亦隨之重續。本集團可向華潤銀行集團存款及使用華潤銀行集團的其他金融服務及產品，包括但不限於授信服務、結算服務、存款類業務、代理服務、現金管理服務、財務顧問服務以及訂約方協定的其他金融服務及產品。

因2022華潤信託戰略合作協議於2025年12月31日到期，本公司於2025年12月5日與華潤信託訂立2026-2028華潤信託戰略合作協議，自2026年1月1日起至2028年12月31日止為期三年，據此年度上限亦隨之重續。本集團可使用華潤信託集團提供的服務及產品，包括但不限於設立資產服務信託、資產管理信託、股權及其他權益工具等投資合作、提供財務顧問服務、供應鏈金融平台服務、現金管理類產品諮詢推薦等。

The annual caps under 2026-2028 CR Bank Strategic Cooperation Agreement and 2026-2028 CR Trust Strategic Cooperation Agreement for the three financial years ending December 31, 2028 were set out as follows:

按照2026–2028華潤銀行戰略合作協議及2026–2028華潤信託戰略合作協議項下截至2028年12月31日之三個財政年度之年度上限詳列如下：

Annual caps 年度上限		Financial year ending December 31, 截至12月31日止財政年度		
		2026	2027	2028
		2026年	2027年	2028年
		(RMB million) (人民幣百萬元)	(RMB million) (人民幣百萬元)	(RMB million) (人民幣百萬元)
Maximum daily deposit amount placed with CR Bank Group (inclusive of interest receivable) ^(Note)	存放於華潤銀行集團的每日最高存款金額(包括應收利息) ^(註)	150.0	150.0	150.0
Maximum daily principal amount and interest in relation to financial products to be provided by CR Bank Group and CR Trust Group ^(Note)	華潤銀行集團及華潤信託集團將予提供的金融產品的每日最高本金金額及利息 ^(註)	150.0	150.0	150.0
Maximum service fees and commissions for other financial products and services to be provided by CR Bank Group and CR Trust Group	華潤銀行集團及華潤信託集團將予提供的其他金融產品及服務的最高服務費及佣金	10.0	10.0	10.0

Note: The above maximum daily deposit amount or daily principal amount and interest is applicable for each day during the relevant period, and is calculated on an individual basis remaining as of the end of each day, without aggregating the amount incurred on the days before.

註：上述每日最高存款金額或每日最高本金金額及利息適用於相關期間的每一日，並按每日結束時的餘額逐一計算，且不與前一日產生的金額合併計算。

As at the date of such agreements, CRC is the controlling shareholder of the Company, and CR Bank and CR Trust are subsidiaries of CRH, therefore both of them are connected persons of the Company. According to Chapter 14A of the Listing Rules, the 2026-2028 CR Bank Strategic Cooperation Agreement, 2026-2028 CR Trust Strategic Cooperation Agreement and the respective transactions contemplated thereunder constitute continuing connected transactions of the Company.

於有關協議日期，中國華潤為本公司之控股股東，而華潤銀行和華潤信託俱為華潤集團公司之附屬公司，故華潤銀行和華潤信託俱為本公司之關連人士。根據上市規則第14A章，2026-2028華潤銀行戰略合作協議、2026-2028華潤信託戰略合作協議及項下各自擬進行的交易構成本公司的持續關連交易。

For further details, please refer to the announcement of the Company dated December 5, 2025.

有關詳情，請見本公司日期為2025年12月5日的公告。

DIRECTORS' REPORT

董事會報告

Framework Agreements in relation to the Sales of Medical Supplies

CR Healthcare Sales of Medical Supplies Framework Agreement and Aerospace Medical Sales of Medical Supplies Framework Agreement

On February 8, 2024, the Company entered into the CR Healthcare Sales of Medical Supplies Framework Agreement with CR Healthcare and the Aerospace Medical Sales of Medical Supplies Framework Agreement with Aerospace Medical, both for a term commencing from January 1, 2024 to December 31, 2025, pursuant to which the Group shall supply pharmaceuticals, medical consumables and medical devices to the member hospitals of CR Healthcare (excluding the hospitals of the Group) and the member hospitals of Aerospace Medical, respectively. The annual caps for the CR Healthcare Sales of Medical Supplies Framework Agreement are RMB45 million for 2024 and RMB75 million for 2025, respectively, while the annual caps for the Aerospace Medical Sales of Medical Supplies Framework Agreement are RMB85 million for 2024 and RMB100 million for 2025, respectively. The Board also announced to ratify the transactions (the “**2023 Medical Supplies Sales**”) conducted by the Group during the year ended December 31, 2023 for the sale of medical supplies to the member hospitals of Aerospace Medical in order to meet their emerging needs with an aggregated transaction amount of approximately RMB23.64 million.

During the year ended December 31, 2025, the transaction amount of the Group under the CR Healthcare Sales of Medical Supplies Framework Agreement was RMB21 million; and the transaction amount of the Group under the Aerospace Medical Sales of Medical Supplies Framework Agreement was RMB27 million.

As at the date of such agreements, CR Healthcare indirectly holds approximately 35.76% equity interest in the Company, and CRC, the controlling shareholder of the Company, indirectly holds the entire equity interests in CR Healthcare and 51% equity interests in Aerospace Medical. As such, CR Healthcare and Aerospace Medical are connected persons of the Company. According to Chapter 14A of the Listing Rules, the CR Healthcare Sales of Medical Supplies Framework Agreement, Aerospace Medical Sales of Medical Supplies Framework Agreement and the transactions contemplated thereunder and the 2023 Medical Supplies Sales constitute continuing connected transactions of the Company.

醫療物資銷售框架協議

華潤健康醫療物資銷售框架協議及航天醫療物資銷售框架協議

於2024年2月8日，本公司與華潤健康簽訂華潤健康醫療物資銷售框架協議，並與航天醫療簽訂航天醫療醫療物資銷售框架協議，協議期限均自2024年1月1日至2025年12月31日。據此，本集團分別向華潤健康下屬醫院（不含本集團下屬醫院）及航天醫療下屬醫院出售藥品、醫療耗材和醫療器械。華潤健康醫療物資銷售框架協議項下2024年及2025年之年度上限分別為人民幣4,500萬元及人民幣7,500萬元，而航天醫療醫療物資銷售框架協議項下2024年及2025年之年度上限分別為人民幣8,500萬元及人民幣1億元。董事會同時宣佈追認於截至2023年12月31日止年度由本集團因應航天醫療下屬醫院之新發需求向彼出售醫療物資的交易（「**2023年度醫療物資銷售**」），總金額為人民幣約2,364萬元。

截至2025年12月31日止年度，本集團根據華潤健康醫療物資銷售框架協議產生的交易金額為人民幣2,100萬元；根據航天醫療醫療物資銷售框架協議產生的交易金額為人民幣2,700萬元。

於有關協議日期，華潤健康間接持有本公司約35.76%股權，而本公司控股股東中國華潤間接全資擁有華潤健康並持有航天醫療51%股權，因此，華潤健康及航天醫療均為本公司之關連人士，故根據上市規則第14A章，華潤健康醫療物資銷售框架協議、航天醫療醫療物資銷售框架協議及其各自項下交易及2023年度醫療物資銷售構成本公司的持續關連交易。

Please refer to the announcement of the Company dated February 8, 2024 for further details of the aforesaid transactions.

2026-2028 CR Healthcare Sales of Medical Supplies Framework Agreement

As the CR Healthcare Sales of Medical Supplies Framework Agreement expired on December 31, 2025, the Company and CR Healthcare entered into the 2026-2028 CR Healthcare Sales of Medical Supplies Framework Agreement on December 5, 2025, pursuant to which the Group shall supply various pharmaceuticals and medical products, equipment, medical consumables, medical devices and non-medical supply to the CR Healthcare Group (excluding the Group) and Target Entities I, for a term from January 1, 2026 to December 31, 2028. The proposed annual cap under the 2026-2028 CR Healthcare Sales of Medical Supplies Framework Agreement for each of the three financial years ending December 31, 2028 is RMB75 million.

As at the date of such agreements, CR Healthcare indirectly holds approximately 36.58% equity interests in the Company, and CRC, the controlling shareholder of the Company, indirectly holds the entire equity interests in CR Healthcare. According to Chapter 14A of the Listing Rules, CR Healthcare is a connected person of the Company. Accordingly, the 2026-2028 CR Healthcare Sales of Medical Supplies Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company.

Please refer to the announcement of the Company dated December 5, 2025 for further details of the aforesaid transactions.

上述交易之詳情請見本公司日期為2024年2月8日的公告。

2026-2028 華潤健康醫療物資銷售框架協議

因華潤健康醫療物資銷售框架協議於2025年12月31日到期，本公司與華潤健康於2025年12月5日簽訂了2026-2028華潤健康醫療物資銷售框架協議，據此本集團將向華潤健康集團（不包括本集團）及目標機構I出售各類醫藥及醫療產品、器械、耗材、設備以及非醫用供應品，協議期限自2026年1月1日起至2028年12月31日止。2026-2028華潤健康醫療物資銷售框架協議項下截至2028年12月31日止三個財政年度的每年建議年度上限為人民幣75百萬元。

於有關協議日期，華潤健康間接持有本公司約36.58%股權，而本公司控股股東中國華潤間接全資擁有華潤健康。根據上市規則第14A章，華潤健康為本公司之關連人士。因此，2026-2028華潤健康醫療物資銷售框架協議及其項下擬進行的交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2025年12月5日的公告。

Framework Agreement in relation to Procurement of Consultation Services

On February 8, 2024, the Company entered into the Aerospace Medical Procurement of Consultation Services Framework Agreement with Aerospace Medical for a term commencing from January 1, 2024 to December 31, 2025. According to the Aerospace Medical Procurement of Consultation Services Framework Agreement, Aerospace Medical provides medical equipment consulting services and other services to the Group, including organizing large-scale equipment research and formulating centralized procurement equipment purchase plans; organizing and implementing the formulation of personalized demand plans for equipment; providing clinical support for centralized equipment procurement; and organizing publicity and implementation of hospital equipment centralized procurement system, etc. The annual caps for the Aerospace Medical Procurement of Consultation Services Framework Agreement are RMB8.5 million for 2024 and RMB10 million for 2025, respectively.

During the year ended December 31, 2025, the transaction amount of the Group under the aforementioned agreement was RMB3 million.

As at the date of the agreement, CRC, the controlling shareholder of the Company, holds 51% equity interests in Aerospace Medical. As such, Aerospace Medical is a connected person of the Company, as such, according to Chapter 14A of the Listing Rules, the Aerospace Medical Procurement of Consultation Services Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company.

Please refer to the announcement of the Company dated February 8, 2024 for details of the aforesaid transactions.

諮詢服務採購框架協議

於2024年2月8日，本公司與航天醫療簽訂航天醫療諮詢服務採購框架協議，協議期限自2024年1月1日至2025年12月31日。根據航天醫療諮詢服務採購框架協議，航天醫療向本集團提供醫療設備諮詢服務和其他服務，包括組織大型設備調研，制定集採設備購置計劃；組織實施制定設備個性化需求方案；為設備集採工作提供臨床支持；及組織對醫院設備集採制度宣貫等。航天醫療諮詢服務採購框架協議項下2024年及2025年之年度上限分別為人民幣850萬元及人民幣1,000萬元。

截至2025年12月31日止年度，本集團根據上述協議產生的交易金額為人民幣300萬元。

於有關協議日期，本公司控股股東中國華潤持有航天醫療51%股權，因此，航天醫療為本公司之關連人士，故根據上市規則第14A章，航天醫療諮詢服務採購框架協議及其項下交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2024年2月8日的公告。

Framework Agreement in relation to the Provision of Supply Chain Management Services to Connected Party

Supply Chain Management Services Framework Agreement

On February 8, 2024, the Company and CR Healthcare entered into the Supply Chain Management Services Framework Agreement, pursuant to which the Group shall provide supply chain management services to the hospitals of CR Healthcare (excluding the hospitals of the Group), including provision to the hospitals of CR Healthcare (excluding the hospitals of the Group) with integrated and jointly established supply chain management services of medical supplies which include establishing regional supply chain management platforms of medical supplies in specific regions and streamlining supply chain management mechanism and procedures of medical supplies, based on the operational management, business and other conditions of the hospitals of CR Healthcare (excluding the hospitals of the Group), in order to assist CR Healthcare in improving the efficiency and reducing the costs of supply management of medical supplies. The corresponding term is from January 1, 2024 to December 31, 2025. The annual caps for the years ended December 31, 2024 and December 31, 2025 under the Supply Chain Management Services Framework Agreement are RMB65 million and RMB100 million, respectively.

During the year ended December 31, 2025, the transaction amount of the Group under the aforementioned agreement was nil.

As at the date of the agreement, CR Healthcare indirectly holds approximately 35.76% equity interests in the Company and is indirectly wholly-owned by CRC, the controlling shareholder of the Company. As such, CR Healthcare is a connected person of the Company. Accordingly, the Supply Chain Management Services Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Please refer to the announcement of the Company dated February 8, 2024 for details of the aforesaid transactions.

向關連方提供供應鏈管理服務框架協議

供應鏈管理服務框架協議

於2024年2月8日，本公司與華潤健康簽訂供應鏈管理服務框架協議，據此本集團將根據華潤健康下屬醫院（不含本集團下屬醫院）的經營管理和業務等狀況向華潤健康下屬醫院（不含本集團下屬醫院）提供供應鏈管理服務，包括向華潤健康下屬醫院（不含本集團下屬醫院）提供醫療物資供應鏈管理一體化合作共建服務，當中包括建設約定區域的醫療物資供應鏈管理平台、優化醫療物資供應鏈管理機制與流程等服務，以協助華潤健康提高供應管理效率及降低醫療物資供應管理成本。該協議期限自2024年1月1日起至2025年12月31日止。供應鏈管理服務框架協議項下載至2024年12月31日止年度及截至2025年12月31日止年度之年度上限分別為人民幣6,500萬元及人民幣1億元。

截至2025年12月31日止年度，本集團根據上述協議產生的交易金額為零。

於有關協議日期，華潤健康間接持有本公司約35.76%股權，其由本公司控股股東中國華潤間接全資擁有，因此，華潤健康為本公司的關連人士，故根據上市規則第14A章，供應鏈管理服務框架協議及其項下擬進行之交易構成本公司之持續關連交易。

上述交易之詳情請見本公司日期為2024年2月8日的公告。

DIRECTORS' REPORT

董事會報告

2026-2028 Supply Chain Management Services Framework Agreement

As the Supply Chain Management Services Framework Agreement expired on December 31, 2025, the Company and CR Healthcare entered into the 2026-2028 Supply Chain Management Services Framework Agreement on December 5, 2025, pursuant to which the Group shall provide integrated and jointly established supply chain management services of medical supplies to the CR Healthcare Group (excluding the Group) and Target Entities I, for a term from January 1, 2026 to December 31, 2028. The proposed annual cap under the 2026-2028 Supply Chain Management Services Framework Agreement for each of the three financial years ending December 31, 2028 is RMB100 million.

As at the date of such agreements, CR Healthcare indirectly holds approximately 36.58% equity interests in the Company, and CRC, the controlling shareholder of the Company, indirectly holds the entire equity interests in CR Healthcare. According to Chapter 14A of the Listing Rules, CR Healthcare is a connected person of the Company. Accordingly, the 2026-2028 Supply Chain Management Services Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company.

Please refer to the announcement of the Company dated December 5, 2025 for further details of the aforesaid transactions.

2026-2028 供應鏈管理服務框架協議

因供應鏈管理服務框架協議於2025年12月31日到期，本公司與華潤健康於2025年12月5日簽訂了2026-2028供應鏈管理服務框架協議，據此本集團將向華潤健康集團（不包括本集團）及目標機構I提供醫療物資供應鏈管理一體化合作共建服務，協議期限自2026年1月1日起至2028年12月31日止。2026-2028供應鏈管理服務框架協議項下截至2028年12月31日止三個財政年度的每年建議年度上限為人民幣1億元。

於有關協議日期，華潤健康間接持有本公司約36.58%股權，而本公司控股股東中國華潤間接全資擁有華潤健康。根據上市規則第14A章，華潤健康為本公司之關連人士。因此，2026-2028供應鏈管理服務框架協議及其項下擬進行的交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2025年12月5日的公告。

Framework Agreement in relation to the Acquisition of Logistics Services Provided by Connected Party

On February 8, 2024, WRYK (a wholly-owned subsidiary of the Company) and CR Pharmaceutical Commercial entered into the Logistics Services Framework Agreement, pursuant to which CR Pharmaceutical Commercial together with its subsidiaries shall provide WRYK with warehousing and distribution services for medical supplies based on the operational management, business and other conditions of WRYK. Such services include provision to WRYK of the medical supplies storage, transportation, distribution services, etc. within specific geographical areas, in order to assist WRYK in improving the efficiency and reducing the costs of supply of medical supplies. The corresponding term is from January 1, 2024 to December 31, 2026. The annual caps for the years ended/ending December 31, 2024, December 31, 2025 and December 31, 2026 under the Logistics Services Framework Agreement are RMB5 million, RMB8 million and RMB12 million, respectively.

During the year ended December 31, 2025, the transaction amount of the Group under the afore mentioned agreement was RMB2 million.

As at the date of such agreement, CR Pharmaceutical Commercial is a subsidiary owned as to approximately 80.13% by CR Pharmaceutical, and CR Pharmaceutical is indirectly owned as to approximately 53.05% by CRC, the controlling shareholder of the Company. As such, CR Pharmaceutical Commercial is a connected person of the Company. Accordingly, the Logistics Services Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Please refer to the announcement of the Company dated February 8, 2024 for further details of the aforesaid transactions.

使用由關連方提供的物流服務框架協議

於2024年2月8日，萬榮億康（本公司之全資附屬公司）與華潤醫藥商業簽訂物流服務框架協議，據此華潤醫藥商業連同其附屬公司將根據萬榮億康的經營管理和業務等狀況，向萬榮億康提供醫療物資倉儲及配送等服務，當中包括為萬榮億康提供約定區域醫療物資的貯存、運輸、配送等服務，以協助萬榮億康提高醫療物資供應效率、降低醫療物資供應成本。該協議期限自2024年1月1日起至2026年12月31日止。物流服務框架協議項下截至2024年12月31日止年度、截至2025年12月31日止年度及截至2026年12月31日止年度之年度上限分別為人民幣500萬元、人民幣800萬元及人民幣1,200萬元。

截至2025年12月31日止年度，本集團根據上述協議產生的交易金額為人民幣200萬元。

於有關協議日期，華潤醫藥商業為由華潤醫藥持股約80.13%之附屬公司，而華潤醫藥由本公司控股股東中國華潤間接持有約53.05%股權，因此，華潤醫藥商業為本公司的關連人士，故根據上市規則第14A章，物流服務框架協議及其項下擬進行之交易構成本公司之持續關連交易。

上述交易之詳情請見本公司日期為2024年2月8日的公告。

DIRECTORS' REPORT

董事會報告

Property Management Services Framework Agreement and 2026-2027 Property Management Services Framework Agreement

Property Management Services Framework Agreement

On March 25, 2024, the Company and CR Mixc entered into the Property Management Services Framework Agreement, pursuant to which the CR Mixc together with its subsidiaries (the "CR Mixc Group") shall provide various property management services, including cleaning, security, fire safety control, etc., to the Group for a term of two years effective from January 1, 2024. The annual caps thereunder are RMB41 million and RMB48 million for the year ended December 31, 2024 and December 31, 2025, respectively, whereby the amounts incurred under the New Wugang Property Services Agreement, the Bengang Property Services Agreement, the Xukuang Hospital Property Services Agreement, the Tiemei General Hospital Property Services Agreement, the Shenmei General Hospital Property Services Agreement and the Fukuang General Hospital Property Services Agreement are also covered by such annual caps.

During the year ended December 31, 2025, the transaction amount of the Group under the afore mentioned agreement was RMB39 million.

As at the date of such agreement, CRC (the controlling shareholder of the Company) indirectly holds approximately 73.72% equity interests in CR Mixc. As such, CR Mixc is a connected person of the Company. Accordingly, the Property Management Services Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Please refer to the announcement of the Company dated March 25, 2024 for details of the aforesaid transactions.

物業管理服務框架協議及2026–2027物業管理服務框架協議

物業管理服務框架協議

於2024年3月25日，本公司與華潤萬象生活簽訂了物業管理服務框架協議，華潤萬象生活連同其附屬公司（「華潤萬象生活集團」）據此將向本集團提供保潔、保安、消防安全監控等物業管理服務，服務期限為兩年並自2024年1月1日起生效，其項下截至2024年12月31日及2025年12月31日止年度的年度上限分別為人民幣4,100萬元及人民幣4,800萬元，該等年度上限已涵蓋新武鋼物業服務協議、本鋼物業服務協議、徐礦醫院物業服務協議、鐵煤總醫院物業服務協議、沈煤總醫院物業服務協議及撫礦總醫院物業服務協議。

截至2025年12月31日止年度，本集團根據上述協議產生的交易金額為人民幣3,900萬元。

於有關協議日期，中國華潤（本公司之控股股東）間接持有華潤萬象生活約73.72%股權。因此，華潤萬象生活為本公司之關連人士，故根據上市規則第14A章，物業管理服務框架協議及其項下的交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2024年3月25日的公告。

2026-2027 Property Management Services Framework Agreement

As the Property Management Services Framework Agreement expired on December 31, 2025, the Company and Runying Property entered into the 2026-2027 Property Management Services Framework Agreement on December 29, 2025, pursuant to which Runying Property Group shall provide property management services for medical institution properties and other commercial/non-commercial properties to the Group, including cleaning service, security service, fire safety control, etc., for a term from January 1, 2026 to December 31, 2027. The proposed annual cap under the 2026-2027 Property Management Services Framework Agreement for each of the two financial years ending December 31, 2027 is RMB48 million.

As at the date of such agreement, CRC (the controlling shareholder of the Company) indirectly holds approximately 71.55% equity interests in CR Mixc. As such, Runying Property, as a wholly-owned subsidiary of CR Mixc, is a connected person of the Company. Accordingly, the 2026-2027 Property Management Services Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Please refer to the announcement of the Company dated December 29, 2025 for details of the aforesaid transactions.

2026-2027 物業管理服務框架協議

因物業管理服務框架協議於2025年12月31日到期，本公司與潤楹物業於2025年12月29日簽訂了2026-2027物業管理服務框架協議，據此潤楹物業集團將向本集團提供若干醫療機構物業及其他商業／非商業物業的物業管理服務，服務內容包括保潔服務、保安服務、消防安全監控等，協議期限自2026年1月1日起至2027年12月31日止。2026-2027物業管理管理服務框架協議項下截至2027年12月31日止兩個財政年度的每年建議年度上限為人民幣48百萬元。

於有關協議日期，中國華潤（本公司之控股股東）間接持有華潤萬象生活約71.55%股權。因此，潤楹物業作為華潤萬象生活之全資附屬公司為本公司之關連人士，故根據上市規則第14A章，2026-2027物業管理服務框架協議及其項下的交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2025年12月29日的公告。

DIRECTORS' REPORT

董事會報告

Supply Chain Cooperation Framework Agreement; the Supplemental Cooperation Framework Agreement; Cooperation Framework Agreement 2026/2028

Supply Chain Cooperation Framework Agreement and the Supplemental Cooperation Framework Agreement

On December 29, 2022, the Company and CR Pharmaceutical entered into the Supply Chain Cooperation Framework Agreement, pursuant to which the Group shall provide CR Pharmaceutical Group with supply chain management services of medical supplies in relation to establishment of regional platforms and streamlining of supply chain management procedures in order to improve the efficiency of supply chain management of medical supplies of CR Pharmaceutical Group and reduce the corresponding costs. The Group shall receive management service fees from CR Pharmaceutical Group for the abovementioned services.

On April 26, 2024, CR Pharmaceutical and the Company entered into the Supplemental Cooperation Framework Agreement, pursuant to which the Parties agreed to revise the annual cap for the transactions under the Supply Chain Cooperation Framework Agreement for the year ending December 31, 2024, to extend the term of the Supply Chain Cooperation Framework Agreement to December 31, 2025 and to agree on the proposed annual cap for the transactions under the Supply Chain Cooperation Framework Agreement for the year ending December 31, 2025. Save for the Annual Caps and the duration of the agreement, the other terms and conditions of the Supply Chain Cooperation Framework Agreement remain in full force and effect. The Supplemental Cooperation Framework Agreement and the proposed Annual Caps thereunder were approved at the extraordinary general meeting on June 5, 2024. The Annual Caps under the Supplemental Cooperation Framework Agreement for the years ended December 31, 2024 and December 31, 2025 are RMB150 million and RMB200 million, respectively.

For the year ended December 31, 2025, the amount of management service fee income under the Supply Chain Cooperation Framework Agreement receivable by the Group was RMB79 million.

供應鏈合作框架協議；補充合作框架協議；2026/2028 合作框架協議

供應鏈合作框架協議及補充合作框架協議

於2022年12月29日，本公司及華潤醫藥簽訂了供應鏈合作框架協議，據此本集團將向華潤醫藥集團提供醫療物資供應鏈管理服務，包括建設約定區域的管理平台、優化供應鏈管理機制與流程，以協助華潤醫藥集團提高醫療物資供應鏈管理效率、降低醫療物資供應鏈管理成本。而本集團亦將就上述服務向華潤醫藥集團收取管理服務費。

於2024年4月26日，華潤醫藥與本公司訂立補充合作框架協議，據此，訂約方同意修訂截至2024年12月31日止年度供應鏈合作框架協議項下交易的年度上限，將供應鏈合作框架協議的有效期限延長至2025年12月31日，並協定截至2025年12月31日止年度供應鏈合作框架協議項下交易的建議年度上限。除年度上限及協議有效期外，供應鏈合作框架協議的其他條款及條件仍具有十足效力及效用。補充合作框架協議及其建議的年度上限已於2024年6月5日舉行的股東特別大會上獲批准。補充合作框架協議項下截至2024年12月31日止年度及截至2025年12月31日止年度之年度上限分別為人民幣1.5億元及人民幣2億元。

截至2025年12月31日止年度，本集團根據供應鏈合作框架協議產生的管理服務費收入金額為人民幣7,900萬元。

As at the date of such agreements, CRH beneficially holds 53.05% equity interests in CR Pharmaceutical and 36.58% equity interests in the Company, respectively, it is therefore the controlling shareholder of both CR Pharmaceutical and the Company, and CR Pharmaceutical and the Company are connected persons of each other. Accordingly, the Supply Chain Cooperation Framework Agreement, the Supplemental Cooperation Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Please refer to the announcements of the Company dated December 29, 2022 and April 26, 2024 and the circular of the Company dated May 22, 2024 for details of the aforesaid transactions.

Cooperation Framework Agreement 2026/2028

As the Existing Cooperation Framework Agreement expired on December 31, 2025, the Company and CR Pharmaceutical entered into the Cooperation Framework Agreement 2026/2028 on December 16, 2025, pursuant to which the Group shall provide CR Pharmaceutical Group with Supply Chain Management Services of medical supplies, for a term from January 1, 2026 to December 31, 2028. The proposed annual cap under the Cooperation Framework Agreement 2026/2028 for each of the three financial years ending December 31, 2028 is RMB170 million.

As at the date of such agreement, CRH beneficially holds 53.40% equity interests in CR Pharmaceutical and 36.58% equity interests in the Company, respectively, it is therefore the controlling shareholder of both CR Pharmaceutical and the Company, and CR Pharmaceutical and the Company are connected persons of each other. Accordingly, the transactions contemplated under the Cooperation Framework Agreement 2026/2028 constitute continuing connected transactions under Chapter 14A of the Listing Rules.

Please refer to the announcement of the Company dated December 16, 2025 for details of the aforesaid transactions.

於有關協議日期，由於華潤集團公司分別實益持有華潤醫藥及本公司之53.05%股權及36.58%股權，故華潤集團公司為華潤醫藥及本公司之控股股東，亦因此華潤醫藥及本公司為彼此之關連人士。因此，根據上市規則第14A章，供應鏈合作框架協議、補充合作框架協議及其項下擬進行的交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2022年12月29日的公告、2024年4月26日的公告及本公司日期為2024年5月22日的通函。

2026/2028 合作框架協議

因現有合作框架協議於2025年12月31日到期，本公司與華潤醫藥於2025年12月16日簽訂了2026/2028合作框架協議，據此本集團將向華潤醫藥集團提供醫療物資供應鏈管理服務，協議期限自2026年1月1日起至2028年12月31日止。2026/2028合作框架協議項下截至2028年12月31日止三個財政年度的每年建議年度上限為人民幣1.7億元。

於有關協議日期，由於華潤集團公司分別實益持有華潤醫藥及本公司之53.40%股權及36.58%股權，故華潤集團公司為華潤醫藥及本公司之控股股東，亦因此華潤醫藥及本公司為彼此之關連人士，故根據上市規則第14A章，2026/2028合作框架協議項下擬進行之交易構成持續關連交易。

上述交易之詳情請見本公司日期為2025年12月16日的公告。

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CRH PMM Framework Agreement; the CRH PMM Supplemental Framework Agreement; 2026-2028 CRH PMM Framework Agreement

CRH PMM Framework Agreement and the CRH PMM Supplemental Framework Agreement

The Company and CRH entered into the pharmaceuticals, medical device and medical consumables supply framework agreement on November 18, 2022, for a fixed term of three years commencing from January 1, 2023 to December 31, 2025. Pursuant to the CRH PMM Framework Agreement, members of the CR Group may supply PMM Items to the Group and the Sponsored Hospitals from time to time. The CRH PMM Framework Agreement and the proposed annual caps thereunder were approved at the extraordinary general meeting on December 29, 2022.

On April 26, 2024, the Company and CRH entered into the CRH PMM Supplemental Framework Agreement in relation to revision of the annual caps for the years ending December 31, 2024 and December 31, 2025, respectively, under the CRH PMM Framework Agreement. The CRH PMM Supplemental Framework Agreement and the proposed annual caps thereunder were approved at the extraordinary general meeting on June 5, 2024. The revised annual caps under the CRH PMM Framework Agreement for the year ended December 31, 2023 and the years ending December 31, 2024 and December 31, 2025 are RMB900 million, RMB1,600 million and RMB2,200 million, respectively.

As at the date of such agreements, CRH is the controlling shareholder of the Company and is a connected person of the Company. Accordingly, the transactions contemplated under the CRH PMM Framework Agreement and the CRH PMM Supplemental Framework Agreement constitute continuing connected transactions under Chapter 14A of the Listing Rules.

華潤集團藥品、醫療器械及醫用耗材框架協議；華潤集團藥品、醫療器械及醫用耗材補充框架協議；2026-2028年華潤集團藥品、醫療器械及醫用耗材框架協議

華潤集團藥品、醫療器械及醫用耗材框架協議及華潤集團藥品、醫療器械及醫用耗材補充框架協議

本公司於2022年11月18日與華潤集團公司訂立華潤集團藥品、醫療器械及醫用耗材框架協議，自2023年1月1日起至2025年12月31日止為期三年。根據華潤集團藥品、醫療器械及醫用耗材框架協議，華潤集團成員公司可不時向本集團及下屬舉辦權醫院供應藥品、醫療器械及醫用耗材項目。華潤集團藥品、醫療器械及醫用耗材框架協議及其建議的年度上限已於2022年12月29日舉行的股東特別大會上獲批准。

於2024年4月26日，本公司與華潤集團公司簽訂了華潤集團藥品、醫療器械及醫用耗材補充框架協議，內容有關修訂華潤集團藥品、醫療器械及醫用耗材框架協議截至2024年12月31日及2025年12月31日止年度各自的年度上限。華潤集團藥品、醫療器械及醫用耗材框架協議及其建議的年度上限已於2024年6月5日舉行的股東特別大會上獲批准。華潤集團藥品、醫療器械及醫用耗材框架協議項下截至2023年12月31日止年度、截至2024年12月31日止年度及截至2025年12月31日止年度之經修訂年度上限分別為人民幣9.0億元、人民幣16.0億元及人民幣22.0億元。

於有關協議日期，華潤集團公司為本公司的控股股東及本公司的關連人士。因此，根據上市規則第14A章，華潤集團藥品、醫療器械及醫用耗材框架協議及華潤集團藥品、醫療器械及醫用耗材補充框架協議項下擬進行之交易構成持續關連交易。

During the year ended December 31, 2025, the amount of the purchase orders under the abovementioned agreement paid/payable by the Group was RMB1,255 million.

Please refer to the announcements of the Company dated November 18, 2022 and April 26, 2024 and the circulars of the Company dated December 13, 2022 and May 22, 2024 for further details of the aforesaid transactions.

2026-2028 CRH PMM Framework Agreement

As the aforesaid agreements expired on December 31, 2025, the Company and CRH entered into the 2026-2028 CRH PMM Framework Agreement on December 4, 2025, pursuant to which members of the CR Group may supply PMM Items to the Group from time to time, for a term from January 1, 2026 to December 31, 2028. The 2026-2028 CRH PMM Framework Agreement and the proposed annual caps thereunder were approved at the extraordinary general meeting on January 15, 2026. The proposed annual caps under the 2026-2028 CRH PMM Framework Agreement for the year ending December 31, 2026, December 31, 2027 and December 31, 2028 are RMB1,600 million, RMB1,650 million and RMB1,700 million, respectively.

As at the date of such agreement, CRH is a controlling shareholder of the Company and a connected person of the Company. Therefore, the 2026-2028 CRH PMM Framework Agreement constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Please refer to the announcement of the Company dated December 4, 2025 and the circular of the Company dated December 23, 2025 for further details of the aforesaid transactions.

截至2025年12月31日止年度內，本集團根據上述協議已付／應付採購訂單金額共計為人民幣12.55億元。

上述交易之詳情請見本公司日期為2022年11月18日及2024年4月26日的公告及本公司日期為2022年12月13日及2024年5月22日的通函。

2026-2028年華潤集團藥品、醫療器械及醫用耗材框架協議

因前述協議於2025年12月31日到期，本公司與華潤集團公司於2025年12月4日簽訂了2026-2028年華潤集團藥品、醫療器械及醫用耗材框架協議，據此華潤集團成員公司可不時向本集團供應藥品、醫療器械及醫用耗材，協議期限自2026年1月1日起至2028年12月31日止。2026-2028年華潤集團藥品、醫療器械及醫用耗材框架協議及其建議的年度上限已於2026年1月15日舉行的股東特別大會上獲批准。2026-2028年華潤集團藥品、醫療器械及醫用耗材框架協議項下截至2026年12月31日止年度、截至2027年12月31日止年度及截至2028年12月31日止年度之建議年度上限分別為人民幣16.0億元、人民幣16.5億元及人民幣17.0億元。

於有關協議日期，華潤集團公司為本公司的控股股東及本公司的關連人士。因此，根據上市規則第14A章，2026-2028年華潤集團藥品、醫療器械及醫用耗材框架協議項下擬進行之交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2025年12月4日的公告及本公司日期為2025年12月23日的通函。

DIRECTORS' REPORT

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IT Services Annual Agreement

On December 30, 2024, CR Hospital Investment (a wholly-owned subsidiary of the Company) and CR Digital Holdings entered into the 2025-2027 IT Services Annual Agreement, pursuant to which the CR Digital Holdings Group shall provide the relevant information technology services to the Group and its Sponsored Hospitals, for the term from January 1, 2025 to December 31, 2027. The corresponding proposed annual caps under the 2025-2027 IT Services Annual Agreement for the three financial years ended/ending December 31, 2025, 2026 and 2027 are RMB26 million, RMB30 million and RMB32 million respectively.

During the year ended December 31, 2025, the transaction amount of the Group under the aforementioned agreement was RMB26 million.

As at the date of such agreement, CRC is the holding company of CRH (the controlling shareholder of the Company) and indirectly holds the entire equity interests in CR Digital Holdings. Hence, CR Digital Holdings is a connected person of the Company. Accordingly, the 2025-2027 IT Services Annual Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Please refer to the announcement of the Company dated December 30, 2024 for further details of the aforesaid transactions.

信息化服務年度協議

於2024年12月30日，華潤醫院投資（本公司之全資附屬公司）與華潤數科簽訂了2025-2027年信息化服務年度協議，據此華潤數科集團將向本集團及其下屬舉辦權醫院提供相關的信息化服務，該協議期限自2025年1月1日起至2027年12月31日止。2025-2027年信息化服務年度協議項下截至2025年、2026年及2027年12月31日止三個財政年度相應的建議年度上限分別為人民幣2,600萬元、人民幣3,000萬元及人民幣3,200萬元。

截至2025年12月31日止年度，本集團根據上述協議產生的交易金額為人民幣2,600萬元。

於有關協議日期，中國華潤為華潤集團公司（本公司之控股股東）的控股公司，其間接持有華潤數科之全部權益，因此，華潤數科為本公司之關連人士。因此，根據上市規則第14A章，2025-2027年信息化服務年度協議及其項下擬進行之交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2024年12月30日的公告。

Business Travel Services Framework Agreement

On December 30, 2024, the Company entered into the Business Travel Services Framework Agreement with CR Digital, pursuant to which CR Digital Holdings Group has agreed to provide certain business travel services to the Group for a term commencing from January 1, 2025 to December 31, 2027. The corresponding proposed annual cap under the Business Travel Services Framework Agreement for each of the three financial years ending December 31, 2025, 2026 and 2027 is RMB20 million.

During the year ended December 31, 2025, the transaction amount of the Group under the aforementioned agreement was RMB6 million.

As at the date of such agreement, CRC is the holding company of CRH (the controlling shareholder of the Company) and indirectly holds the entire equity interests in CR Digital Holdings. CR Digital Holdings is the controlling shareholder of CR Digital and directly holds the entire equity interests in CR Digital. Hence, CR Digital is a connected person of the Company. Accordingly, the Business Travel Services Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions for the Company under Chapter 14A of the Listing Rules.

Please refer to the announcement of the Company dated December 30, 2024 for details of the aforesaid transactions.

商務旅遊服務框架協議

於2024年12月30日，本公司與華潤數字科技訂立商務旅遊服務框架協議，據此，華潤數科集團已同意向本集團提供若干項商務旅遊服務，期限由2025年1月1日起至2027年12月31日止。商務旅遊服務框架協議項下截至2025年、2026年及2027年12月31日止三個財政年度相應的建議年度上限為每年人民幣2,000萬元。

截至2025年12月31日止年度，本集團根據上述協議產生的交易金額為人民幣600萬元。

於有關協議日期，中國華潤為華潤集團公司（本公司之控股股東）的控股公司，其間接持有華潤數科之全部權益。華潤數科為華潤數字科技的控股股東，直接全資持有華潤數字科技。因此，華潤數字科技為本公司的關連人士。因此，根據上市規則第14A章，商務旅遊服務框架協議及其項下擬進行之交易構成本公司的持續關連交易。

上述交易之詳情請見本公司日期為2024年12月30日的公告。

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Sales of Medical Supplies Framework Agreement

On June 19, 2025, the Company entered into the Sales of Medical Supplies Framework Agreement with Chongqing Energy Healthcare, for a term commencing from June 19, 2025 to December 31, 2026, pursuant to which the Group shall sell pharmaceuticals, medical consumables, medical devices and other supplies to the Chongqing Energy Healthcare Group and Target Entities II. The annual caps for the Sales of Medical Supplies Framework Agreement are RMB20 million for the year ended December 31, 2025 and RMB30 million for the year ending December 31, 2026 respectively.

During the year ended December 31, 2025, the transaction amount of the Group under the aforementioned agreement was RMB1 million.

As at the date of such agreement, (i) Chongqing Energy Healthcare is indirectly held as to approximately 38.25% by CR Power; and (ii) CRC is the holding company of CRH (the controlling shareholder of the Company), which in turn indirectly holds approximately 61.73% shares in the share capital of CR Power. As such, Chongqing Energy Healthcare is a connected person of the Company. According to Chapter 14A of the Listing Rules, the Sales of Medical Supplies Framework Agreement and the transactions contemplated thereunder constitute continuing connected transactions of the Company.

Please refer to the announcement of the Company dated June 19, 2025 for further details of the aforesaid transactions.

醫療物資銷售框架協議

於2025年6月19日，本公司與重慶能投健康簽訂醫療物資銷售框架協議，協議期限自2025年6月19日起至2026年12月31日止。據此，本集團已同意向重慶能投健康集團及目標機構II出售藥品、醫用耗材和醫療器械等物資。醫療物資銷售框架協議項下截至2025年12月31日及截至2026年12月31日止之年度上限分別為人民幣2,000萬元及人民幣3,000萬元。

截至2025年12月31日止年度，本集團根據上述協議產生的交易金額為人民幣100萬元。

於有關協議日期，(i)重慶能投健康由華潤電力間接持有約38.25%的權益；及(ii)中國華潤為華潤集團公司（本公司之控股股東）的控股公司，其間接持有華潤電力股本約61.73%的權益。因此，重慶能投健康為本公司之關連人士。根據上市規則第14A章，醫療物資銷售框架協議及其項下擬進行之交易構成本公司的持續關連交易。

上述交易之進一步詳情請見本公司日期為2025年6月19日的公告。

Healthcare Management Services Framework Agreement

On December 4, 2025, the Company entered into the Healthcare Management Services Framework Agreement with CRH for a term commencing from December 1, 2025 to December 31, 2027, pursuant to which members of CRH Group shall procure healthcare management services from members of the Group. The annual caps for the Healthcare Management Services Framework Agreement for the period ended December 31, 2025, and the year ending December 31, 2026 and December 31, 2027 are RMB20 million, RMB100 million and RMB170 million respectively.

During the Reporting Period, the transaction amount of the Group under the aforementioned agreement was RMB5 million.

As at the date of such agreement, CRH is a controlling shareholder of the Company and a connected person of the Company. Therefore, the Healthcare Management Services Framework Agreement constitute continuing connected transactions of the Company under Chapter 14A of the Listing Rules.

Please refer to the announcements of the Company dated December 4, 2025 and December 17, 2025 respectively for further details of the aforesaid transactions.

健康管理服務框架協議

於2025年12月4日，本公司與華潤集團公司簽訂健康管理服務框架協議，協議期限自2025年12月1日至2027年12月31日。據此，華潤集團成員公司可向本集團成員公司採購健康管理服務。健康管理服務框架協議項下截至2025年12月31日止期間及截至2026年12月31日及2027年12月31日止年度之年度上限分別為人民幣20百萬元、人民幣100百萬元及人民幣170百萬元。

於報告期內，本集團根據上述協議產生的交易金額為人民幣500萬元。

於有關協議日期，華潤集團公司為本公司的控股股東及本公司的關連人士。因此，根據上市規則第14A章，健康管理服務框架協議構成本公司的持續關連交易。

上述交易之進一步詳情請見本公司日期分別為2025年12月4日及2025年12月17日的公告。

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Annual review of continuing connected transactions

The Company's auditor was engaged to report on the Group's continuing connected transactions in accordance with Hong Kong Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information" and with reference to Practice Note 740 "Auditor's Letter on Continuing Connected Transactions under the Hong Kong Listing Rules", issued by the Hong Kong Institute of Certified Public Accountants. The auditor has issued its unqualified letter containing the auditor's findings and conclusions in respect of the continuing connected transactions disclosed by the Group in accordance with Rule 14A.56 of the Listing Rules.

The independent non-executive Directors have reviewed the abovementioned continuing connected transactions and confirmed that for the year ended December 31, 2025:

- (i) these transactions were entered into in the ordinary and usual course of business of the Group;
- (ii) these transactions were entered into either on normal commercial terms, or on terms no less favourable to the Group than terms available to or from independent third parties; and
- (iii) these transactions were entered into according to the agreements governing them on terms that were fair and reasonable and in the interests of the Shareholders as a whole.

Save as disclosed in note 38 to the consolidated financial statements in this annual report, none of the related-party transactions or continuing related-party transactions set out in such note fall within the scope of discloseable connected transaction or continuing connected transaction under the Listing Rules. The Group has complied with the requirements under Chapter 14A of the Listing Rules.

持續關連交易的年度審閱

本公司的核數師接受委任，按照香港會計師公會頒布的《香港鑒證業務準則》第3000號（經修訂）「歷史財務信息審核或審閱以外的鑒證」，並參考《應用指引第740號》「關於香港《上市規則》所述持續關連交易的核數師函件」，就本集團的持續關連交易作出報告。核數師已按照上市規則第14A.56條出具無保留意見函件，列載核數師關於本年度報告中所披露的本集團持續關連交易的發現和結論。

獨立非執行董事已審閱上述持續關連交易並確認於截至2025年12月31日止年度：

- (i) 該等交易乃於本集團日常及一般業務過程中訂立；
- (ii) 該等交易已按正常商業條款或按本集團不遜於獨立第三方取得或給予的條款訂立；及
- (iii) 該等交易乃按符合監管其之協議條款訂立，且該等條款屬公平合理，並符合股東的整體利益。

除於本年報綜合財務報表附註38所披露者外，概無其他載列於該附註的任何關聯方交易或持續關聯方交易屬於上市規則項下須予披露的關連交易或持續關連交易。本集團已符合上市規則第十四A章的規定。

Yan Hua IOT Agreement Dispute

In respect of the litigation case between the Company and the Yanhua Parties (i.e. the Yan Hua Phoenix and Yan Hua Hospital) regarding the performance of the Yan Hua IOT Agreement in 2019, the Beijing Higher People's Court handed down the final judgment (2020 Jing Minzhong No.110) on November 22, 2021, which rejected the appeal filed by the Yanhua Parties in 2020 and upheld the original judgment in 2019, the major details of which are as follows: (1) the unilateral termination of Yan Hua IOT Agreement by Yan Hua Phoenix and Yan Hua Hospital is declared to be void and that the parties shall continue to perform their obligations under the Yan Hua IOT Agreement; (2) the amount of RMB14,400,000, being the damages for breach of the Yan Hua IOT Agreement, is to be paid by Yan Hua Phoenix to CR Hospital Management & Consulting; (3) other reliefs sought by CR Hospital Management & Consulting shall be dismissed; and (4) counterclaims of Yan Hua Phoenix and Yan Hua Hospital shall be dismissed. As the Yanhua Parties have been negligent in complying with the abovementioned final judgment, the Company then filed an application for enforcement with the Beijing Second Intermediate People's Court in January 2022, and then accordingly received the liquidated damages amounting to RMB14,400,000 and related overdue fine paid by Yan Hua Phoenix through the court enforcement procedure in April 2022. However, due to the Yanhua Parties' persistent refusal to perform the Yan Hua IOT Agreement, the Company brought a separate lawsuit against the Yanhua Parties in September 2022 to seek compensation for the losses suffered by the Company as a result of the Yanhua Parties' breach of the Yanhua IOT Agreement (including the management fee and supply chain fee receivable by the Company from 2019 to the filing date).

燕化IOT協議爭議

關於本公司與燕化方（即指燕化鳳凰及燕化醫院）就繼續履行燕化IOT協議於2019年開始產生的訴訟，北京市高級人民法院已於2021年11月22日做出終審判決（民事判決書[2020]京民終110號），駁回燕化方於2020年提起的上訴，並維持2019年的一審判決，主要內容如下：(1)宣告燕化鳳凰及燕化醫院單方面對《燕化IOT協議》作出的終止為無效，及雙方應繼續履行《燕化IOT協議》項下的義務；(2)由燕化鳳凰向華潤醫院管理諮詢支付金額為人民幣14,400,000元的因違反《燕化IOT協議》引起的損害賠償；(3)駁回華潤醫院管理諮詢尋求的其他賠償；及(4)駁回燕化鳳凰和燕化醫院的反訴。由於燕化方始終怠於履行法院終審判決，本公司於2022年1月向北京市第二中級人民法院提起了強制執行的申請，並通過法院強制執行程式於2022年4月收到燕化鳳凰支付的人民幣1,440萬元的違約金及相應金額的滯納金。但由於燕化方堅持拒不履行燕化IOT協議，本公司於2022年9月向燕化方再次提起訴訟，要求賠償本公司因燕化方違約而遭受的損失（包括由2019年至起訴時的本公司的應收管理費和供應鏈費用）。

DIRECTORS' REPORT

董事會報告

The Beijing Second Intermediate People's Court handed down the original judgment on December 22, 2023, adjudicating as follows: (1) ordering that Yan Hua Hospital should pay RMB3,057,500 for the annual repayment of investment and, in addition, related overdue fine; (2) ordering that the Yanhua Parties should pay RMB41,237,300 for the loss of hospital management fee and, in addition, related overdue fine; and (3) ordering that the Yanhua Parties should pay RMB146,666,700 for the loss from the cessation of comprehensive service transaction and, in addition, loss of interest. Both parties appealed against the original judgment. Subsequently, on December 27, 2024, the Beijing High People's Court has ruled to agree with the withdrawal of the appeal by the Yanhua Parties, and handed down the final judgment upholding the original judgment. On February 20, 2025, the Company received the enforcement payment of RMB209,480,000 transferred by the Court.

The Company has submitted a case filing application in relation to the Yan Hua IOT Agreement dispute to the Beijing Second Intermediate People's Court in June 2025, seeking the Court's ruling for the termination of the Yan Hua IOT Agreement, and ordering Yan Hua Phoenix and/or Yan Hua Hospital to pay the relevant compensation for breach of contract and to return the relevant funds under the Yan Hua IOT Agreement (the "**New Litigation**"). In July 2025, the Company has received service documents issued by the Beijing Second Intermediate People's Court, confirming that the court has formally accepted the filing of the New Litigation on June 24, 2025.

Please refer to the announcements published by the Company on January 15, 2019, January 21, 2019, April 17, 2019, November 23, 2021, February 21, 2025 and July 7, 2025 for more details.

The Company will issue further announcements in a timely manner in accordance with the Listing Rules and the Securities and Futures Ordinance (Cap. 571 of the Laws of Hong Kong), as and when required.

北京市第二中級人民法院於2023年12月22日作出一審判決，判令(1)判決燕化醫院應支付人民幣305.75萬元年度返還款及滯納金(另計)；(2)判決燕化方應支付人民幣4,123.73萬元醫院管理費損失及滯納金(另計)；及(3)判決燕化方應支付人民幣14,666.67萬元綜合服務交易停止損失及利息損失(另計)。雙方均對上述一審判決提起上訴，及後於2024年12月27日北京市高級人民法院裁定同意燕化方撤回上訴，並作出終審判決，維持一審判決。於2025年2月20日，本公司已收到法院劃轉的執行款人民幣20,948萬元。

本公司已於2025年6月就燕化IOT協議爭議向北京市第二中級人民法院提交立案申請，要求法院判決解除燕化IOT協議，並判令燕化鳳凰和／或燕化醫院支付相關違約賠償款項以及返還燕化IOT協議下相關款項(「**新訴訟**」)。於2025年7月，本公司收到由北京市第二中級人民法院發出的送達文書，確認法院已於2025年6月24日對新訴訟正式立案。

上述事項之詳情請參閱本公司於2019年1月15日、2019年1月21日、2019年4月17日、2021年11月23日、2025年2月21日及2025年7月7日刊發之公告。

本公司將適時根據上市規則和證券及期貨條例(香港法例第571章)的規定發佈進一步的公告(如需)。

Directors' Interests in Transactions, Arrangements or Contracts of Significance

No Director nor any connected entity of a Director had a material interest, either directly or indirectly, in any transactions, arrangements or contracts of significance to the business of the Group to which the holding company of the Company, or any of the Company's subsidiaries or fellow subsidiaries was a party at any time during the year ended December 31, 2025.

Controlling Shareholders' Interests in Contracts of Significance

Other than connected transactions and continuing connected transactions which have been disclosed in the sections headed "Connected Transactions" and "Continuing Connected Transactions" to this report respectively, no contract of significance was entered into between the Company or any of its subsidiaries and the Controlling Shareholders or any of its subsidiaries during the year ended December 31, 2025 or subsisted at the end of the year and no contract of significance for the provision of services to the Company or any of its subsidiaries by a Controlling Shareholder or any of its subsidiaries was entered into during the year ended December 31, 2025 or subsisted at the end of the year.

Management Contracts

Other than the service contracts or letters of appointment with the Directors, the Company has not entered into any contract with any individuals, firms or corporate entities to manage or regulate the whole or any substantial part of any business of the Company during the year ended December 31, 2025.

董事於重大交易、安排或合約中的權益

截至2025年12月31日止年度內任何時間，概無董事或董事的任何關連實體於本公司控股公司或本公司的任何附屬公司或同系附屬公司所訂立而對本集團業務屬重大的任何交易、安排或合約中直接或間接擁有重大權益。

控股股東於重大合約中的權益

除本報告「關連交易」及「持續關連交易」章節所分別披露的關連交易及持續關連交易外，本公司或其任何附屬公司與控股股東或其任何附屬公司概無於截至2025年12月31日止年度訂立重大合同及概無訂立於年末存續的重大合同，亦無就控股股東或其任何附屬公司向本公司或其任何附屬公司提供服務於截至2025年12月31日止年度訂立重大合同或訂立於年末存續的重大合同。

管理合約

截至2025年12月31日止年度，除董事服務合同或委任書外，本公司並無與任何個人、企業或法團實體訂立任何合約，以管理或規管本公司任何業務的全部或任何重大部分。

DIRECTORS' REPORT

董事會報告

Board Committees

Audit Committee

The Company established the Audit Committee and formulated the Rules and Procedures for Board Meetings (《董事會議事規則》) of the Company in accordance with Rule 3.21 of the Listing Rules and the CG Code on November 4, 2013. Its primary responsibilities include serving as a focal point for communication among other Directors, the external auditor and the internal auditor (where an internal audit function exists) as regards their duties relating to financial and other reporting, risk management and internal controls, external and internal audits and such other financial and accounting matters as the Board determines from time to time, assisting the Board in providing an independent review on the effectiveness of the financial reporting system, risk management and internal control systems of the Group and overseeing the audit procedure, reviewing the Group's financial and accounting policies and practices, assisting the Company in establishing a whistleblowing policy and system and performing other duties and responsibilities as designated by the Board.

As at December 31, 2025 and up to the publication date of this annual report, the Audit Committee comprises three independent non-executive Directors, namely Mr. FU Tingmei (chairman of the committee), Mr. ZHOU Peng and Ms. LO Wing Sze. The Audit Committee, together with the management of the Company, has reviewed the accounting principles, accounting standards and methods adopted by the Company, discussed the matters concerning risk management and internal control, auditing and financial reporting and reviewed the consolidated financial statements of the Group for the year ended December 31, 2025.

董事委員會

審核委員會

本公司已於2013年11月4日根據上市規則第3.21條及企業管治守則設立審核委員會及制定本公司《董事會議事規則》，其主要責任包括作為其他董事、外聘核數師及內部審計師(如設內部審計職能)之間有關其財務和其他報告、風險管理及內部監控、外部和內部審計及董事會不時釐定的該等其他財務和會計事宜等方面的職責的主要溝通橋梁，就本集團財務報告制度、風險管理及內部監控制度的成效協助董事會獨立檢討，監督審核程序、審閱本集團的財務及會計政策及常規、協助本公司制定舉報政策及系統及履行董事會指定的其他職責和責任。

於2025年12月31日及直至本年報刊發日期，審核委員會包括三名獨立非執行董事(即：傅廷美先生(委員會主席)、周鵬先生及羅詠詩女士)。審核委員會連同本公司管理層已經審閱本公司所採納的會計原則、會計準則及方法，討論有關風險管理及內部控制、審核及財務報告事宜及審閱本集團截至2025年12月31日止年度的綜合財務報表。

Remuneration Committee

The Company established the Remuneration Committee and formulated the Rules and Procedures for Board Meetings (《董事會議事規則》) of the Company in compliance with Rule 3.25 of the Listing Rules and the CG Code on November 4, 2013. The Remuneration Committee is mainly responsible for: (i) making recommendations to the Board on the policy and structure for Directors' and senior management's remuneration and on the establishment of a formal and transparent procedure for developing remuneration policy; (ii) making recommendations to the Board on the remuneration package of Directors and senior management; and (iii) reviewing and evaluating the performance-based remuneration and ensure that no Directors or any of his associates is involved in deciding his own remuneration.

As at December 31, 2025 and up to the publication date of this annual report, the Remuneration Committee consisted of two independent non-executive Directors, namely Mr. WU Ting Yuk, Anthony (chairman of the committee), and Mr. FU Tingmei, and one non-executive Director, namely Mr. FANG Xin.

薪酬委員會

本公司已於2013年11月4日根據上市規則第3.25條以及企業管治守則設立薪酬委員會及制定本公司《董事會議事規則》，主要職責是：(一) 就董事以及高級管理層的薪酬政策與架構，及設立正規而具透明度的程序制定薪酬政策，向董事會提出建議；(二) 就董事及高級管理層的薪酬方案向董事會提出建議；及(三) 檢討及評估基於績效的薪酬，並確保董事或其任何聯繫人並無參與釐定其自身的薪酬。

於2025年12月31日及直至本年報刊發日期，薪酬委員會包括兩名獨立非執行董事（即：胡定旭先生（委員會主席）及傅廷美先生）以及一名非執行董事（即房昕先生）。



DIRECTORS' REPORT

董事會報告

Nomination Committee

The Company established the Nomination Committee on November 4, 2013 in compliance with Rule 3.27A of the Listing Rules and the CG Code. The Nomination Committee is mainly responsible for: (i) identifying individuals suitably qualified as potential Board members and selecting or making recommendation to the Board on the selection of individuals nominated for directorships; (ii) reviewing the structure, size and diversity of the Board and the required skill mix (including assisting the Board in maintaining a Board skills matrix) as well as making recommendations on any proposed changes to the Board to ensure the implementation of the Company's strategic goal, and supporting the Company's regular evaluation of the Board's performance; (iii) assessing the time commitment and contribution of each Director to the Board, as well as the Director's ability to discharge his/her responsibilities effectively, taking into account professional qualifications, work experience, number of and time commitment required for existing directorships of other listed companies and other significant commitments, and other factors including the director's character, integrity and experience; (iv) assessing the independence of independent non-executive Directors; and (v) reviewing the qualification of senior management nominated by the Chief Executive Officer, reported to the Board for consideration and adoption.

As at December 31, 2025 and up to the publication date of this annual report, the Nomination Committee consisted of one executive Director, Mr. YU Hai (chairman of the committee), and two independent non-executive Directors, namely, Mr. WU Ting Yuk, Anthony and Ms. LO Wing Sze.

提名委員會

本公司於2013年11月4日設立提名委員會，已遵守上市規則第3.27A條及企業管治守則，其主要職責是：(一) 物色具備合適資格可擔任董事會成員的人士，並挑選提名有關人士出任董事或就此向董事會提供意見；(二) 檢討董事會的架構、人數及成員多元化以及所需的技能組合(包括協助董事會編制董事會技能表)，並向董事會提出任何改動建議以確保本公司戰略目標的落地，以及支援本公司定期評估董事會表現；(三) 評估每名董事對董事會投入的時間和貢獻以及是否能有效履行其董事職責(包括考慮其專業資格、工作經驗、在其他上市公司擔任董事職務和其他重要職務的數量和時間投入需求、個性、品格及經驗等因素)；(四) 評估獨立非執行董事的獨立性；及(五) 對總裁提名的高級管理人員任職資格進行覆核，報董事會審議通過。

於2025年12月31日及直至本年報刊發日期，提名委員會包括一名執行董事(即：于海先生(委員會主席))及兩名獨立非執行董事(即：胡定旭先生及羅詠詩女士)。

Charitable Donations

During 2025, the charitable and other donations made by the Group amounted to RMB0.8 million.

Pre-emptive Rights

There are no provisions for pre-emptive rights under the Articles of Association or the laws of the Cayman Islands, being the jurisdiction in which the Company was incorporated, which would oblige the Company to offer new Shares on a pro-rata basis to existing Shareholders.

Model Code

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules as rules governing dealings by Directors in the listed securities of the Company.

Having made specific enquiry, the Company confirmed that all members of the Board complied with the Model Code during the year ended December 31, 2025. As senior managers, senior executives and officers who, because of their offices in the Company, may possess inside information of the Company, they shall comply with the provisions of the Model Code. To the best knowledge of the Company, no incident of non-compliance with the Model Code has been committed by such employees during the year ended December 31, 2025.

Closure of Register of Members

For determining the entitlement to the 2025 Final Dividend, the register of members of the Company will be closed from Wednesday, June 17, 2026 to Thursday, June 18, 2026, both days inclusive, during which period no transfer of shares will be registered. In order to qualify for the entitlement to the 2025 Final Dividend, all transfers of shares accompanied by the relevant share certificates must be lodged with the Company's branch share registrar 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 for registration not later than 4:30 p.m. (Hong Kong time) on Tuesday, June 16, 2026.

慈善捐款

於2025年內，本集團之慈善捐款及其他捐獻總額為人民幣80萬元。

優先購股權

章程細則或本公司註冊成立之司法權區開曼群島的法律並無載有優先購股權之規定，規定本公司須按比例向現有股東發售新股份。

標準守則

本公司已採納上市規則附錄C3所載標準守則作為管理董事買賣本公司上市證券的規則。

經作出具體查詢後，本公司確認所有董事會成員於截至2025年12月31日止年度均遵守標準守則。基於高級經理、高級行政人員及高級職員於本公司的職務，彼等可能擁有本公司的內幕消息，並須遵守標準守則的條文。就本公司所深知，截至2025年12月31日止年度並無該等僱員違反標準守則的事件。

暫停辦理股份過戶登記

為釐定獲得2025年度末期股息的資格，本公司將於2026年6月17日（星期三）至2026年6月18日（星期四）（包括首尾兩日）暫停辦理股份過戶登記手續，期間將不會辦理任何股份過戶登記。為符合資格享有2025年度末期股息，所有股份過戶文件連同有關股票須於2026年6月16日（星期二）香港時間下午4時30分前，送交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（地址為香港灣仔皇后大道東183號合和中心17樓1712-1716號舖）進行登記。

DIRECTORS' REPORT

董事會報告

The proposed 2025 Final Dividend will be payable in cash to each Shareholder in HK\$ at the average benchmark exchange rate of RMB to HK\$ as published by the People's Bank of China during the five business days ending on the date of the annual general meeting (inclusive), unless an election is made to receive the same in RMB. To make such election, Shareholders should complete the dividend currency election form, which is expected to be despatched to Shareholders in late June 2026 as soon as practicable after the record date of Thursday, June 18, 2026 to determine Shareholders' entitlement to the 2025 Final Dividend, and return it to the Company's branch share registrar in Hong Kong, Computershare Hong Kong Investor Services Limited, at 17M Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong not later than 4:30 p.m. on Monday, July 13, 2026. Shareholders who are minded to elect to receive all (but not part) of the 2025 Final Dividend in RMB by cheques should note that (i) they should ensure that they have an appropriate bank account to which the RMB cheques for dividend can be presented for payment; and (ii) there is no assurance that RMB cheques can be cleared without material handling charges or delay in Hong Kong or that RMB cheques will be honoured for payment upon presentation outside Hong Kong. The cheques are expected to be posted to the relevant Shareholders by ordinary post on Wednesday, July 22, 2026 at the Shareholders' own risk.

If no election is made by a Shareholder or no duly completed dividend currency election form in respect of that Shareholder is received by the Company's branch share registrar in Hong Kong, Computershare Hong Kong Investor Services Limited, by 4:30 p.m. on Monday, July 13, 2026, such Shareholder will automatically receive the 2025 Final Dividend in HK\$.

All dividend payments in HK\$ will be made in the usual way on Wednesday, July 22, 2026. If Shareholders wish to receive the Final Dividend in HK\$ in the usual way, no additional action is required. Shareholders should seek professional advice from their own tax advisors regarding the possible tax implications of the proposed dividend payment.

建議之2025年度末期股息將按照股東週年大會召開日前五個營業日（包括股東週年大會當日）中國人民銀行公佈的人民幣兌港幣平均基準匯率計算以港幣現金派發予各股東，除非股東選擇以人民幣現金收取2025年度末期股息。股東須填妥股息貨幣選擇表格（於釐定股東享有收取2025年度末期股息權利的記錄日期2026年6月18日（星期四）後，預計於實際可行情況下盡快於2026年6月底寄發予股東）以作出有關選擇，並最遲須於2026年7月13日（星期一）下午4時30分前送達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（地址為香港灣仔皇后大道東183號合和中心17M樓）。有意選擇以人民幣支票收取全部（惟非部分）2025年度末期股息的股東應注意，(i) 彼等應確保彼等持有適當的銀行賬戶，以使收取股息的人民幣支票可兌現；及(ii) 概不保證人民幣支票於香港結算並無重大手續費或不會有所延誤或人民幣支票能夠於香港境外兌現時過戶。該等支票預計於2026年7月22日（星期三）以普通郵遞方式寄發予相關股東，郵誤風險由股東自行承擔。

倘於2026年7月13日（星期一）下午4時30分前股東並無作出選擇或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並無收到該等股東正式填妥的股息貨幣選擇表格，有關股東將自動以港幣收取2025年度末期股息。

所有港幣股息將於2026年7月22日（星期三）以慣常方式派付。倘股東有意以慣常方式以港幣收取末期股息，則毋須作出額外行動。有關建議之股息派付所潛在的稅務影響，股東應向其本身的稅務顧問尋求專業意見。

Corporate Governance Practices

The full text of the Corporate Governance Report is set out on pages 73 to 102 of this annual report.

Purchase, Sale or Redemption of the Company's Listed Securities

During the year ended December 31, 2025, neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of the Company's listed securities (including the sale and transfer of treasury shares as defined under the Listing Rules).

As at December 31, 2025, the Company did not hold any treasury shares (as defined under the Listing Rules).

Sufficiency of the Public Float

Based on the information publicly available and to the best of the Board's knowledge, information and belief, the Company has always maintained sufficient public float as required by the Listing Rules as at the date of this annual report. The Board confirms that the Company has complied with the requirements of Rule 13.32B of the Listing Rules.

Tax Relief and Exemption

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

Subsequent Event(s)

Please refer to the paragraph headed "Subsequent Event(s)" under the section headed "Management Discussion and Analysis" on page 21 of this annual report.

企業管治常規

企業管治報告的全文載於本年報第73至102頁。

購買、出售或贖回本公司上市證券

截至2025年12月31日止年度，本公司或其任何附屬公司概無購買、出售或贖回本公司任何上市證券（包括出售及轉讓庫存股份（定義見上市規則））。

於2025年12月31日，本公司並無持有任何庫存股份（定義見上市規則）。

足夠的公眾持股量

根據公開可獲得的資料及據董事會所深知、盡悉及確信，截至本年報日期，本公司一直維持足夠的上市規則要求之公眾持股量。董事會確認，本公司已符合上市規則第13.32B條的規定。

稅務減免

董事並不知悉任何因股東持有本公司證券而享有的稅務減免。

期後事項

請參閱本年報第21頁「管理層討論與分析」一節「期後事項」一段。

DIRECTORS' REPORT

董事會報告

Auditors

At the annual general meeting of the Company held on June 1, 2023, Ernst & Young retired as the auditor of the Company and KPMG was appointed as the auditor of the Company.

At the annual general meeting of the Company held on June 5, 2025, KPMG was re-appointed as the independent auditor of the Company for the year ended December 31, 2025. KPMG will retire at the conclusion of the forthcoming annual general meeting and is eligible to stand for reappointment.

Others

All references above to other sections, reports or notes in this annual report form part of this directors' report.

On behalf of the Board

YU Hai

Chairman

Hong Kong, March 24, 2026

核數師

於2023年6月1日舉行的本公司股東週年大會上，安永會計師事務所退任為本公司核數師，而畢馬威會計師事務所獲委任為本公司獨立核數師。

於2025年6月5日舉行的本公司股東週年大會上，畢馬威會計師事務所獲重新委任為本公司截至2025年12月31日止年度的獨立核數師。畢馬威會計師事務所將於應屆股東週年大會結束時任滿告退，並具備資格被聘再任。

其他

以上對本年度報告中其他章節、報告或註釋的所有引用均構成本董事會報告的一部分。

代表董事會

董事長

于海

香港，2026年3月24日

CORPORATE GOVERNANCE REPORT

企業管治報告

Corporate Governance Practices

The Company has been committed to maintaining and improving its standard of corporate governance in order to enhance the accountability and transparency of the Group, so as to increase the long-term return of the Shareholders. The Company confirms that it has complied with all applicable code provisions of the CG Code contained in Part 2 of Appendix C1 to the Listing Rules during the Reporting Period, save and except the following:

Pursuant to Code Provision C.2.1 of Part 2 of the CG Code, the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. For the period from June 19, 2025 to November 6, 2025, Mr. YU Hai, the then Chief Executive Officer, was also being appointed as the Chairman. Although Mr. YU Hai concurrently serving as the Chairman and the Chief Executive Officer resulted in the Company's deviation from Code Provision C.2.1 during the specified period, the Board believes that with the support of the management, vesting the duties and responsibilities of both Chairman and the Chief Executive Officer by the same person can facilitate execution of the Group's business strategies and boost effectiveness of its operation. On November 7, 2025, Mr. ZHANG Chuang has been appointed as an executive Director and the Chief Executive Officer, and Mr. YU Hai has resigned as the Chief Executive Officer. Following such appointment of Mr. ZHANG, the Company has re-complied with Code Provision C.2.1.

Code Provision F.2.2 (re-numbered as Code Provision F.1.3 with effect from July 1, 2025) of Part 2 of the CG Code stipulates that the chairman of the board should attend annual general meeting. Mr. SONG Qing, the then Chairman was unable to attend the annual general meeting of the Company held on June 5, 2025 ("**2025 AGM**") due to other work arrangements. Mr. YU Hai, the then Chief Executive Officer, attended and acted as the chairman of the 2025 AGM. The then chairman of the Audit Committee, chairman of the Remuneration Committee and members of the Nomination Committee were available to answer questions at the 2025 AGM.

The Company will continuously review and commit in making necessary arrangement to comply with all the code provisions under the CG Code and the rising expectations of Shareholders and investors.

企業管治常規

本公司一直致力於維持和提高本公司的企業管治水平，從而提升本集團的問責性和透明度，以增加股東長遠回報。本公司確認，於報告期內其已遵守上市規則附錄C1第二部分所載之企業管治守則之所有適用的守則條文，除下述情況外：

根據企業管治守則第二部分守則條文第C.2.1條，主席與行政總裁的角色應有區分，並不應由一人同時兼任。於2025年6月19日至2025年11月6日期間，時任總裁于海先生獲委任為董事長。儘管由於于海先生兼任董事長及總裁使本公司於該特定期間內出現偏離守則條文第C.2.1條的情況，董事會相信，在管理層的支持下，由同一人士承擔董事長及總裁的工作及責任有助於執行本集團業務策略及提高其經營效率。於2025年11月7日，張闖先生已獲委任為執行董事及總裁，及于海先生已辭任總裁。張先生獲委任後，本公司已重新符合守則條文C.2.1之規定。

企業管治守則第二部分守則條文第F.2.2條（自2025年7月1日起重新編號為守則條文第F.1.3條）規定董事會主席應出席股東週年大會。時任董事長宋清先生因其他工作安排未能出席本公司於2025年6月5日召開的股東週年大會（「**2025股東週年大會**」）。時任總裁于海先生出席了2025股東週年大會並擔任會議主席。時任審核委員會主席、薪酬委員會主席及提名委員會成員均出席了2025股東週年大會並回答提問。

本公司將持續檢討並致力作出必要安排，以遵守企業管治守則項下之所有守則條文，並滿足股東及投資者日趨嚴謹的期望。

Model Code for Securities Transactions by Directors

The Company has adopted the Model Code (on terms no less exacting than the required standard set out in the Model Code) as its own code of conduct for dealing in securities of the Company by the Directors.

Having made specific enquiry with all Directors, the Company confirmed that all Directors complied with the Model Code during the year ended December 31, 2025. Senior management, executives and staff who, because of their offices in the Company, are likely to possess inside information, have also been requested to comply with the provision of the Model Code and the Company confirmed that there was no incident of non-compliance with the Model Code by such employees during the year ended December 31, 2025.

Corporate Culture

The Group regards “Strive for Public Health” as its corporate mission, takes integrity, performance-oriented, people-oriented and win-win collaboration as our values. We strive to become a leading medical and health industry group in China, and a pioneer in the reform of state-owned medical institutions. The Group promotes a working atmosphere with sincerity, solidarity, open-mindedness, proactivity. The Company has formulated its culture handbook in response to the corporate culture, and timely publicised it to all staff (especially to the new recruits).

董事進行證券交易的標準守則

本公司已採納標準守則作為本身董事買賣本公司證券的行為守則，其條款不低於標準守則所規定的標準。

經向全體董事作出具體查詢後，本公司確認全體董事於截至2025年12月31日止年度均遵守標準守則。基於高級管理人員、高級行政人員及高級職員於本公司擔任的職務，彼等可能擁有內幕消息，亦須遵守標準守則的條文，且本公司確認，截至2025年12月31日止年度並無該等僱員違反標準守則的事件。

企業文化

本集團以「一切為了大眾健康」為企業的使命，以誠實守信、業績導向、以人為本、合作共贏為我們的價值觀，致力成為國內領先的醫療健康產業集團和國企醫療機構改革的領導者，並在員工間鼓勵形成真誠、團結、開放、進取的工作氛圍。本公司已因應我們的企業文化製訂內部文化手冊，並向全體員工（特別向新入職的員工工作適時宣貫）。

Board of Directors

The Directors are accountable to all Shareholders for their leadership and supervision over the Group's operation, and are committed to achieving the goal of increasing Shareholders' value.

As at the date of this annual report, the Board comprised nine Directors, including four executive Directors, one non-executive Director and four independent non-executive Directors. The composition of Board during the year ended December 31, 2025 and up to the date of this annual report is as follows:

Executive Directors

Mr. SONG Qing (*Chairman*) (*Retired on June 19, 2025*)
Mr. YU Hai (*Chairman*) (*Appointed as the Chairman on June 19, 2025 and resigned as the Chief Executive Officer on November 7, 2025*)
Mr. ZHANG Chuang (*Chief Executive Officer*) (*Appointed on November 7, 2025*)
Mr. WANG Yuexing (*Appointed on February 27, 2026*)
Mr. WU Xinchun (*Vice President*) (*Appointed on November 7, 2025*)
Mr. SHAN Baojie (*Vice President*) (*Resigned on August 26, 2025*)
Ms. YANG Min (*Chief Financial Officer*) (*Resigned on February 27, 2026*)

Non-executive Director

Ms. GE Lu (*Retired on March 11, 2026*)
Mr. FANG Xin (*Appointed on March 11, 2026*)

Independent Non-executive Directors

Mr. WU Ting Yuk, Anthony
Mr. KWONG Kwok Kong (*Retired on June 19, 2025*)
Mr. FU Tingmei
Mr. ZHOU Peng
Ms. LO Wing Sze (*Appointed on June 19, 2025*)

None of the members of the Board is related to one another.

董事會

董事共同就領導和監督本集團業務向全體股東負責，並致力達致為股東增值的目標。

於本年報日期，董事會由九位董事組成，包括四位執行董事、一位非執行董事及四位獨立非執行董事。截至2025年12月31日止年度及直至本年報日期，董事會組成之情況如下：

執行董事

宋清先生(董事長)(於2025年6月19日退任)
于海先生(董事長)(於2025年6月19日獲委任為董事長及於2025年11月7日辭任總裁)
張闖先生(總裁)(於2025年11月7日獲委任)
王躍興先生(於2026年2月27日獲委任)
吳新春先生(副總裁)(於2025年11月7日獲委任)
單寶杰先生(副總裁)(於2025年8月26日辭任)
楊敏女士(首席財務官)(於2026年2月27日辭任)

非執行董事

葛路女士(於2026年3月11日退任)
房昕先生(於2026年3月11日獲委任)

獨立非執行董事

胡定旭先生
鄭國光先生(於2025年6月19日退任)
傅廷美先生
周鵬先生
羅詠詩女士(於2025年6月19日獲委任)

董事會成員之間並無任何關係。

CORPORATE GOVERNANCE REPORT

企業管治報告

Ms. LO Wing Sze, Mr. ZHANG Chuang and Mr. WU Xinchun have been appointed as Directors during the year ended December 31, 2025, and Mr. WANG Yuexing and Mr. FANG Xin have been appointed as Directors on February 27, 2026 and March 11, 2026, respectively. They had obtained the legal advice referred to in Rule 3.09D of the Listing Rules on June 13, 2025, November 5, 2025, November 5, 2025, January 22, 2026 and March 2, 2026 respectively, and had confirmed that they understood the requirements that are applicable to them as Directors and the possible consequences of making a false declaration or giving false information to the Stock Exchange.

Biographical details of the Directors are set out on pages 103 to 110 of this annual report. The list of the Directors (by category) is also disclosed in all of the corporate communications issued by the Company from time to time in accordance with the Listing Rules.

During the year ended December 31, 2025, the Board complied at all times with the requirements of the Listing Rules relating to the appointment of at least three independent non-executive Directors (representing at least one-third of the Board), of which at least one Director has appropriate professional qualifications, or accounting or related financial management expertise.

The Company has received annual independence confirmation from all independent non-executive Directors and confirms that all independent non-executive Directors are independent and the conditions pursuant to Rule 3.13 of the Listing Rules have been fulfilled. The Company also considers that all of the independent non-executive Directors are independent in accordance with the guidelines set out in the Listing Rules and the condition pursuant to Rule 3.13 of the Listing Rule have been fulfilled.

During the year ended December 31, 2025, the non-executive Directors (including independent non-executive Directors) brought a wide range of business and financial expertise, experience and judgement to the Board. Through active participation at Board meetings, taking the lead in managing issues involving potential conflict of interests and serving on Board committees, all the non-executive Directors have made various contributions to the effective development of the Company.

羅詠詩女士、張闖先生及吳新春先生於截至2025年12月31日止年度獲委任為董事，及王躍興先生及房昕先生已分別於2026年2月27日及2026年3月11日獲委任為董事。彼等已分別於2025年6月13日、2025年11月5日、2025年11月5日、2026年1月22日及2026年3月2日獲得上市規則3.09D條所述的法律意見，確證明白彼等作為董事的規定，以及向聯交所作出虛假聲明或提供虛假資料所可能引致的後果。

董事的履歷詳情載於本年報第103至110頁。董事名單（按類別排列）亦不時根據上市規則於本公司發出的所有公司通訊中披露。

截至2025年12月31日止年度內所有時間，董事會均已遵守有關委任最少三位獨立非執行董事（相當於董事會至少三分之一的人數），而當中最少一位董事擁有恰當專業資格、或會計或相關財務管理專長的上市規則規定。

本公司已收到每名獨立非執行董事就其獨立性而作出的年度確認函，確認全體獨立非執行董事均屬獨立人士並符合上市規則第3.13條之相關規定。本公司亦認為全體獨立非執行董事根據上市規則所載指引均屬於獨立及滿足上市規則第3.13條之規定。

截至2025年12月31日止年度，非執行董事（包括獨立非執行董事）向董事會貢獻廣泛商業及財務專長、經驗和判斷。全體非執行董事透過積極參與董事會會議，牽頭處理涉及潛在利益衝突的事項，並擔任董事會委員會成員，為本公司的實際發展貢獻良多。

The Board currently has 4 independent non-executive Directors who have years of experience in audit, investment, finance, law and business management. The independent non-executive Directors are able to provide independent and appropriate opinions to the Board so as to ensure that the Board can obtain independent views and opinions that it requires when exercising its powers and making major decisions. The independent non-executive Directors (as other Directors) are entitled to seek further information and documentation from the senior management on the matters to be discussed at Board meetings. They can also seek assistance from the Company's company secretary and, where necessary, independent advice from external professional advisers at the Company's expense. They shall not vote or be counted in the quorum on any board resolution approving any contract or arrangement in which he/her or any of his/her close associates has a material interest. Such mechanisms are to ensure that a strong independent element on, and independent views and input are available to the Board. During the year ended December 31, 2025, all the independent non-executive Directors attended Board meetings regularly and actively participated in the decision-making process of the Board, and provided independent views and opinions to the Board when it performed its duties. In view of the above, and after review, the Board believes that its mechanism for obtaining independent opinions has been fully implemented and continues to be effective.

The Company has arranged for appropriate insurance cover to protect Directors from possible legal action against them.

Corporate Governance Functions

The Board is responsible for the performance of the functions of corporate governance. For the year ended December 31, 2025, the Board has performed the functions set out in Code Provision A.2.1 of the CG Code, including reviewing the Company's policy and implementation of corporate governance and ensuring compliance with the CG Code (in particular, the principles of good corporate governance) and disclosure requirements in the corporate governance report.

董事會目前共有四名獨立非執行董事，彼等分別對審計、投資、金融、法律和企業管理具有多年經驗。獨立非執行董事能夠向董事會提供獨立、合適的意見，以確保董事會在行使其職權及作出重大決議時可以獲取其所需的獨立觀點和意見。獨立非執行董事（一如其他董事）有權就董事會會議上討論事項向本公司高級管理人員尋求進一步資料及文件。彼等亦可向本公司之公司秘書尋求協助，及如有需要，可尋求獨立專業意見，費用概由本公司承擔。彼等或彼等之任何緊密聯繫人於任何合約或安排中擁有重大利益，則該獨立非執行董事不得就通過該合約或安排之董事會決議案投票，亦不得計入該會議的法定人數。上述機制旨在確保董事會有較強的獨立元素，及可取得獨立觀點及意見。於2025年12月31日止年度，所有獨立非執行董事恆常出席董事會會議並積極參與董事會的決策程序，在董事會履行其職責時各自向其提供獨立觀點和意見。基於以上，董事會經檢討後認為其獲取獨立意見的機制已被全面落實並持續有效。

本公司已為董事適當投保，保障彼等免受可能提起的法律訴訟影響。

企業管治職能

董事會負責履行企業管治職能。截至2025年12月31日止年度，董事會已履行企業管治守則第A.2.1條守則條文所載的職能，包括檢討本公司企業管治政策及執行情況及確保符合企業管治守則（尤其是良好企業管治的原則）及於企業管治報告中披露之要求。

Chairman and Chief Executive Officer

Code Provision C.2.1 of Part 2 of the CG Code stipulates that the roles of chairman and chief executive should not be performed by the same individual. During the period from January 1, 2025 to June 19, 2025, Mr. SONG Qing was the Chairman and Mr. YU Hai was the Chief Executive Officer. With effect from June 19, 2025, Mr. SONG Qing has retired as the Chairman and for the period from June 19, 2025 to November 6, 2025, Mr. YU Hai was also being appointed as the Chairman. Although Mr. YU Hai concurrently serving as the Chairman and the Chief Executive Officer resulted in the Company's deviation from Code Provision C.2.1 during the specified period, the Board believes that with the support of the management, vesting the duties and responsibilities of both Chairman and the Chief Executive Officer by the same person can facilitate execution of the Group's business strategies and boost effectiveness of its operation. On November 7, 2025, Mr. ZHANG Chuang has been appointed as an executive Director and the Chief Executive Officer, and Mr. YU Hai has resigned as the Chief Executive Officer. Following such appointment of Mr. ZHANG, the Company has re-complied with Code Provision C.2.1.

Responsibilities, Accountabilities and Contribution of the Board and Management

Under the leadership of the Chairman, the Board is responsible for the approval and supervision of the Group's general development strategies, the review and approval of the annual budget and business plans, the consent of material investment projects related to the Group's business development, the review on the Group's performance and the supervision of the work of the management, and ensures that the Board acts in the best interests of the Company and Shareholders as a whole, operates effectively and performs the necessary duties, as well as discusses all the significant and appropriate issues of the Group's business in a timely manner. All the Directors are entitled to propose the inclusion of any item in the agenda of the Board meetings for appropriate discussion. The Chairman has appointed the secretary of the meeting to draft the Board meetings' agendas. Under the assistance of the executive Directors and the secretary of the Board, the Chairman will ensure that all the Directors are provided with sufficient and reliable information in a timely manner required for necessary analysis based on their expertise.

董事長及總裁

企業管治守則第二部分守則條文第C.2.1條規定董事長與總裁角色不應由一人同時兼任。於2025年1月1日至2025年6月19日期間，董事長為宋清先生，而于海先生則擔任總裁。於2025年6月19日，宋清先生退任董事長及於2025年6月19日至2025年11月6日期間，于海先生獲委任為董事長。儘管由於于海先生兼任董事長及總裁使本公司於該特定期間內出現偏離守則條文第C.2.1條的情況，董事會相信，在管理層的支持下，由同一人士承擔董事長及總裁的工作及責任有助於執行本集團業務策略及提高其經營效率。於2025年11月7日，張闖先生已獲委任為執行董事及總裁，及于海先生已辭任總裁。張先生獲委任後，本公司已重新符合守則條文C.2.1之規定。

董事會及管理層之職責、問責及貢獻

在董事長的領導下，董事會負責批准及監督本集團的整體發展策略、審閱及審批年度預算案及業務規劃，同意有關本集團業務發展的重大投資項目、檢討本集團表現及監督管理層工作，並確保董事會以本公司及股東的整體最佳利益行事、有效營運並履行必要職務，而且及時討論本集團業務的所有要務及適切事項。全體董事均有權提出任何事項列入董事會會議議程，以供恰當討論。董事長已委任會議秘書草擬董事會會議議程。在執行董事及董事會秘書協助下，董事長將確保全體董事獲及時提供足夠及可靠資料，足以應付彼等根據專長作出必要分析所需。

The Chief Executive Officer has delegated sufficient authority for the operation and management of the Group's business to the executive Directors and other senior management members, who are in-charge of the daily management of the Group in every aspect, including implementation of the Board's resolutions unanimously, and be accountable to the Chief Executive Officer for the operations of various aspects of the Group's business, while the Chief Executive Officer shall be accountable to the Board for the Group's operations as a whole.

總裁已向執行董事及其他高級管理層成員轉授充分權限，以營運及管理本集團業務，彼等主管本集團各範疇的日常管理，包括貫徹一致地執行董事會決議案，並就本集團業務中各範疇的營運向總裁承擔責任，而總裁則就本集團整體營運向董事會負責。

The responsibilities of the Board include the following:

董事會的職責包括下列各項：

- | | |
|--|-----------------------------------|
| (a) to develop and review the Company's policies and practices on corporate governance and make recommendations to the Board; | (a) 制定及檢討本公司的企業管治政策及常規，並向董事會提出建議； |
| (b) to review and monitor the training and continuous professional development of Directors and senior management; | (b) 檢討及監察董事及高級管理人員的培訓及持續專業發展； |
| (c) to review and monitor the Company's policies and practices on compliance with legal and regulatory requirements; | (c) 檢討及監察本公司在遵守法律及監管規定方面的政策及常規； |
| (d) to develop, review and monitor the code of conduct and compliance manual (if any) applicable to employees and Directors; and | (d) 制定、檢討及監察僱員及董事的操守準則及合規手冊(如有)；及 |
| (e) to review the Company's compliance with the CG Code and disclosure in the Corporate Governance Report. | (e) 檢討本公司遵守企業管治守則的情況及在企業管治報告內的披露。 |

Delegation by the Board

In order to enhance its corporate governance structure, the Company has formulated the "Rules and Procedures for Board Meetings". The "Rules and Procedures for Board Meetings" specifies that the CEO Management Meeting is composed of executive Directors, Chief Financial Officer, Deputy President and other senior management, all being called together by the Chief Executive Officer. As the approval organization for the Company's daily operational management, the committee is responsible for organizing and managing the Company's daily operations and accountable to the Board.

董事會權力的轉授

本公司為完善企業管治架構，制定了《董事會議事規則》。《董事會議事規則》明確說明總裁辦公會由總裁召集執行董事、首席財務官、副總裁及其他高級管理人員組成，是本公司日常經營管理的決策機構，負責組織、管理本公司的日常運營事項，向董事會負責。

CORPORATE GOVERNANCE REPORT

企業管治報告

Board Meetings

According to Code Provision C.5.1 of the CG Code, regular Board meetings should be held at least four times a year at approximately quarterly intervals. During the year ended December 31, 2025, the Board held seven meetings to review and consider the interim results and the annual results and to discuss and approve other matters.

The Chairman held a meeting with the independent non-executive Directors without the presence of other executive Directors and non-executive Directors in December 2025.

For the year ended December 31, 2025, the Board held seven Board meetings. Attendance records of the Directors at the Board meetings are set out as follows:

董事會會議

根據企業管治守則的守則條文第C.5.1條，常規董事會會議應至少每年舉行四次，時距約為每季度一次。截至2025年12月31日止年度，董事會舉行了七次會議以審閱及審議中期業績及年度業績，以及討論及批准其他事項。

於2025年12月，董事長與獨立非執行董事舉行了一次會議，並無其他執行董事或非執行董事出席。

截至2025年12月31日止年度，董事會共舉行七次董事會會議。董事出席董事會會議的記錄載列如下：

Name of Directors	董事姓名	Number of meetings attended/held 出席／舉行會議
Executive Directors	執行董事	
Mr. SONG Qing (Chairman) (Retired on June 19, 2025)	宋清先生 (董事長) (於2025年6月19日退任)	3/3
Mr. YU Hai (Chairman) (Appointed as the Chairman on June 19, 2025)	于海先生 (董事長) (於2025年 6月19日獲委任為董事長)	7/7
Mr. ZHANG Chuang (Chief Executive Officer) (Appointed on November 7, 2025)	張闖先生 (總裁) (於2025年11月7日獲委任)	2/2
Mr. WANG Yuexing (Appointed on February 27, 2026)	王躍興先生 (於2026年2月27日獲委任)	N/A
Mr. WU Xinchun (Vice President) (Appointed on November 7, 2025)	吳新春先生 (副總裁) (於2025年11月7日獲委任)	2/2
Mr. SHAN Baojie (Vice President) (Resigned on August 26, 2025)	單寶杰先生 (副總裁) (於2025年8月26日辭任)	5/5
Ms. YANG Min (Chief Financial Officer) (Resigned on February 27, 2026)	楊敏女士 (首席財務官) (於2026年2月27日辭任)	7/7
Non-executive Director	非執行董事	
Ms. GE Lu (Retired on March 11, 2026)	葛路女士 (於2026年3月11日退任)	6/7
Mr. FANG Xin (Appointed on March 11, 2026)	房昕先生 (於2026年3月11日獲委任)	N/A
Independent Non-executive Directors	獨立非執行董事	
Mr. WU Ting Yuk, Anthony	胡定旭先生	7/7
Mr. KWONG Kwok Kong (Retired on June 19, 2025)	鄺國光先生 (於2025年6月19日退任)	3/3
Mr. FU Tingmei	傅廷美先生	7/7
Mr. ZHOU Peng	周鵬先生	7/7
Ms. LO Wing Sze (Appointed on June 19, 2025)	羅詠詩女士 (於2025年6月19日獲委任)	4/4

Practices and Conduct of Meetings

Notice of regular Board meetings had been served to all Directors at least 14 days prior to the meetings to give all Directors an opportunity to attend.

For regular Board and committee meetings, all agendas, meeting papers, together with all applicable, complete and reliable statistics will be sent to all the Directors or committee members at least three days before a meeting is held. All Directors may propose any business to be included in the agenda of the Board or committee meetings and contact the company secretary to ensure full compliance with all of the Board's procedures and applicable regulations.

In general, the senior management members shall attend all the regular Board meetings and, if necessary, other Board and committee meetings to advise on the Group's business development, financial and accounting, statutory and regulatory compliance, corporate governance and risk management matters as well as other significant issues. The Board may, if appropriate, authorize the Directors to seek independent and professional advice at the expense of the Group. Matters discussed and resolved at Board meetings will be recorded in detail by the Board secretary who shall prepare and file the minutes or resolutions. Generally, draft minutes of Board meeting shall be issued to the Directors within reasonable time for their comments after such meeting is held, and the final version will be open for inspections by the Directors.

The Articles of Association contains provision requiring Directors to abstain from voting and not to be counted in the quorum at meetings for approving transactions in which such Directors or their associates have a material interest and this provision has always been complied with.

會議常規和操守

常規董事會會議通告已於會前最少14日送達全體董事，以讓全體董事均有機會出席。

就常規董事會及委員會會議而言，所有議程、會議文件連同一切適用、完整及可靠之數據將於會前至少三天發送全體董事或委員會成員。全體董事均可提出任何事項列入董事會及委員會會議議程，並可與公司秘書聯絡以確保全部董事會程序及適用規章均獲全面遵守。

一般而言，高級管理層成員須出席所有常規董事會會議，並於必要時出席其他董事會及委員會會議，以就本集團業務發展、財務及會計、法定及監管合規、企業管治及風險管理事宜以及其他要事提供意見。董事會可於恰當時授權董事尋求獨立專業意見，費用一概由本集團承擔。董事會秘書將詳盡記錄董事會會議上所討論及議決的事宜，並須撰寫會議記錄或決議案及將其存檔。一般而言，董事會會議記錄的草擬本應於會議後一段合理時間內發予董事，以供彼等給予意見，而定稿將可供董事公開查閱。

組織章程細則載有條文，規定凡會上批准董事或彼等的聯繫人擁有重大利益的交易的，董事須放棄投票，且不得計入會議法定人數，而此項條文一直獲遵守。

Appointment and Re-election of Directors

According to the Articles of Association, one-third of the Directors (or if their number is not a multiple of three, the number nearest to but no less than one-third) are subject to retirement by rotation at least once every three years and any new Director appointed to fill casual vacancy shall hold office until the next following general meeting of the Company and any Director appointed as an addition to the Board shall hold office until the next following annual general meeting of the Company. The retiring Directors shall be eligible for re-election.

Any other appointment, resignation, removal or re-designation of Directors will be timely disclosed to the Shareholders by announcement and shall include in such announcement, the reasons given by the Director for his/her resignation.

Each of the non-executive Directors (including the Independent Non-executive Directors) was engaged on a service contract or letter of appointment for a fixed term of three years and shall be subject to retirement by rotation once every three years.

Board Diversity Policy

The Company considers increasing diversity at the Board level as an essential element in attaining its strategic objectives and achieving sustainable and balanced development for the Group, and also for the compliance with the provisions in the CG Code on board diversity, the Board has adopted a policy concerning diversity of Board members (the “**Board Diversity Policy**”) setting out a number of factors, including but not limited to gender, age, ethnicity, cultural and educational background, communication styles, interpersonal skills, functional expertise, problem solving skills, professional qualifications, knowledge and industry and regional experience and other qualities, and all appointments to the Board will be based on merits and will take into account of factors based on the Group’s own business model and specific needs from time to time. The Company shall strengthen the board diversity as and when appropriate according to the needs of business development and corporate governance.

委任及重選董事

根據組織章程細則，三分之一的董事（或倘董事人數並非三的倍數，則為最接近但不少於三分之一）須至少每三年輪席退任一次，而為填補臨時空缺而委任之任何新董事應任職至本公司下屆股東大會，凡董事獲委任為董事會之新增董事，應任職至本公司下屆股東週年大會。退任董事應符合資格重選連任。

任何其他董事委任、辭任、免職或調職，均將通過公告向股東及時披露，並須於該公告載入董事給予的辭任理由。

各非執行董事（包括獨立非執行董事）均已訂立任期為三年固定任期的服務合同或委任函，惟須於每三年輪席退任一次。

董事會多元化政策

本公司視提升董事會層面的多元化為實現集團戰略目標及達致可持續均衡發展的關鍵元素，加上為遵守於2013年9月1日生效的企業管治守則有關董事會多元化的條文，董事會已採納有關董事會成員多元化的政策（「**董事會多元化政策**」），當中載有提名委員會於檢討及評估董事會組成成員時應考慮的若干因素，包括但不限於性別、年齡、種族、文化及教育背景、溝通方式、人際技巧、職能專長、解決問題技巧、專業資格、知識及行業以及地區經驗以及其他特質，且董事會之所有委任將以選賢與能為基準，並計及本集團自身業務模式及不時之具體需求等有關因素作出。本公司將適時根據業務發展及企業管治的需要加強董事會成員多元化。

At the end of 2025, the female representation was 33.3% of the Board and the Company has achieved gender diversity in respect of the Board. The Board targets to maintain at least the current level of female representation as possible, with the ultimate goal of achieving gender parity. In considering the Board's succession, the Nomination Committee would engage independent professional search firm(s) to help identify potential candidates for Directors, as and when appropriate. The Nomination Committee would make recommendations on any proposed changes to the Board to complement the Company's corporate strategy. The Company will continue to promote gender diversity when recruiting middle to senior level employees and reserve a group of female executives and potential Director successors for the future. The Board will continue to take opportunities to increase the proportion of female members over time as and when suitable candidates are identified. During 2025, the Nomination Committee reviewed the structure, size, and diversity of the Board as well as the selection criteria for Director candidate(s) and the Board Diversity Policy, to ensure that the Board's composition complies with the Listing Rules and reflects an appropriate mix of skills, experience, and diversity that are relevant to the Company's strategy, governance, and business and contribute to the Board's effectiveness and efficiency. The Nomination Committee evaluated and recommended retiring Directors to the Board for re-appointment by giving due consideration to the criteria including but not limited to: the overall contribution and service of the retiring Directors to the Company; the retiring Directors would bring to the Board their own perspective, skills and experience; and the Retiring Directors can contribute to the diversity of the Board.

截至2025年年底，女性董事佔董事會成員數33.3%，本公司已達到董事會成員性別多元化。董事會希望其女性成員人數儘量維持在現時的水平，並以達至性別均等為最終目標。在董事會繼任方面，提名委員會在有需要時會聘請獨立專業尋聘機構協助物色潛在董事人選。提名委員會亦會就任何建議變動向董事會作出建議以配合本公司的發展策略。本公司將繼續在招聘中高級員工時推展性別多元化，為未來儲備一批女性高管人員及潛在董事繼任人。日後若有適合人選，董事會將繼續增加女性成員的比例。2025年期間，提名委員會對董事會的架構、人數、成員多元化，以及甄選董事人選的準則和董事會成員多元化政策進行檢討，以確保董事會的組成符合上市規則，以及董事會具備與本公司的戰略、管治及業務相關技能、經驗及多元化背景，其成員各有所長並配合得宜，令董事會發揮成效及提升效率。提名委員會亦已妥為考慮以下條件以評核及向董事會建議退任的董事接受再度委任，條件包括但不限於：該等退任董事對於本公司的整體貢獻及服務；該等退任董事能向董事會提供彼等的觀點、技能及經驗；及該等退任董事可為董事會成員的多元化作出貢獻。

CORPORATE GOVERNANCE REPORT

企業管治報告

During the Reporting Period, the Nomination Committee has reviewed the following measurable objectives and the progress towards these objectives:

於報告期內，提名委員會已檢視以下可計量目標及達成此等目標的進度：

	Measurable objectives 可計量目標	Progress 達成進度
1	The Board has at least one Director of a different gender. 董事會至少有一名不同性別的董事	By December 31, 2025, the Board has three female Directors, the goal has been achieved. While as of the date of this annual report, the Board has one female Director. 截至2025年12月31日，董事會共有三名女性董事，目標已達成。而截至本年報日期，董事會包括一名女性董事。
2	Consider the appointment of new Director(s) from a wide range of candidates (including backgrounds, skills, experience and perspectives that would complement the existing Board) and preferably add gender diversity. 從廣泛人士（包括從背景、技能、經驗及能否切合現時董事會需要的觀點等）中考慮委任為董事的候選人及以增加董事會的多元化為其中一個優先考量	The goal of FY2025 has been achieved, and the Company will continue to look for diverse and suitable candidates for recommendation and appointment as Director(s). 2025年財政年度已達成目標，並將持續物色多元化、合適人選以推薦委任為董事。
3	To evaluate the composition and structure of the Board annually, as well as the diversity of the Board. 每年評核董事會組成及架構，以及董事會多元化情況	The goal of FY2025 has been achieved, and the Board evaluation process includes an assessment of the Board's diversity helping to objectively consider the Board composition and effectiveness. 2025年財政年度已達成目標，評核過程包括董事會多元化的評估、客觀地考慮董事會的組成和績效。
4	Establish a pipeline of potential Director successors which can reach gender diversity. 建立一個可以達到性別多元化的潛在董事繼任人管道	The goal of FY2025 has been achieved, and the Board shall seize the opportunity to increase the proportion of female members over time when selecting suitable Director candidates and making recommendations accordingly. The Company shall also continue to promote gender diversity when recruiting middle and senior staff, and reserve a group of female executives and potential Director successors for the future. 2025年財政年度已達成目標，在選擇合適的董事候選人並就此提出推薦建議時，董事會把握機會隨時日增加女性成員的比例。本公司亦將繼續在招聘中高級員工時推展性別多元化，為未來儲備一批女性高管人員及潛在董事繼任人。

Workforce Diversity

In respect of our staff, the Group strictly complies with the relevant laws and regulations in formulating the internal policies of the Group and our member medical institutions, and adheres to the principle of fair and open employment in order to eliminate all discrimination based on factors such as gender, age, race, and region, and provides our employees with a diverse and inclusive working environment with fair employment and promotion opportunities, respect and privacy. There are no mitigating factors or circumstances which make achieving gender diversity across the workforce (including senior management) more challenging or less relevant. As of December 31, 2025, the total number of employees (including senior management) of the Group is 19,687, among which the number of female employees is 14,126 (71.75%), and the number of male employees is 5,561 (28.25%). The Company expects that in consideration of the business development, the gender ratio of all employees will be maintained at the current level in the medium term.

Remuneration of Directors and Senior Management

The Group has established a formal and transparent procedure for formulating policies on remuneration of Directors and senior management of the Group. The remuneration of Directors and senior management is determined by taking into account of the relevant individual's experience, responsibilities, workload and time commitment to the Group and the operating results of the Group and comparable market statistics, and is subject to review of the Remuneration Committee and approval by the Board. The Company's policy for determining the remuneration payable to Directors also ensures that Directors are adequately compensated for their efforts and time dedicated to the Company's affairs, including their participation in Board committees. The remuneration of executive Directors comprises basic salaries, pensions, performance bonuses, etc. Details of the remuneration of each of the Directors for the year ended December 31, 2025 are set out in note 10 to the consolidated financial statements of this annual report.

員工多元化

在全體員工層面，本集團嚴格遵守相關法律法規，制定本集團及下屬醫療機構的內部政策，堅持公平、公開的僱用原則以杜絕一切性別、年齡、種族、地區等因素的歧視行為，為員工提供平等的就業和晉升機會，尊重並保護員工隱私，創造多元包容的職場環境。沒有任何會令全體員工（包括高級管理人員）達到性別多元化更具挑戰或較不相干的因素及情況。截至2025年12月31日，本集團總員工（包括高級管理人員）數為19,687人，當中女性員工數為14,126人（佔比71.75%），男性員工數則為5,561人（佔比28.25%），本公司預計因應業務發展需要，全體員工的性別比例在中期將維持在現時的水平。

董事及高級管理層之薪酬

本集團已為制訂董事及本集團高級管理層薪酬政策確立正式且具透明度之程序。董事及高級管理層的薪酬乃根據有關個人的經驗、責任、工作量、為本集團投入的時間、本集團的經營業績及可資比較的市場統計數據後釐定，須經薪酬委員會審閱，並須經董事會批准。本公司釐定應向董事支付的薪酬之政策同時確保董事為本公司事務（包括參與董事會委員會）所付出的努力和時間可獲得充分的報酬。執行董事的薪酬包括基本工資、退休金、績效獎金等。各董事截至2025年12月31日止年度之薪酬詳情載於本年報內綜合財務報表之附註10。

CORPORATE GOVERNANCE REPORT

企業管治報告

Details of the remuneration of Directors and senior management of the Company, by band for the year ended December 31, 2025 are set out below:

截至2025年12月31日止年度本公司董事及高級管理層按薪酬範圍劃分的詳情載列如下：

Remuneration band (HKD)	薪酬範圍 (港元)	Number of individual 人數
3,500,001 to 4,000,000	3,500,001 至 4,000,000	0
3,000,001 to 3,500,000	3,000,001 至 3,500,000	0
2,500,001 to 3,000,000	2,500,001 至 3,000,000	2
Nil to 2,500,000	零至 2,500,000	12

Share Award Scheme

The Group had adopted the Share Award Scheme so as to provide incentives or rewards to Eligible Persons for their contribution or potential contribution to the Company and/or any of its subsidiaries. The Share Award Scheme was expired on July 6, 2024. There has been no change to the number and status of award shares under the Share Award Scheme since the expiration date of the Share Award Scheme. For further details of the Share Award Scheme, please refer to the section headed "Share Award Scheme" in the Company's annual report for the year ended December 31, 2024. As at the date of this annual report, the Company does not have any share scheme under Chapter 17 of the Listing Rules.

股份獎勵計劃

本集團曾採納股份獎勵計劃以向合資格人士就其為本公司及／或其任何附屬公司作出的貢獻或可能作出的貢獻提供獎勵或回報。股份獎勵計劃已於2024年7月6日到期。股份獎勵計劃項下的獎勵股份數目及其狀態自股份獎勵計劃到期之日起未有變動。有關股份獎勵計劃的進一步詳情，請參閱本公司截至2024年12月31日止年度的年報內「股份獎勵計劃」一節。於本年報日期，本公司無任何上市規則第十七章項下的股份計劃。

General Meetings

During the year ended December 31, 2025, the Company held one annual general meeting ("AGM"). Attendance records of the Directors at the AGM are set out as follows:

股東大會

截至2025年12月31日止年度，本公司舉行了一次股東週年大會（「股東週年大會」）。董事於股東週年大會之出席記錄載列如下：

Name of Directors	董事姓名	Number of meetings attended/ convened 會議出席／ 召開次數
Executive Directors	執行董事	
Mr. SONG Qing (Chairman) (Retired on June 19, 2025)	宋清先生 (董事長) (於2025年6月19日退任)	0/1
Mr. YU Hai (Chairman) (Appointed as the Chairman on June 19, 2025)	于海先生 (董事長) (於2025年 6月19日獲委任為董事長)	1/1
Mr. ZHANG Chuang (Chief Executive Officer) (Appointed on November 7, 2025)	張闖先生 (總裁) (於2025年11月7日獲委任)	0/0
Mr. WANG Yuexing (Appointed on February 27, 2026)	王躍興先生 (於2026年2月27日獲委任)	N/A
Mr. WU Xinchun (Vice President) (Appointed on November 7, 2025)	吳新春先生 (副總裁) (於2025年11月7日獲委任)	0/0
Mr. SHAN Baojie (Vice President) (Resigned on August 26, 2025)	單寶杰先生 (副總裁) (於2025年8月26日辭任)	1/1
Ms. YANG Min (Chief Financial Officer) (Resigned on February 27, 2026)	楊敏女士 (首席財務官) (於2026年2月27日辭任)	1/1
Non-executive Director	非執行董事	
Ms. GE Lu (Retired on March 11, 2026)	葛路女士 (於2026年3月11日退任)	1/1
Mr. FANG Xin (Appointed on March 11, 2026)	房昕先生 (於2026年3月11日獲委任)	N/A
Independent Non-executive Directors	獨立非執行董事	
Mr. WU Ting Yuk, Anthony	胡定旭先生	1/1
Mr. KWONG Kwok Kong (Retired on June 19, 2025)	鄺國光先生 (於2025年6月19日退任)	1/1
Mr. FU Tingmei	傅廷美先生	1/1
Mr. ZHOU Peng	周鵬先生	1/1
Ms. LO Wing Sze (Appointed on June 19, 2025)	羅詠詩女士 (於2025年6月19日獲委任)	0/0

The Company will announce the date of the 2026 annual general meeting of the Company in due course. The notice of the annual general meeting will be sent to the Shareholders at least 21 clear days before the annual general meeting.

本公司將適時公佈本公司2026年股東週年大會日期。股東週年大會通告將於股東週年大會前最少21日寄發予股東。

Continuous Professional Development for Directors

On appointment to the Board, each Director receives a comprehensive induction package to ensure that he/she has a proper understanding of the business and operations of the Group and is fully aware of the responsibilities and obligations as being a Director as well as the compliance practice under the Listing Rules and other relevant regulatory requirements.

All Directors are encouraged to participate in continuous professional development to develop and refresh their knowledge and skills. Directors are kept updated on the statutory and regulatory development and changes in the business and the market so as to facilitate the discharge of their responsibilities. All Directors have participated in the courses relating to the roles, functions and duties of a director of a listed company or further enhanced their professional development by way of attending training courses or reading relevant materials for the year ended December 31, 2025.

董事持續專業發展

獲委任加入董事會時，各董事將接獲一份完備之入職資料集，確保彼等為了解本集團業務及營運，以及充份意識到作為董事的責任及義務，以及上市規則項下的合規常規及其他相關規管規定。

本集團鼓勵全體董事參與持續專業發展，以發展及更新彼等之知識及技能。董事獲持續提供法定及監管發展，以及業務及市況變遷之最新數據，以便彼等履行職責。截至2025年12月31日止年度，全體董事參與有關上市公司董事之角色、職能及職責之課程，或透過出席培訓課程或閱讀有關材料進一步增進彼等之專業發展。

A summary of the training received by the Directors for the year ended December 31, 2025 according to the records provided by the Directors is as follows:

根據董事所提供的記錄，截至2025年12月31日止年度，董事所接受培訓之概要如下：

Name of Directors	董事姓名	Attending seminar or reading materials 出席研討會或閱讀資料
Executive Directors	執行董事	
Mr. SONG Qing (Chairman) (Retired on June 19, 2025)	宋清先生 (董事長) (於2025年6月19日退任)	✓
Mr. YU Hai (Chairman) (Appointed as the Chairman on June 19, 2025)	于海先生 (董事長) (於2025年6月19日獲委任為董事長)	✓
Mr. ZHANG Chuang (Chief Executive Officer) (Appointed on November 7, 2025)	張闖先生 (總裁) (於2025年11月7日獲委任)	✓
Mr. WANG Yuexing (Appointed on February 27, 2026)	王躍興先生 (於2026年2月27日獲委任)	N/A
Mr. WU Xinchun (Vice President) (Appointed on November 7, 2025)	吳新春先生 (副總裁) (於2025年11月7日獲委任)	✓
Mr. SHAN Baojie (Vice President) (Resigned on August 26, 2025)	單寶杰先生 (副總裁) (於2025年8月26日辭任)	✓
Ms. YANG Min (Chief Financial Officer) (Resigned on February 27, 2026)	楊敏女士 (首席財務官) (於2026年2月27日辭任)	✓
Non-executive Director	非執行董事	
Ms. GE Lu (Retired on March 11, 2026)	葛路女士 (於2026年3月11日退任)	✓
Mr. FANG Xin (Appointed on March 11, 2026)	房昕先生 (於2026年3月11日獲委任)	N/A
Independent Non-executive Directors	獨立非執行董事	
Mr. WU Ting Yuk, Anthony	胡定旭先生	✓
Mr. KWONG Kwok Kong (Retired on June 19, 2025)	鄺國光先生 (於2025年6月19日退任)	✓
Mr. FU Tingmei	傅廷美先生	✓
Mr. ZHOU Peng	周鵬先生	✓
Ms. LO Wing Sze (Appointed on June 19, 2025)	羅詠詩女士 (於2025年6月19日獲委任)	✓

Nomination Committee

The Board has established the Nomination Committee on November 4, 2013 which currently consists of one executive Director, Mr. YU Hai (chairman); and two independent non-executive Directors, namely, Mr. WU Ting Yuk, Anthony and Ms. LO Wing Sze.

The roles and functions of the Nomination Committee are set out in its terms of reference. Its primary responsibilities include reviewing the structure, size and composition (including the skills, knowledge and experience) of the Board, assisting the Board in maintaining a Board skills matrix, supporting the Company's regular evaluation of the Board's performance, identifying appropriate and qualified individuals to become Board members and selecting or making recommendations to the Board on the selection of individuals nominated for directorships, assessing the independence of the independent non-executive Directors, making recommendations to the Board on the appointment or reappointment of Directors and succession planning for Directors, in particular the Chairman and the Chief Executive Officer.

According to the Board Diversity Policy, the Nomination Committee reviews and assesses the Board composition and makes recommendations of changes to the composition of the Board. The Nomination Committee would consider the benefits of all aspects of diversity set out in the Board Diversity Policy, including but not limited to gender, age, ethnicity, cultural and educational background, communication styles, interpersonal skills, functional expertise, problem solving skills, professional qualifications, knowledge and industry and regional experience and other qualities in reviewing and assessing the composition of the Board and all appointments to the Board will be based on merits and will take into account of factors based on the Group's own business model and specific needs from time to time.

提名委員會

董事會於2013年11月4日成立提名委員會，現包括一名執行董事（于海先生（主席））及兩名獨立非執行董事（即：胡定旭先生及羅詠詩女士）。

提名委員會的角色及職能載於其職權範圍。其主要責任包括檢討董事會架構、規模及組成成員（包括技能、知識及經驗）、協助董事會編制董事會技能表、支援本公司定期評估董事會表現、物色具備合適資格的人士擔任董事會成員及選擇或建議董事會選擇提名董事職位候選人、評估獨立非執行董事的獨立性、建議董事會委聘或續聘董事及董事繼任計劃，尤其是董事長及總裁。

根據董事會多元化政策，提名委員會檢討及評估董事會組成成員，並就董事會組成成員的變動提出推薦建議。提名委員會在檢討和評估董事會組成成員時，會考慮董事會多元化政策所載的所有多元化範疇的優勢，包括但不限於性別、年齡、種族、文化及教育背景、溝通方式、人際技巧、職能專長、解決問題技巧、專業資格、知識及行業以及地區經驗以及其他特質，且董事會之所有委任將以選賢與能為基準，並計及本集團自身業務模式及不時之具體需求等有關因素作出。

The Nomination Committee will review the Board Diversity Policy on a regular basis (which will include a review on the effectiveness of the policy), discuss any required changes with the Board and make recommendation of revision to the Board Diversity Policy for consideration and approval. The Nomination Committee has been provided with sufficient resources to perform its duty. When necessary, the Nomination Committee will seek independent professional advice, at the Company's expense, to perform its responsibilities.

During the year ended December 31, 2025, the Nomination Committee held two meetings to review the structure, size and composition of the Board and the committees and the independence of the independent non-executive Directors, considering the qualifications of the retiring Directors standing for re-election at the annual general meeting and making recommendations to the Board on the appointment of Directors. The particulars of the attendance of the Nomination Committee are set forth as follows:

提名委員會將定期檢討董事會多元化政策（當中包括檢討該政策的成效），與董事會討論任何所需的變動及就修訂董事會多元化政策向董事會提供建議，以供考慮及批准。提名委員會已獲提供足夠資源以履行其職責。如有需要，提名委員會將尋求獨立專業意見以履行其職務，費用由本公司承擔。

截至2025年12月31日止年度，提名委員會舉行了兩次會議以檢討董事會及委員會之架構、規模及組成成員以及獨立非執行董事之獨立性，考慮退任董事於股東週年大會重選連任之資格並建議董事會委聘董事。提名委員會出席詳情載列如下：

Name of the members of the Nomination Committee	提名委員會成員姓名	Number of meetings attended/ convened 會議出席／召開次數
Chairman:	主席：	
Mr. SONG Qing (Retired on June 19, 2025)	宋清先生 (於2025年6月19日退任)	2/2
Mr. YU Hai (Appointed on June 19, 2025)	于海先生 (於2025年6月19日獲委任)	0/0
Members:	成員：	
Mr. WU Ting Yuk, Anthony	胡定旭先生	2/2
Mr. KWONG Kwok Kong (Retired on June 19, 2025)	鄭國光先生 (於2025年6月19日退任)	2/2
Ms. LO Wing Sze (Appointed on June 19, 2025)	羅詠詩女士 (於2025年6月19日獲委任)	0/0

Remuneration Committee

The Board has established the Remuneration Committee on November 4, 2013 which currently consists of one non-executive Director, Mr. FANG Xin; and two independent non-executive Directors, namely Mr. WU Ting Yuk, Anthony (chairman) and Mr. FU Tingmei.

The roles and functions of the Remuneration Committee are set out in its terms of reference. Its primary responsibilities include reviewing and formulating policies in respect of remuneration structure for all Directors and senior management (including the remuneration packages (inclusive of pension rights and compensation (if applicable)) of individual executive Directors and senior management) and making recommendations to the Board for its consideration, reviewing and evaluating the performance of individual executive Directors, approving the terms of executive Directors' service contracts, and reviewing and approving matters in relation to share schemes under Chapter 17 of the Listing Rules.

During the year ended December 31, 2025, the Remuneration Committee held three meetings to review the remuneration policy for all Directors and senior management and assess the performance of executive Directors. The particulars of the attendance of the Remuneration Committee are set forth as follows:

薪酬委員會

董事會於2013年11月4日成立薪酬委員會，現包括一名非執行董事（房昕先生）；及兩名獨立非執行董事，胡定旭先生（主席）及傅廷美先生。

薪酬委員會的角色及職能載於其職權範圍。其主要責任包括檢討及制定有關全體董事及高級管理人員薪酬架構的政策，並向董事會提出推薦建議供其考慮當中包括個別執行董事及高級管理層人員的薪酬待遇（含退休金安排和賠償金額等（如有）），檢討及評估個別執行董事的表現、批准執行董事服務合約的條款，以及檢討及批准有關上市規則第十七章股份計劃的事宜。

截至2025年12月31日止年度，薪酬委員會舉行了三次會議，以檢討全體董事及高級管理人員的薪酬政策及評估執行董事的表現。薪酬委員會出席詳情載列如下：

Name of the members of the Remuneration Committee		Number of meetings attended/ convened 會議出席／召開次數
Chairman: Mr. WU Ting Yuk, Anthony	主席： 胡定旭先生	3/3
Members: Ms. GE Lu (<i>Retired on March 11, 2026</i>) Mr. FANG Xin (<i>Appointed on March 11, 2026</i>) Mr. FU Tingmei	成員： 葛路女士 (於2026年3月11日退任) 房昕先生 (於2026年3月11日獲委任) 傅廷美先生	3/3 N/A 3/3

Audit Committee

On November 4, 2013, the Board has established the Audit Committee currently consists of three independent non-executive Directors, namely, Mr. FU Tingmei (chairman), Mr. ZHOU Peng and Ms. LO Wing Sze.

The Board considered that the members of the Audit Committee possess sufficient professional knowledge and experience of accounting and financial management for the performance of their responsibilities.

The roles and functions of the Audit Committee are set out in its terms of reference. Its primary responsibilities include serving as a focal point for communication among other Directors, the external auditor and the internal auditor (where an internal audit function exists) as regards their duties relating to financial and other reporting, risk management and internal controls, external and internal audits and such other financial and accounting matters as the Board determines from time to time, assisting the Board in providing an independent review on the effectiveness of the financial reporting system, risk management and internal control systems of the Group and overseeing the audit procedure, reviewing the Group's financial and accounting policies and practices, assisting the Company in establishing a whistleblowing policy and system and performing other duties and responsibilities as designated by the Board.

審核委員會

董事會於2013年11月4日成立審核委員會，現包括三名獨立非執行董事（即：傅廷美先生（主席）、周鵬先生及羅詠詩女士）。

董事會認為，審核委員會成員具備充分會計及財務管理專業知識及經驗，足以履行彼等的職責。

審核委員會的職務及職能載於其職權範圍。其主要責任包括作為其他董事、外聘核數師及內部審計師（如設內部審計職能）之間有關其財務和其他報告、風險管理及內部監控、外部和內部審計及董事會不時釐定的該等其他財務和會計事宜等方面的職責的主要溝通橋樑，就本集團財務報告制度、風險管理及內部監控制度的成效協助董事會獨立檢討，監督審核程序、審閱本集團的財務及會計政策及常規、協助本公司制定舉報政策及系統及履行董事會指定的其他職責和責任。

CORPORATE GOVERNANCE REPORT

企業管治報告

During the year ended December 31, 2025, the Audit Committee held four meetings to discharge its responsibilities and review the Group's annual and interim results, continuing connected transactions, reporting and compliance procedures, reports from the management on the Group's risk management and internal control systems, the effectiveness of the Group's internal control function and procedures and also the re-appointment of the external auditor. The particulars of the attendance of the Audit Committee are set forth as follows:

截至2025年12月31日止年度，審核委員會舉行了四次會議以履行其職責並審閱本集團年度及中期業績、持續關連交易、報告及合規程序、管理層有關本集團風險管理及內部監控制度、本集團內部監控職能及程序之成效之報告以及續聘外聘核數師。審核委員會出席詳情載列如下：

		Number of meetings attended/ convened 會議出席／召開次數
Name of the members of the Audit Committee	審核委員會成員姓名	
Chairman:	主席：	
Mr. KWONG Kwok Kong (Retired on June 19, 2025)	鄺國光先生 (於2025年6月19日退任)	1/1
Mr. FU Tingmei (Appointed as the chairman on June 19, 2025)	傅廷美先生 (於2025年6月19日獲委任為主席)	4/4
Members:	成員：	
Mr. ZHOU Peng	周鵬先生	4/4
Ms. LO Wing Sze (Appointed on June 19, 2025)	羅詠詩女士 (於2025年6月19日獲委任)	3/3

Appointment and Remuneration of External Auditor

外聘核數師的委聘和酬金

During the year ended December 31, 2025, the total fee paid/payable to the external auditors of the Group in respect of audit services is RMB4,500,000. The external auditor has not performed non-audit services for the Group during the year ended December 31, 2025.

截至2025年12月31日止年度，就審核服務已支付／應付本集團外聘核數師的費用總額為人民幣4,500,000元。外聘核數師於截至2025年12月31日止年度並無向本集團提供非審核服務。

The Audit Committee is responsible for making recommendations to the Board as to the appointment, re-appointment and removal of the external auditor. Such appointment, re-appointment and removal are subject to the approval by the Board and the general meetings of the Company by the Shareholders.

審核委員會負責就外聘核數師的委任、續聘及罷免向董事會作出推薦建議，該等委任、續聘及罷免須經董事會及股東於本公司股東大會上批准方可作實。

The statement of the independent auditor of the Group about their reporting responsibilities on the consolidated financial statements of the Group is set out in the independent auditor's report from pages 111 to 118 of this annual report.

本集團獨立核數師有關彼等對本集團綜合財務報表的申報責任的陳述載於本年報第111至118頁的獨立核數師報告內。

Directors' Responsibilities for the Financial Statements

The Directors acknowledge their responsibility for preparing the financial statements of the Group for the year ended December 31, 2025 which give a true and fair view of the financial position of the Group as well as the results and cash flow during that year.

The Directors consider that in preparing the financial statements, the Group ensures statutory requirements are met and applies appropriate accounting policies that are consistently adopted and makes judgements and estimates that are reasonable and prudent in accordance with the applicable accounting standards.

The Directors are responsible for ensuring that proper accounting records are kept so that the Group could prepare financial statements in accordance with statutory requirements and the Group's accounting policies. They are also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities within the Group.

The Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Group's ability to continue as a going concern.

董事對財務報表的責任

董事確認彼等就編製真實及公平反映本集團財務狀況及同年業績及現金流量的本集團截至2025年12月31日止年度財務報表的責任。

董事認為，編製財務報表時，本集團確保符合法定規定，並應用一貫採納的恰當會計政策，並根據適用會計準則作出合理謹慎的判斷和估計。

董事負責確保妥為保存會計記錄，以便本集團可根據法定規定及本集團的會計政策編製財務報表。彼等亦負責保障本集團的資產，並因而採取合理步驟防止及查找本集團內的欺詐及其他異常情況。

董事並無獲悉可能對本集團持續經營能力構成重大疑問的有關事件或情況的任何重大不明朗因素。

Risk Management and Internal Control

The Board would review the Group's risk management and internal control systems at least once a year. The Board confirms that it is responsible for the Group's risk management and internal control systems and is responsible for reviewing the effectiveness of these systems. These systems are designed to manage rather than eliminate the risk of failure to achieve the Group's business objectives and the Board can only provide reasonable but not absolute assurance against material misstatement or loss. During the year ended December 31, 2025, the Board, as supported by the Audit Committee as well as the management report and the internal audit findings, has performed an annual review on the adequacy and effectiveness of the Group's risk management and internal control systems in different aspects of the Group such as financial, operation, compliance and risk management, and has also assessed the accounting and financial reporting functions and the environmental, social & corporate governance function of the Group, estimated the resources and budgets for training programmes and appraised the staff members' qualifications and experience. The Board has reviewed and considered the changes in the nature and extent of significant risks (including ESG risks) since the last review, and the ability of the Group to respond to changes in the business and the external environment. In respect of continuing connected transactions, the Group has implemented a series of general management policies controlled by multiple departments to improve corporate governance structure and monitor the implementation of internal control policies, including financial control system, anti-fraud and legal monitoring system, operations and compliance management system, risk management and assessment policies and internal audit rules.

The Company has established a whistleblowing policy and system for employees and those who deal with the issuer (e.g. customers and suppliers) to raise concerns, in confidence and anonymity, with the Audit Committee (or any designated committee comprising a majority of independent non-executive Directors) about possible improprieties in any matter related to the issuer. The Company has also established relevant policy that promote and support anti-corruption laws and regulations.

The Board considers that the abovementioned systems (including the risk management and internal control systems of the Group) are effective and adequate.

風險管理及內部監控

董事會每年對本集團的風險管理和內部監控制度進行至少一次檢討。董事會確認其須對本集團的風險管理及內部監控系統負責，並有責任檢討該等制度的有效性。該等系統旨在管理而非消除未能達成本集團業務目標的風險，董事會只能就不會有重大的失實陳述或損失作出合理而非絕對的保證。截至2025年12月31日止年度，根據審核委員會以及管理層報告和內部審計結果，董事會已就財務、營運、合規及風險管理等本集團不同範疇對本集團風險管理及內部監控制度的充足性及效率進行年度檢討，亦已評估本集團會計及財務報告職能及環境、社會及管治表現的職能、估計培訓課程的資源及預算，並核證員工的資格及經驗。董事會已審閱及考慮自上次檢討後重大風險（包括環境、社會及管治風險）的性質及程度的轉變、以及本集團應付業務及外在環境轉變的能力。關於持續關聯交易，本集團已實施一系列覆蓋全集團多部門的管理制度以完善企業治理結構並監控內部控制制度執行情況，包括財務控制體系、反欺詐及法務監控體系、運營及合規管理體系、風險控制及評估制度及內部審計制度等。

本公司已制定舉報政策及系統，讓僱員及其他與發行人有往來者（如客戶及供應商）可暗中及以不具名方式向審核委員會（或任何由獨立非執行董事占大多數的指定委員會）提出其對任何可能關於發行人的不當事宜的關注。本公司亦已制定促進和支持反貪污法律及規例的適用政策。

董事會認為上述系統（包括本集團風險管理及內部監控制度）為有效及充分。

The Group has an internal audit department. The internal audit department is responsible for conducting comprehensive audits of each department, subsidiary and member of the Group to facilitate the management's control on the assets of the Group. In addition, it offers consulting services in respect of internal control to each department of the Group to assist them in optimizing and enhancing the risk management and internal control systems and the operating processes. As authorized by the management, the internal audit department conducts an investigation on internal corruption. For the year ended December 31, 2025, the internal audit department did not discover any circumstances involving fraud, non-compliance or violation against laws, regulations and rules or any material incidents due to lack of internal control.

The Board considers that the current risk management and internal control systems cover the existing businesses of the Group, and will continue to be optimized in line with the business development of the Group.

In particular, the Board will devote efforts to complying with the Listing Rules, ensuring compliance with the relevant laws and regulation and safeguarding the interests of the Company and the Shareholders as a whole.

The Company has developed its disclosure policy which provides a general guide to the Directors, officers, senior management and relevant employees in handling confidential information, monitoring information disclosure and responding to enquiries.

Control procedures have been implemented to ensure that unauthorized access and use of inside information are strictly prohibited.

The Board assesses the likely impact of any unexpected significant event that may impact the price of the Shares or their trading volume and decides whether the relevant information is considered as inside information and needs to be disclosed as soon as practicable pursuant to Rules 13.09 and 13.10 of the Listing Rules and the Inside Information Provisions under Part XIVA of the SFO. Executive Directors and the company secretary are also responsible for approving certain announcements and/or circulars to be issued by the Company under powers delegated by the Board from time to time.

本公司設有內部審計部門。內部審計部門負責對本集團內各部門、各附屬公司及各成員醫院進行全面審計，並幫助管理層合理控制本集團資產；為本集團內各部門提供內部控制方面的諮詢服務，幫助彼等優化和改善風險管理及內部控制系統和操作流程；在管理層的授權下，對公司內部的舞弊事件進行調查。截至2025年12月31日止年度，內部審計部門並無發現任何涉嫌欺詐、違規或觸犯法例、規則及規例或任何因缺乏內部控制的重大事件的情況。

董事會認為，目前的風險管理及內部監控機制已涵蓋本集團現有業務，並將持續根據本集團的業務發展完善。

尤其是在遵守上市規則、遵守相關法律及法規、維護本公司及股東的整體權益方面，董事會將會繼續做出努力。

本公司已制訂其披露政策，其為董事、行政人員、高級管理人員和相關僱員提供處理機密資料、監管資料披露和回應查詢的一般指引。

本公司已實施監控程序，以確保已嚴禁未經授權訪問和使用內部資料。

針對可能影響股份價格或股份交易量的任何意料之外的重大事件，董事會評估其可能影響，並釐定有關信息是否根據上市規則第13.09條及第13.10條以及證券及期貨條例第XIVA部內幕消息條文屬內幕消息，且是否需在實際可行情況下盡快作出披露。執行董事及公司秘書亦負責批准若干董事會授權本公司不時刊發的若干公告及／或通函。

CORPORATE GOVERNANCE REPORT

企業管治報告

Company Secretary

Mr. CHUNG Ming Fai (“**Mr. CHUNG**”) has been engaged by the Company as the company secretary and an authorized representative with effect from May 16, 2024.

The primary contact person of the Company with Mr. CHUNG for the period until February 27, 2026 is Ms. YANG Min, the then executive Director and Chief Financial Officer. From February 27, 2026, the primary contact person of the Company with Mr. CHUNG is Mr. ZHANG Bin, the secretary of the Board.

Mr. CHUNG has been working in the listed corporate secretarial department of SWCS Corporate Services Group (Hong Kong) Limited under China Resources Group since June 2022, and is mainly responsible for managing the company secretarial and compliance work for companies listed on the Stock Exchange. Mr. CHUNG is currently a fellow member of the Hong Kong Institute of Certified Public Accountants and a member of CPA Australia.

During the year ended December 31, 2025, Mr. CHUNG has complied with the requirement of taking no less than 15 hours of the relevant professional training under Rule 3.29 of the Listing Rules.

Constitutional Documents

For the year ended December 31, 2025, the Company has not made any changes to its Memorandum and Articles of Association.

Shareholders’ Rights

To safeguard Shareholders’ interests and rights, a separate resolution is proposed for each substantially separate issue at general meetings, including the re-election of individual retiring Directors. Except where the Chairman, in good faith, decides to allow a resolution which relates purely to a procedural or administrative matter to be voted on by a show of hands, all resolutions tabled at the general meetings will be voted on by poll pursuant to the Listing Rules. Poll results will be posted on the websites of the Company and the Stock Exchange after each general meeting.

公司秘書

鍾明輝先生（「**鍾先生**」）自2024年5月16日起獲本公司委聘為公司秘書及授權代表。

截至2026年2月27日止期間，本公司與鍾先生的主要聯絡人為時任執行董事及首席財務官楊敏女士。自2026年2月27日起，本公司與鍾先生的主要聯絡人為董事會秘書張斌先生。

鍾先生自2022年6月起於華潤集團下屬方圓企業服務集團（香港）有限公司的上市公司秘書部工作，主要負責管理聯交所上市公司的公司秘書及合規工作。鍾先生現為香港會計師公會資深會員及澳洲註冊會計師公會會員。

截至2025年12月31日止年度，鍾先生已遵守上市規則第3.29條項下有關接受不少於15小時相關專業培訓的規定。

組織章程文件

截至2025年12月31日止年度，本公司並無對其組織章程大綱及細則作出任何變更。

股東權利

為保障股東權益及權利，股東大會上每一大致獨立事項均提呈獨立決議案，當中包括重選個別退任董事。惟除董事長秉誠決定允許以舉手投票方式表決純粹屬程序或行政事宜的決議案的情況外，股東大會上提呈的所有決議案將根據上市規則以按股數投票方式表決。表決結果將於每次股東大會後在本公司及聯交所網站刊載。

Putting Forward Proposals at General Meeting

The annual general meeting and other general meetings of the Company are primary forums for communication between the Company and its Shareholders. The Company shall provide Shareholders with relevant information on the resolution(s) proposed at a general meeting in a timely manner in accordance with the Listing Rules. The information provided shall be reasonably necessary to enable Shareholders to make an informed decision on the proposed resolution(s).

There are no provisions in the Articles of Association or the Companies Act of the Cayman Islands for Shareholders to propose new resolutions at general meetings. Shareholders who wish to propose a resolution may request the Company to convene a general meeting in accordance with the procedures set out in the paragraph below.

Convening an Extraordinary General Meeting by Shareholders

Pursuant to Article 57 of the Articles of Association, any one or more Shareholders holding at the date of deposit of the requisition not less than one-tenth of the paid up capital of the Company carrying the right of voting at general meetings of the Company shall at all times have the right, by written requisition to the Board or the company secretary of the Company, to require an extraordinary general meeting to be called by the Board for the transaction of any business specified in such requisition and shall have the right to add resolutions to a meeting agenda; and such meeting shall be held within two months after the deposit of such requisition.

If within two (2) month of such deposit the Board fails to proceed to convene such meeting, the requisitionist(s) himself (themselves) may do so in the same manner, and all reasonable expenses incurred by the requisitionist(s) as a result of the failure of the Board shall be reimbursed to the requisitionist(s) by the Company.

於股東大會提出動議

本公司的股東週年大會及其他股東大會是本公司與其股東溝通的首要平台。本公司應按照上市規則及時向股東提供在股東大會上提呈決議案的相關資料。所提供的應是讓股東對提呈決議案作出知情決定合理需要的資料。

組織章程細則或開曼群島公司法概無條文可供股東引用以在股東大會上動議新決議案。有意動議新決議案的股東可要求本公司根據下段所載的程序召開股東大會。

股東召開股東特別大會

根據組織章程細則第57條，於遞呈有關要求當日持有附有本公司股東大會表決權的本公司實繳資本不少於十分之一之任何一名或多名股東，有權隨時藉向董事會或本公司之公司秘書發出書面要求，要求董事會召開股東特別大會，以處理有關要求指明之任何事項，並有權在會議議程中加入議案；有關大會須於遞交有關要求後兩個月內舉行。

倘自有關遞呈起計兩(2)個月內，董事會未能著手召開有關大會，則要求人士可自行以相同方式行事，而要求人士因董事會不履責所產生的所有合理開支，須由本公司發還要求人士。

Investor Relations

The Board believes that effective communication with investors is essential for establishing investors' confidence and attracting new investors. The Company also recognizes the importance of transparency and timely disclosure of corporate information which enables investors to make the best investment decision.

The Company has disclosed all necessary information to the Shareholders in compliance with the Listing Rules. Updated and key information of the Company is also available on the Company's website at www.crmedical.hk. The Company also replied to the enquiries from Shareholders timely, if any. The general meetings of the Company provide an important channel for communications between the Board and the Shareholders. The Chairman, as well as the chairmen of the Nomination Committee, Remuneration Committee and Audit Committee or, in their absence, other members of the respective committee and where appropriate, the chairman of the independent Board Committee, will be available to answer questions at the general meetings.

For putting forward any enquiries to the Board, Shareholders may send written enquiries to the Company. For contact details, please refer to page 102 of this annual report.

Note: The Company will not normally deal with verbal or anonymous enquiries.

Shareholders' Communication Policy

The Board has reviewed the implementation and effectiveness of the arrangements on communication with the Shareholders in 2025 and issued the "Shareholder Communication Policy of China Resources Medical Holdings Limited", and confirmed that it has included channels for the Shareholders to communicate their views on various matters affecting the Company and that the Company has taken appropriate and sufficient steps to solicit and understand the views of the Shareholders and stakeholders, and the Board is satisfied with the implementation and effectiveness of such policy. The summary of the shareholders communication policy is set out in the following paragraphs.

投資者關係

董事會相信，與投資者的有效溝通，對建立投資者信心及吸引新投資者實屬關鍵。本公司亦認同公司資料具透明度並及時作出披露的重要性，以讓投資者能作出最佳投資決定。

本公司已遵照上市規則向股東披露一切必要資料。有關本公司的最新及主要資料亦於本公司網站 www.crmedical.hk 可供瀏覽。本公司亦及時回覆股東的查詢(如有)。本公司的股東大會為董事會與股東之間的溝通提供重要渠道。主席以及提名委員會、薪酬委員會及審核委員會的主席或(於彼等缺席時)各委員會的其他成員(倘適用)及獨立董事委員會主席，將在股東大會上回答提問。

就向董事會提出任何查詢而言，股東可將書面查詢發送至本公司。有關聯絡詳情，請參閱本年報第102頁。

附註：本公司通常不會處理口頭或匿名的查詢。

股東通訊政策

董事會已於2025年年內檢討本公司與股東通訊的安排之實施和有效性，並發佈《華潤醫療控股有限公司股東通訊政策》，確認其已包括股東就影響本公司的各種事項發表意見的渠道，以及本公司已為徵求並理解股東和持份者的意見而採取合適、足夠的步驟，並對該政策的實施及成效表示滿意。該股東通訊政策的內容摘要見以下段落。

The above-mentioned policy aims to maintain continuous, timely and effective communication with Shareholders (including potential investors and analysts where appropriate) to ensure that these stakeholders can obtain timely, consistent and comprehensive information about the Company when appropriate. The applicable channels include (1) disclosure through the Company's financial reports (i.e., annual report and interim report); (2) announcements, circulars and other regulatory disclosure information submitted to the Stock Exchange in accordance with the continuous disclosure requirements under the Listing Rules, which will also be immediately published on the website of the Stock Exchange; (3) the general meeting of the Company; and (4) other communication activities with investment markets, including roadshows, industry forums, etc.

The Company also believes that general meeting is an important opportunity for constructive communication between the Board, the management and the Shareholders. The Company can issue a written request to the Board or the company secretary of the Company in accordance with the content and requisite conditions stipulated under Article 57 of the Articles of Association so as to request the Board to convene a general meeting. The Chairman and the chairmen of the committees under the Board, and in their absence, other members of the relevant committees or their designated representatives shall attend the meeting and communicate with the Shareholders. The Company encourages its Shareholders to actively participate in general meetings.

The Company also organizes various activities from time to time, including press conferences and one-on-one meetings for investors, roadshows, media interviews, investor promotion activities and industry forums, etc., to facilitate communication with Shareholders and investors. The Directors and employees of the Company must abide by the disclosure responsibilities and requirements set out in the Company's inside information policy when they have contact or dialogue with investors, the media or other external stakeholders.

上述政策旨在保持與股東（在適當情況下亦包括潛在投資者及分析師）持續、及時且有效的溝通，確保該等持份者可適時取得及時、相同及全面的本公司資訊，適用方式包括(1)透過本公司財務報告（年報及中期報告）作披露；(2)根據上市規則有關持續披露規定而發送予聯交所的公告、通函及其他監管披露資訊，該等資訊亦會隨即登載於聯交所網站；(3)本公司股東大會；及(4)其他與投資市場的溝通活動，包括路演、行業論壇等。

本公司亦認為股東大會是董事會、管理層與股東之間具建設性溝通的重要機會，本公司可根據組織章程細則第57條的內容和所需條件向董事會或本公司公司秘書發出書面要求以要求董事會召開股東大會。董事長、董事會轄下各委員會的主席（如其未能出席，則指派有關委員會其他成員或其委任代表出席）出席會議並與股東作出溝通，本公司鼓勵股東積極參與股東大會。

本公司亦不定期舉辦各類活動，包括為投資者舉辦發佈會及單對單會議、路演、傳媒訪問、投資者推廣活動及業界專題論壇等，以促進與股東及投資者的溝通。而本公司董事及僱員但凡與投資者、傳媒或其他外界持份者有接觸或對話時，均須遵守本公司內幕消息政策所載之披露責任及規定。

CORPORATE GOVERNANCE REPORT

企業管治報告

If any Shareholder of the Company have any questions about his/her shareholding under his/her name, he/she should submit to the Company's share registrar (the contact information of which is set out as below). Shareholders, investors and other stakeholders can raise comments or inquiries or to request the Company's public information at any time via e-mail at ir@crmedical.hk or by post to the registered address of the Company (in the case of a Shareholder, through the share registrar of the Company).

The Company understands the importance of protecting the privacy of Shareholders. Unless otherwise stipulated by laws, the Company shall not disclose information of any Shareholder without consent of any such Shareholder.

Contact Details

Shareholders may send their enquiries or requests as mentioned above to the following:

Address: 14/F, Kunlun Center Office Building
No. 9, Fuyi Street
Fengtai District
Beijing, the People's Republic of China

Email: ir@crmedical.hk

Contact Information of the Company's Share Registrar and Transfer Office

Computershare Hong Kong Investor Services Limited

Address: Shops 1712-1716, 17th Floor
Hopewell Centre
183 Queen's Road East
Wanchai
Hong Kong

Tel: (852) 2862 8688

本公司股東如對名下持有任何問題，應向本公司的股份過戶登記處提出（其聯繫方式見下文）。股東、投資人士及其他持份者可隨時透過電郵：ir@crmedical.hk或郵寄至本公司註冊地址（倘為股東，則亦可透過本公司股份過戶登記處），提出意見或查詢或索取本公司之公開信息。

本公司明白保障股東隱私的重要性，除法例另有規定者外，本公司不會在未經股東同意下擅自披露股東資料。

聯絡詳情

股東可發送上文所述查詢或要求至：

地址：中華人民共和國
北京市豐台區
福宜街9號院
崑崙中心14樓

電郵：ir@crmedical.hk

本公司股份過戶登記處聯絡方式

香港中央證券登記有限公司

地址：香港灣仔皇后大道東
183號合和中心
17樓1712-1716號舖

電話：(852) 2862 8688

DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理人員

Director

Executive Directors

Mr. YU Hai, aged 58, joined the Group in February 2023 as an executive Director and the Chief Executive Officer. He was appointed as the Chairman and the chairman of the Nomination Committee in June 2025, and resigned as the Chief Executive Officer in November 2025. He is currently the chairman of CR Healthcare. Mr. YU served as the vice-chairman, the general manager and the senior vice general manager of CR Healthcare from January 2020 to June 2025 and as the chairman of Liaoning Healthcare Industry Group Co., Ltd. from July 2018 to January 2020. Mr. YU worked in Benxi Municipal Government, Liaoning Province from July 2008 to July 2018, and served as the deputy mayor of Benxi City etc. Prior to that, Mr. YU held various positions at government departments including the deputy director of the Social Development Division of the Department of Science & Technology of Liaoning Province, the deputy director of the High-tech Development and Industrialization Division of the Department of Science & Technology of Liaoning Province, the deputy director of the Bureau of Science and Technology of Nagchu District, the Tibet Autonomous Region, and the principal officer of the Industrial and Social Development Division, the Scientific and Technological Commission of Liaoning Province etc.. Mr. YU holds a doctor of science degree in pharmaceutical affairs management from the School of Pharmacy, Shenyang Pharmaceutical University.

Mr. ZHANG Chuang, aged 48, was appointed as an executive Director and the Chief Executive Officer in November 2025. He currently serves as the general manager and a director of CR Healthcare. He successively served as the assistant general manager and the deputy general manager of CR Healthcare from September 2014 to June 2025; and successively served as the senior manager to the board office and the deputy director of CRH from May 2010 to September 2014. He was the office manager and the secretary to the chief executive officer of China Worldbest Group Co., Ltd.*, the office manager of Sanjiu Enterprise Group*, the manager of human resources and administration department, the secretary to the president, and the assistant general manager of CR Pharmaceutical from April 2007 to May 2010. He also successively served as the deputy director of the operations department, the deputy director and director of the business department of Shenzhen China Resources Petrochemical Investment and Development Co., Ltd.* from January 2003 to April 2007. Mr. ZHANG holds a bachelor's degree in engineering from the Beijing Institute of Petrochemical Technology and has the title of intermediate economist.

董事

執行董事

于海先生，58歲，於2023年2月加入本集團並獲委任為執行董事及總裁，於2025年6月獲委任為董事長及提名委員會主席，並於2025年11月辭任總裁。彼現時為華潤健康董事長，亦曾於2020年1月至2025年6月期間擔任華潤健康副董事長、總經理、高級副總經理，於2018年7月至2020年1月期間擔任遼寧省健康產業集團有限公司董事長。于先生於2008年7月至2018年7月期間於遼寧省本溪市政府工作，曾任該市副市長等職務。此前，于先生曾於政府部門擔任不同職位，包括遼寧省科技廳社會發展處副處長、遼寧省科技廳高新技術發展與產業化處副處長、西藏自治區那曲地區科技局副局長、遼寧省科委工業與社會發展處主任科員等。于先生持有瀋陽藥科大學藥學院藥事管理學專業理學博士學位。

張闖先生，48歲，於2025年11月獲委任為執行董事及總裁。彼目前擔任華潤健康總經理及董事。張先生曾於2014年9月至2025年6月先後擔任華潤健康助理總經理、副總經理；及於2010年5月至2014年9月先後擔任華潤集團公司董事會辦公室高級經理、助理總監。張先生於2007年4月至2010年5月擔任中國華源集團有限公司辦公室經理兼執行長秘書、三九企業集團辦公室經理、華潤醫藥人事行政部經理兼總裁秘書以及助理總經理。張先生亦曾於2003年1月至2007年4月先後擔任深圳市華潤石化投資發展有限公司營運部副主任、經營部副主任及主任。張先生持有北京石油化學學院工學學士學位，並擁有中級經濟師職稱。

DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理人員

Mr. WU Xinchun, aged 55, has been serving as the vice president of the Company since December 2018 and was appointed as an executive Director in November 2025. He is currently the deputy general manager of CR Healthcare and the directors of certain subsidiaries of the Company. Mr. WU served as the assistant to the general manager of Wuhan Iron and Steel Group Co., Ltd.* from December 2017 to December 2018; the executive director and general manager of Wugang Modern City Services Group Co., Ltd.*, the chairman of China Resources Wuhan Iron and Steel Medical Management Co., Ltd.* from November 2015 to December 2018. He successively served as the deputy secretary-general of the China Iron and Steel Association, and positions including the director of the technical management division of the technical quality department, the director of the science and technology innovation department and the intellectual property management department, the director of the information center, the general manager of the information and innovation department of Wuhan Iron and Steel Group Corporation* from September 2001 to November 2015. Mr. WU holds a doctoral degree in engineering from Wuhan University of Technology and holds the title of senior engineer at professor level.

Mr. WANG Yuexing, aged 55, was appointed as an executive Director in February 2026. He is currently a director of CR Healthcare. Mr. WANG served as the deputy general manager of China Resources Life Science Group Company Limited* (華潤生命科學集團有限公司) from August 2019 to November 2022; the vice chairman of the board of directors of China Resources Life Science Industry Development Company Limited* (華潤生命科學產業發展有限公司) from June 2018 to August 2019; the deputy general manager of Beijing General Aviation Co., Ltd.* (北京通用航空有限公司) from February 2014 to June 2018; and successively served as the vice manager of the capital operation department, the secretary of the board, the director of the office of the board, the general legal counsel and the director in strategic planning etc. of Beijing Pharmaceutical Group Co., Ltd. from September 2003 to February 2014. Mr. WANG holds a doctoral degree in economics from the school of economics of Renmin University of China and has the title of senior economist.

吳新春先生，55歲，自2018年12月起擔任本公司副總裁，於2025年11月獲委任為執行董事。彼目前亦擔任華潤健康副總經理及本公司若干附屬公司之董事。吳先生曾於2017年12月至2018年12月擔任武鋼集團有限公司總經理助理；於2015年11月至2018年12月擔任武漢現代城市服務集團有限公司執行董事及總經理、華潤武鋼醫療管理有限公司董事長。吳先生曾於2001年9月至2015年11月先後擔任中國鋼鐵工業協會副秘書長、武漢鋼鐵集團公司技術品質部技術管理處長、科技創新部及智慧財產權管理部部長、資訊中心主任、資訊與創新部總經理等職務。吳先生持有武漢理工大學工學博士學位，並擁有教授級高級工程師職稱。

王躍興先生，55歲，於2026年2月獲委任為執行董事。彼目前亦擔任華潤健康董事。王先生曾於2019年8月至2022年11月擔任華潤生命科學集團有限公司副總經理；於2018年6月至2019年8月擔任華潤生命科學產業發展有限公司副董事長；於2014年2月至2018年6月擔任北京通用航空有限公司副總經理；及於2003年9月至2014年2月先後擔任北京醫藥集團有限責任公司資本運營部副經理、董事會秘書、董事會辦公室主任、總法律顧問及戰略規劃總監等職務。王先生持有中國人民大學經濟學院經濟學博士學位，並擁有高級經濟師職稱。

Non-executive Director

Mr. FANG Xin, aged 50, was appointed as a non-executive Director in March 2026. He currently serves as a director of CR Healthcare. He also currently serves as an external director of the business units of CRH. Mr. FANG has served as a non-executive director of China Resources Vanguard (Holding) Company Limited since February 2025, and a non-executive director of China Resources Gas Group Limited (the shares of which are listed on the main board of the Stock Exchange, stock code: 1193) since January 2025. Mr. FANG joined China Resources Group in August 1996, has successively served in various positions in the China Resources Group. He served as a director of China Resources Chemical Innovative Materials Co., LTD. (“**CR Materials**”, the shares of which are listed on the Shenzhen Stock Exchange, stock code: 301090) from January 2020 to December 2024, the period in which he concurrently served as the assistant general manager from January 2020 to August 2021; the vice general manager from August 2021 to January 2022; and the general manager from January 2022 to December 2024 in CR Materials respectively. Mr. FANG also served as the director of the procurement department from January 2008 to August 2018 and as the assistant general manager from November 2012 to January 2020, respectively, in China Resources Chemicals Holdings Limited (now known as China Resources Chemical Innovative Materials Holdings Limited). Mr. FANG holds a bachelor’s degree in engineering from Beijing Institute of Technology.

Independent Non-executive Directors

Mr. WU Ting Yuk, Anthony, GBS, JP, aged 71, joined the Group in August 2018 as an independent non-executive Director and the Chairman, and then resigned as the Chairman in April 2021. Mr. WU was appointed as the chairman of the Remuneration Committee in November 2022, and a member of the Nomination Committee in June 2023. Mr. WU is a leader in the healthcare industry and has extensive management experience in medical system. Mr. WU joined the board of the Hong Kong Hospital Authority in 1999 and was formerly its chairman from 2004 to 2013. He has so far been the longest-serving chairman of the Hospital Authority. He has led the team of the Hospital Authority to manage all public hospitals and public clinics in Hong Kong and implemented the public health policy of the Hong Kong Government. He has also actively promoted a number of public and private medical co-operation projects during his tenure. Mr. WU is currently the principal advisor to the State Administration of Traditional Chinese

非執行董事

房昕先生，50歲，於2026年3月獲委任為非執行董事。彼目前擔任華潤健康董事，彼現時亦擔任華潤集團公司業務單元外部董事。房先生自2025年2月起任華潤萬家（控股）有限公司非執行董事；及自2025年1月起擔任華潤燃氣控股有限公司（其股份於聯交所主板上市，股份代號：1193）非執行董事。房先生於1996年8月加入華潤集團，曾於華潤集團先後擔任不同職務。彼於2020年1月至2024年12月期間擔任華潤化學材料科技股份有限公司（「**華潤材料**」，其股份於深圳證券交易所上市（股份代號：301090））董事，在此期間，分別於2020年1月至2021年8月兼任華潤材料助理總經理；於2021年8月至2022年1月兼任華潤材料副總經理；及於2022年1月至2024年12月兼任華潤材料總經理。房先生亦於2008年1月至2018年8月擔任華潤化工控股有限公司（現稱華潤化學材料科技控股有限公司）採購部採購總監，及於2012年11月至2020年1月擔任該公司助理總經理。房先生持有北京理工大學工學學士學位。

獨立非執行董事

胡定旭先生，金紫荊星章，太平紳士，71歲，於2018年8月加入本集團並被委任為獨立非執行董事及董事長，其後於2021年4月份辭任董事長職務。胡先生於2022年11月獲委任為薪酬委員會主席，並於2023年6月獲委任為提名委員會委員。胡先生是醫療業界的翹楚，具備豐富的醫療體系管理經驗。胡先生於1999年加入香港醫院管理局董事局，2004至2013年期間出任主席，是到目前為止在任時間最長的醫管局主席，任內帶領醫管局團隊管理香港所有公立醫院及公立診所、執行香港政府的公共醫療政策，更積極推動多項公私營醫療合作計劃。胡先生目前是國家中醫藥管理局首席顧問、中醫藥改革發展專家諮詢委員會委員，亦曾任中國國務院深化醫藥衛生體制改革領導小組專家諮詢委員會委員、國家衛生和計劃生育委員會

DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理人員

Medicine of the PRC, a member of the Chinese Medicine Reform and Development Advisory Committee. He was a member of the State Council's Medical Reform Leadership Advisory Committee and an advisor to the Public Policy Advisory Committee of the National Health and Family Planning Commission. Other important public positions that Mr. WU has served include a member of the 12th and 13th Standing Committee of the Chinese People's Political Consultative Conference National Committee, and has been awarded JP and GBS by the government of Hong Kong. Mr. WU also served as the chairman of the Chamber Council of the Hong Kong General Chamber of Commerce from 2010 to 2012, and is currently a member of its consultation committee. He is currently a board member of the West Kowloon Cultural District Authority and a member of the Council of The Hong Kong University of Science and Technology. Mr. WU was a partner of Ernst & Young ("EY") from 1985 to 2015, and served as chairman of the EY's Far East Region from 2000 to 2005. He is currently the chief advisor to MUFG Bank, Ltd., the chairman of The China Oxford Scholarship Fund, an honorary professor of the Faculty of Medicine of the Chinese University of Hong Kong, the Faculty of Medicine of the Hong Kong Baptist University and the Peking Union Medical College Hospital, an honorary fellow of the Hong Kong College of Community Medicine and an honorary fellow of the Chinese University of Hong Kong. Mr. WU also has directorships in certain listed companies of the main board of the Stock Exchange: he is an independent non-executive director of Sing Tao News Corporation Limited (stock code: 1105), Ocumension Therapeutics (stock code: 1477) and Hui Xian Real Estate Investment Trust (stock code: 87001), and is also the chairman and independent non-executive director of Venus Mecttech (Hangzhou) Inc. (stock code: 2500). He was an executive director of Sincere Watch (Hong Kong) Limited (stock code: 444); and an independent non-executive director of Guangdong Investment Limited (stock code: 270), China Taiping Insurance Holdings Company Limited (stock code: 966), Power Assets Holdings Limited (stock code: 6) and Cstone Pharmaceuticals (stock code: 2616), and the chairman and non-executive director of CLARITY MEDICAL GROUP HOLDING LIMITED (stock code: 1406). He was also an independent non-executive director of Agricultural Bank of China Limited (stock code: 1288) from 2009 to 2015. He was also a director of the Fidelity Funds from 2011 to 2014. Mr. WU is a fellow of the Hong Kong Institute of Certified Public Accountants and the Institute of Chartered Accountants in England and Wales, and the honorary chairman of the Institute of Certified Management Accountants (Australia) Hong Kong Branch.

公共政策專家諮詢委員會顧問。胡先生擔任的其他重要公職包括中國人民政治協商會議第十二及十三屆全國委員會常務委員並獲香港政府委任為太平紳士及頒授金紫荊星章。胡先生亦於2010–2012年期間出任香港總商會主席，目前仍為該會諮議會委員。彼現為西九文化區管理局董事局成員及香港科技大學校董會成員。胡先生於1985–2015年期間為安永會計師事務所（「安永」）的合夥人，於2000–2005年期間擔任安永遠東區主席。彼目前是東京三菱UFJ銀行首席顧問、牛津大學中國獎學基金會主席、香港中文大學醫學院、香港浸會大學中醫學院及北京協和醫院榮譽教授，香港社會醫學學院榮譽院士及香港中文大學榮譽院士。胡先生亦擔任多家聯交所主板上市公司的董事職務，包括擔任星島新聞集團有限公司（股票編號：1105）、歐康維視生物（股票編號：1477）及匯賢產業信託（股票編號：87001）之獨立非執行董事職務。彼亦擔任杭州啟明醫療器械股份有限公司（股票編號：2500）之主席及獨立非執行董事職務。彼曾擔任Sincere Watch (Hong Kong) Limited（股票編號：444）之執行董事職務；粵海投資有限公司（股票編號：270）、中國太平保險控股有限公司（股票編號：966）、電能實業有限公司（股票編號：6）及基石藥業（股票編號：2616）之獨立非執行董事職務，及清晰醫療集團控股有限公司（股票編號：1406）之主席及非執行董事職務。彼亦曾於2009–2015年期間出任中國農業銀行股份有限公司（股票編號：1288）之獨立非執行董事及於2011–2014年期間擔任富達基金(Fidelity Funds)之董事。胡先生為香港會計師公會及英格蘭及威爾斯特許會計師公會資深會員，以及澳洲管理會計師公會香港分會榮譽主席。

DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理人員

Mr. FU Tingmei, aged 59, joined the Group in February 2023 as an independent non-executive Director and also a member of the Audit Committee and the Remuneration Committee. He was appointed as the chairman of the Audit Committee in June 2025. He currently serves as an independent non-executive director of the following companies which are listed on the Stock Exchange: China Resources Pharmaceutical Group Limited (stock code: 3320), Guotai Junan International Holdings Limited (stock code: 1788), COFCO Joycome Foods Limited (stock code: 1610) and China Zheshang Bank Co., Ltd. (stock code: 2016; also listed on Shanghai Stock Exchange (stock code: 601916)). Mr. FU was an independent non-executive director of Beijing Enterprises Holdings Limited, a company listed on the Stock Exchange (stock code: 0392) from July 2008 to June 2017, an independent non-executive director of CPMC Holdings Limited, a company listed on the Stock Exchange (stock code: 0906) from June 2008 to July 2019 and an independent non-executive director of Postal Savings Bank of China Co., Ltd., a company listed on the Stock Exchange (stock code: 1658) from May 2016 to March 2023. Mr. FU has over 30 years of experience in investment, finance, law and business management. Mr. FU holds a master's degree in law and a Ph.D. degree in law from London University, the United Kingdom.

Mr. ZHOU Peng, aged 49, was appointed as an independent non-executive Director and a member of the Audit Committee in September 2023. Mr. ZHOU served as an executive director of HKE Holdings Limited (which is listed on the main board of the Stock Exchange, stock code: 1726) from August 2024 to January 2026. He is the founder of Deep Blue Ridge Capital ("**DBR Capital**"). DBR Capital is a multi-strategy investment firm based in Hong Kong. Mr. ZHOU has 20 years of experience in global mergers and acquisitions and capital markets. Before founding DBR Capital, Mr. ZHOU worked in Deutsche Bank (Hong Kong) and Credit Suisse (New York), and cooperated with the world's top institutional and corporate clients to complete a number of cross-industry and cross-product transactions; and Mr. ZHOU's career began in Bank of China. Mr. ZHOU holds a master's degree in business administration from Columbia University in New York.

傅廷美先生，59歲，於2023年2月加入本集團並獲委任為獨立非執行董事，兼審核委員會及薪酬委員會委員，於2025年6月獲委任為審核委員會主席。彼現時於以下在聯交所上市的公司擔任獨立非執行董事：華潤醫藥集團有限公司（股份代號：3320）、國泰君安國際控股有限公司（股份代號：1788）、中糧家佳康食品有限公司（股份代號：1610）及浙商銀行股份有限公司（股票代號：2016；及於上海證券交易所上市（股票代號：601916））。傅先生自2008年7月至2017年6月期間擔任北京控股有限公司（於聯交所上市，股份代號：0392）的獨立非執行董事，自2008年6月至2019年7月擔任中糧包裝控股有限公司（於聯交所上市，股份代號：0906）的獨立非執行董事，並自2016年5月至2023年3月擔任中國郵政儲蓄銀行股份有限公司（於聯交所上市，股份代號：1658）之獨立非執行董事。傅先生在投資、金融、法律及業務管理方面擁有逾三十年經驗。傅先生持有英國倫敦大學法律碩士學位及法律專業哲學博士學位。

周鵬先生，49歲，於2023年9月獲委任為獨立非執行董事及審核委員會委員。周先生於2024年8月至2026年1月期間擔任HKE Holdings Limited（聯交所主板上市，股票代號：1726）之執行董事。彼是Deep Blue Ridge Capital（「**DBR Capital**」）的創始人，DBR Capital是一家立足於香港的多策略投資公司。周先生具備20年的全球併購及資本市場經驗。創立DBR Capital之前，周先生在德意志銀行（香港）和瑞士信貸（紐約）工作，與全球頂尖的機構和企業客戶合作完成了多個跨行業、跨產品的交易；而周先生的職業生涯始於中國銀行。周先生持有由紐約哥倫比亞大學頒授的工商管理碩士學位。

DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理人員

Ms. LO Wing Sze, BBS, JP, aged 54. Ms. LO is the financial director of Million Group, and has 27 years of experience in corporate governance and tourism management.

Ms. LO is a member of the Election Committee 2021 (The Fourth Sector) of the Hong Kong Special Administrative Region (“HKSAR”) and was a member of the Election Committee for the Fifth Government of the HKSAR (Tourism Subsector). She is an All-China Women’s Federation HKSAR delegate.

Ms. LO is a member of the Chief Executive’s Policy Unit Expert Group, the Lotteries Fund Advisory Committee, the Immigration Department Users’ Committee, the Correctional Services Children’s Education Trust Investment Advisory Board and the District Fight Crime Committee (Wan Chai District). She is also an Honorary Court Member of the Lingnan University. Ms. LO is a founding member of Hong Kong Red Cross EmpowerHer Network and a member of the Hong Kong Society of Rehabilitation Fundraising and Social Enterprise Committee.

Ms. LO is currently an independent non-executive director of China Resources Mixc Lifestyle Services Limited (stock code: 1209), New World Development Company Limited (stock code: 17), Goldlion Holdings Limited (stock code: 533) and Lee & Man Paper Manufacturing Limited (stock code: 2314), all being companies listed on the Stock Exchange. She served as an independent non-executive director of Finsoft Financial Investment Holdings Limited (a company listed on the Stock Exchange, stock code: 8018) from August 2020 to July 2023, and an independent non-executive director of Virtual Mind Holding Company Limited (a company listed on the Stock Exchange, stock code: 1520) from January 2021 to June 2025.

Ms. LO holds a bachelor of economics degree from the University of Sydney and a master of commerce in finance Degree from the University of New South Wales in Australia. She is a member of the Hong Kong Institute of Certified Public Accountants and a fellow member of CPA Australia.

羅詠詩女士，銅紫荊星章，太平紳士，54歲。彼為萬通集團財務總監，擁有27年企業管治及旅遊業管理經驗。

羅女士為2021年香港特別行政區（「香港特區」）選舉委員會（第四界別）委員、並曾為香港特區第五屆行政長官選舉委員會（旅遊界）委員。現為全國婦聯港區特邀代表。

羅女士出任特首政策小組專家組、獎券基金諮詢委員會、入境事務處使用服務人士委員會、懲教署人員子女教育信託基金投資顧問委員會及灣仔區撲滅罪行委員會成員。彼亦為嶺南大學榮譽諮議會委員。羅女士為香港紅十字會EmpowerHer Network創始成員以及香港復康會籌款及社會企業委員會委員。

羅女士為華潤萬象生活有限公司（股份代號：1209）、新世界發展有限公司（股份代號：17）、金利來集團有限公司（股份代號：533）及理文造紙有限公司（股份代號：2314）之獨立非執行董事，彼等之股份均於聯交所上市。彼曾於2020年8月至2023年7月擔任匯財金融投資控股有限公司（於聯交所上市的公司，股份代號：8018）之獨立非執行董事，及於2021年1月至2025年6月擔任天機控股有限公司（於聯交所上市的公司，股份代號：1520）之獨立非執行董事。

羅女士持有澳洲悉尼大學經濟學學士學位及澳洲新南威爾士大學商學碩士學位。彼為香港會計師公會會員及澳洲會計師公會資深會員。

Senior Management

Mr. ZHANG Bing, aged 54, was appointed as the vice president of the Company on December 23, 2024. He is also currently the vice general manager of CR Healthcare. Mr. ZHANG was successively a surgeon of Sunjiawan Hospital* (孫家灣醫院), a physician, attending physician, vice president and president of Fuxin Mining Group Pingan Hospital* (阜新礦業集團平安醫院), the president of 157 Hospital of Liaoning Health Group* (遼健集團一五七醫院), and the vice president and president of Fuxin Mining General Hospital* (阜新礦總醫院). Mr. ZHANG holds a master degree in Clinical Medicine with major in Surgery from Liaoning Medical College* (遼寧醫學院), and holds the title of Chief Physician.

Mr. LU Qingrong, aged 48, was appointed as the vice president of the Company on December 23, 2024. He is also currently the vice general manager of CR Healthcare. Before joining the Group, Mr. LU successively worked for BYD Company Limited and ZTE Corporation. He joined Shenzhen China Resources Sanjiu Medical & Pharmaceutical Company Limited* (深圳華潤三九醫藥股份有限公司, which was listed on Shenzhen Stock Exchange, stock code: 000999) in July 2002, and successively served as a budget analyst, budget director and the director of financial management department, the general manager of strategic operation department and the general manager of big health business department. Since August 2020, he has been the general manager of strategic operation department (formerly the strategic management department) of CR Healthcare. Mr. LU holds a bachelor's degree in Economics with major in Accounting from Fudan University, and holds the title of Intermediate Accountant.

高級管理人員

張兵先生，54歲，於2024年12月23日獲委任為本公司副總裁。彼目前亦擔任華潤健康副總經理。張先生曾先後擔任孫家灣醫院外科醫師，阜新礦業集團平安醫院醫師、主治醫師、副院長、院長，遼健集團一五七醫院院長，阜新礦總醫院副院長、院長等職務。張先生持有遼寧醫學院外科專業之臨床醫學碩士學位，並擁有主任醫師職稱。

盧青榕先生，48歲，於2024年12月23日獲委任為本公司副總裁。彼目前亦擔任華潤健康副總經理。在加入本集團前，盧先生曾先後在比亞迪股份有限公司、中興通訊股份有限公司任職。2002年7月加入深圳華潤三九醫藥股份有限公司（深圳證券交易所上市，股份代號：000999）並先後擔任財務管理部預算分析員、預算主管、副部長、戰略運營部總經理、大健康事業部總經理等職務。2020年8月起擔任華潤健康戰略運營部（原為戰略管理部）總經理。盧先生持有復旦大學會計學專業之經濟學學士學位，並擁有中級會計師職稱。

DIRECTORS AND SENIOR MANAGEMENT

董事及高級管理人員

Mr. GONG Dayi, aged 49, was appointed as the vice president of the Company on March 11, 2026. He is also currently the vice general manager of CR Healthcare. Mr. GONG successively served as the general manager of the medical management department, general manager of the discipline development and innovation department and the general manager of the strategic operation department of CR Healthcare from December 2020 to February 2026. Prior to that, Mr. GONG successively served as the head of human resources department, head of medical development department and the chief of medical development department of Liaoning Healthcare Industry Group Co., Ltd* (遼寧省健康產業集團有限公司); the office deputy director and director, the assistant to the president and the vice president of Fuxin Mining Group General Hospital* (阜新礦業集團總醫院); and the deputy director of the general manager office (presiding over work), the secretary of the board and the director of the office of the board of Fuxin Mining Group Company* (阜新礦業集團公司).

鞏大義先生，49歲，於2026年3月11日獲委任為本公司副總裁。彼目前亦擔任華潤健康副總經理。鞏先生於2020年12月至2026年2月先後擔任華潤健康醫療管理部總經理、學科建設與創新部總經理及戰略運營部總經理。在此之前，鞏先生曾於遼寧省健康產業集團有限公司先後擔任人力資源部負責人、醫療發展部負責人及醫療發展部部長；於阜新礦業集團總醫院先後擔任外科醫生、辦公室副主任及主任、院長助理及副院長；及於阜新礦業集團公司擔任總經理辦公室副主任（主持工作）、董事會秘書及董事會辦公室主任。

* For identification purpose only

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告



To the shareholders of
China Resources Medical Holdings Company Limited
(Incorporated in the Cayman Islands with limited liability)

Opinion

We have audited the consolidated financial statements of China Resources Medical Holdings Company Limited (the "Company") and its subsidiaries (the "Group") set out on pages 119 to 251, which comprise the consolidated statement of financial position as at 31 December 2025, the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended and notes, comprising material accounting policy information and other explanatory 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 IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB") 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 ("HKSA") as issued by the Hong Kong Institute of Certified Public Accountants ("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.

致華潤醫療控股有限公司股東

(於開曼群島註冊成立之有限公司)

意見

我們已審計列載於第119至251頁的華潤醫療控股有限公司（「貴公司」）及其附屬公司（「貴集團」）的綜合財務報表，此綜合財務報表包括於2025年12月31日的綜合財務狀況報表與截至該日止年度的綜合損益報表、綜合全面收益報表、綜合權益變動報表和綜合現金流量報表以及附註，當中包括重大會計政策資料及其他說明資料。

我們認為，該等綜合財務報表已根據國際會計準則理事會頒佈的《國際財務報告會計準則》真實而中肯地反映了貴集團於2025年12月31日的綜合財務狀況及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》的披露規定妥為擬備。

意見的基礎

我們已根據香港會計師公會頒佈的《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」部分中作進一步闡述。根據適用於公眾利益實體財務報表審計的香港會計師公會頒佈的《專業會計師道德守則》（以下簡稱「守則」），我們獨立於貴集團，並已履行這些規定及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審計意見提供基礎。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

Key audit matter

Key audit matter is the matter that, in our professional judgement, was of most significance in our audit of the consolidated financial statements of the current period. This matter was 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 this matter.

Impairment assessment of goodwill

商譽減值評估

Refer to note 17 to the consolidated financial statements and the accounting policies in note 2.4(b) and 2.4(d).

請參閱綜合財務報表附註 17 以及附註 2.4(b) 和 2.4(d) 的會計政策。

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。該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。我們不會對該事項提供單獨的意見。

The Key Audit Matter

關鍵審計事項

As at 31 December 2025, the Group recorded goodwill of RMB3,599 million in relation to business acquisitions, which represented 28% of the Group's consolidated total assets.

於2025年12月31日，貴集團就業務收購錄得商譽人民幣3,599百萬元，相當於貴集團綜合資產總值的28%。

Goodwill was allocated to respective cash-generating unit ("CGU") groups. Impairment test is performed by management on respective CGU groups to which goodwill has been allocated at least annually by comparing the carrying value with the recoverable amount of the CGU groups, which is the higher of value in use and fair value less costs of disposal.

商譽將分配至個別的現金產生單位組別。管理層每年最少就獲分配商譽的個別現金產生單位組別進行一次減值測試，方法為將現金產生單位組別的賬面值與其可收回金額（即使用價值與公允價值減處置成本的較高者）作比較。

The value in use of the CGU groups were determined by management using discounted cash flow forecasts. The key assumptions of the discounted cash flow model included revenue growth rates, gross profit margins and discount rates.

現金產生單位組別的使用價值乃由管理層使用貼現現金流量預測釐定。貼現現金流量模型的主要假設包括收益增長率、毛利率及貼現率。

How the matter was addressed in our audit

該事項在審計中是如何應對的

Our audit procedures in relation to impairment of goodwill included the following:

我們就商譽減值所執行的審計程序包括：

- understanding and evaluating the design and implementation of management's key internal control in respect of the goodwill impairment assessment;
- 了解及評價管理層就商譽減值評估作出的主要內部監控的設計及實施情況；
- on a sample basis, comparing the key assumptions used in the discounted cash flow forecasts under value in use, including revenue growth rates and gross profit margins, with historical performance and other available external information;
- 抽樣將使用價值下的貼現現金流量預測的主要假設（包括收益增長率及毛利率）與歷史表現及其他可得外部資料進行比較；

The Key Audit Matter 關鍵審計事項	How the matter was addressed in our audit 該事項在審計中是如何應對的
We identified impairment assessment of goodwill as a key audit matter because the key assumptions in determining the recoverable amount of the CGUs involves a significant degree of management judgement and may be subject to management bias. 我們將商譽減值評估認定為關鍵審計事項，原因為釐定現金產生單位可收回金額的主要假設涉及大量管理層判斷，可能存在管理層偏頗的情況。	- on a sample basis, with the assistance of our internal valuation specialists, evaluating: (i) the methodology adopted with reference to the requirements of the prevailing accounting standards; and (ii) the discount rates used in the discounted cash flow forecasts under value in use, by performing independent expectation based on external available information; - 我們在內部估值專家協助下，抽樣評估(i)參考當前會計準則規定所採納的方法；及(ii)使用價值下貼現現金流量預測所用的貼現率，方法為根據外部可得資料作出獨立評估； - evaluating the sensitivity analysis prepared by management for each of the key assumptions, including the revenue growth rates, gross profit margins and discount rates adopted in the discounted cash flow forecasts under value in use and considering the possibility of error or management bias; - 評估管理層就每項主要假設(包括使用價值下貼現現金流量預測所採納的收益增長率、毛利率及貼現率)進行的敏感度分析，並考慮出現錯誤及管理層偏頗情況的可能性；

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

The Key Audit Matter

關鍵審計事項

How the matter was addressed in our audit

該事項在審計中是如何應對的

- performing a retrospective review of last year's impairment assessment and comparing the cash flow forecasts under value in use with the current year's results to assess the reliability of management's forecasting process, making enquiries of management as to the reasons for any significant variances identified and whether these have been considered in the current forecasts; and
 - 對上一年度的減值評估進行追溯審閱，並將使用價值下的現金流量預測與本年度的業績進行比較，以評估管理層預測程序的可靠性，就所發現的任何重大偏差及管理層在當前的預測是否已考慮有關偏差向管理層作出查詢；及
 - considering the disclosures in the consolidated financial statements in respect of the impairment assessment with reference to the requirements of the prevailing accounting standards.
 - 參考現行會計準則的規定，考慮綜合財務報表內有關減值評估的披露資料。
-

Information other than the consolidated financial statements and auditor's report thereon

The directors are responsible for the other information. The other information comprises all the information included in the annual report, other than 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 as part of our engagement to audit the consolidated financial statements. We have performed an assurance engagement on the disclosed continuing connected transactions that forms part of the other information and provided a separate assurance practitioner's conclusion thereon that is included within the other information.

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 the directors for the consolidated financial statements

The directors are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting Standards as issued by the IASB 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.

綜合財務報表以外的資料及核數師就有關報表作出的報告

董事需對其他信息負責。其他信息包括刊載於年度報告內的信息，但不包括綜合財務報表及我們的核數師報告。

我們對綜合財務報表的意見並不涵蓋其他信息，而我們在審計綜合財務報表的業務中，亦未就此發表任何形式的保證結論。對於作為其他資料一部分所披露的持續關聯交易，我們已執行保證業務，並就此另行出具保證專業人員結論，該結論已載於其他資料內。

結合我們對綜合財務報表的審計，我們的責任是閱讀其他信息，在此過程中，考慮其他信息是否與綜合財務報表或我們在審計過程中所瞭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。

基於我們已執行的工作，如果我們認為其他信息存在重大錯誤陳述，我們需要報告該事實。在這方面，我們沒有任何報告。

董事就綜合財務報表須承擔的責任

董事須負責根據國際會計準則理事會頒佈的《國際財務報告準則會計準則》及香港《公司條例》的披露規定擬備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擬備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。

在擬備綜合財務報表時，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的事項，以及使用持續經營為會計基礎，除非貴公司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

The directors are assisted by the Audit Committee in discharging their responsibilities for overseeing the Group's financial reporting process.

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. This report is made 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 HKSA's 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.

As part of an audit in accordance with HKSA's, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

審核委員會協助董事履行職責，監督貴集團的財務報告過程。

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。本報告僅對全體股東作出，除此以外，本報告並無其他用途。我們不會就核數師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匯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。

在根據《香港審計準則》進行審計的過程中，我們運用了專業判斷，保持了專業懷疑態度。我們亦：

- 識別和評估由於欺詐或錯誤而導致綜合財務報表存在重大錯誤陳述的風險，設計及執行審計程序以應對這些風險，以及獲取充足和適當的審計憑證，作為我們意見的基礎。由於欺詐可能涉及串謀、偽造、蓄意遺漏、虛假陳述，或凌駕於內部控制之上，因此未能發現因欺詐而導致的重大錯誤陳述的風險高於未能發現因錯誤而導致的重大錯誤陳述的風險。
- 瞭解與審計相關的內部控制，以設計適當的審計程序，但目的並非對貴集團內部控制的有效性發表意見。

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.
- 評價董事所採用會計政策的恰當性及作出會計估計和相關披露的合理性。
- 對董事採用持續經營會計基礎的恰當性作出結論。根據所獲取的審計憑證，確定是否存在與事項或情況有關的重大不確定性，從而可能導致對貴集團的持續經營能力產生重大疑慮。如果我們認為存在重大不確定性，則有必要在核數師報告中提請使用者注意綜合財務報表中的相關披露。假若有關的披露不足，則我們應當發表非無保留意見。我們的結論是基於核數師報告日止所取得的審計憑證。然而，未來事項或情況可能導致貴集團不能持續經營。
- 評價綜合財務報表的整體列報方式、結構和內容，包括披露，以及綜合財務報表是否中肯反映相關交易和事項。
- 計劃和執行集團審計，以獲取關於貴集團內實體或業務單位財務信息的充足、適當的審計憑證，作為對綜合財務報表形成意見的基礎。我們負責指導、監督和覆核就集團審計目的而執行的審計工作。我們為審計意見承擔全部責任。

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

除其他事項外，我們與審核委員會溝通了計劃的審計範圍、時間安排、重大審計發現等，包括我們在審計中識別出內部控制的任何重大缺陷。

我們還向審核委員會提交聲明，說明我們已符合有關獨立性的相關專業道德要求，並與他們溝通有可能合理地被認為會影響我們獨立性的所有關係和其他事項，以及為消除對獨立性的威脅所採取的行動或防範措施（若適用）。

INDEPENDENT AUDITOR'S REPORT

獨立核數師報告

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Hui Sau Yee, Jenny (practising certificate number: P05552).

KPMG

Certified Public Accountants

8th Floor, Prince's Building
10 Chater Road
Central, Hong Kong

24 March 2026

從與審核委員會溝通的事項中，我們確定哪些事項對本期綜合財務報表的審計最為重要，因而構成關鍵審計事項。我們在核數師報告中描述這些事項，除非法律法規不允許公開披露這些事項，或在極端罕見的情況下，如果合理預期在我們報告中溝通某事項造成的負面後果超過產生的公眾利益，我們決定不應在報告中溝通該事項。

出具本獨立核數師報告的審計項目合夥人是許秀儀（執業證書編號：P05552）。

畢馬威會計師事務所

執業會計師

香港中環
遮打道十號
太子大廈八樓

2026年3月24日

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

綜合損益報表

For the year ended 31 December 2025 (Expressed in Renminbi ("RMB")) 截至2025年12月31日止年度 (以人民幣(「人民幣」)列示)

		Note	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
REVENUE	收益	5	9,175,645	9,854,790
Cost of sales	銷售成本		(7,734,872)	(8,044,964)
Gross profit	毛利		1,440,773	1,809,826
Other income	其他收入	6	313,535	140,991
Other gains and losses, net	其他收益及虧損淨額	7	(17,236)	(46,186)
Selling and distribution expenses	銷售及分銷費用		–	(623)
Administrative and other operating expenses	行政及其他營運費用		(995,873)	(1,048,592)
Finance costs	財務費用	9	(49,558)	(75,275)
Impairment losses on financial and contract assets, net	金融及合約資產減值虧損淨額		(22,284)	(7,921)
Impairment loss on property, plant and equipment	物業、廠房及設備減值虧損	15	(30)	(32,153)
Share of profits of associates	應佔聯營公司利潤		78,338	98,603
PROFIT BEFORE TAX	稅前利潤	8	747,665	838,670
Income tax	所得稅	12	(191,567)	(166,923)
PROFIT FOR THE YEAR	年度利潤		556,098	671,747
Attributable to:	應佔：			
Equity shareholders of the Company	本公司擁有人		495,944	565,875
Non-controlling interests	非控股權益		60,154	105,872
			556,098	671,747
EARNINGS PER SHARE	母公司普通股權益			
ATTRIBUTABLE TO ORDINARY EQUITY SHAREHOLDERS OF THE COMPANY	持有人應佔每股盈利			
		14		
Basic (RMB yuan)	基本 (人民幣元)		0.39	0.45
Diluted (RMB yuan)	攤薄 (人民幣元)		0.39	0.45

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

綜合全面收益報表

For the year ended 31 December 2025 (Expressed in RMB) 截至2025年12月31日止年度(以人民幣列示)

	Note	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
PROFIT FOR THE YEAR		556,098	671,747
OTHER COMPREHENSIVE INCOME FOR THE YEAR			
Other comprehensive income that will not be reclassified to profit or loss:			
Re-measurement gains/(losses) on defined benefit plans, net of nil tax	31	12,491	(32,480)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		568,589	639,267
Attributable to:			
Equity shareholders of the Company		505,971	540,605
Non-controlling interests		62,618	98,662
		568,589	639,267

The notes on pages 129 to 251 form part of these financial statements.

第129至251頁的附註為此等財務報表的一部分。

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況報表

At 31 December 2025 (Expressed in RMB) 於2025年12月31日 (以人民幣列示)

		Note	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
		附註		
NON-CURRENT ASSETS	非流動資產			
Property, plant and equipment	物業、廠房及設備	15	4,748,828	4,791,782
Right-of-use assets	使用權資產	16(a)	553,368	479,821
Goodwill	商譽	17	3,599,182	3,599,182
Other intangible assets	其他無形資產	18	6,484	7,781
Investments in associates	於聯營公司之投資	19	987,325	993,602
Receivables from invest-operate-transfer ("IOT") hospitals	來自投資 — 營運 — 移交 ("IOT") 醫院 之應收款項	20	6,745	8,231
Financial assets at fair value through profit or loss ("FVTPL")	以公允價值計量且其 變動計入損益的 金融資產	21	38,972	34,855
Deferred tax assets	遞延稅項資產	32	12,283	33,223
Other non-current assets	其他非流動資產	22	108,686	130,535
Total non-current assets	非流動資產總額		10,061,873	10,079,012
CURRENT ASSETS	流動資產			
Inventories	存貨	23	262,126	301,662
Trade and bills receivables	應收貿易款項及應收票據	24	1,244,156	1,412,156
Contract assets	合約資產	25	7,905	4,605
Prepayments, deposits and other receivables	預付款項、保證金及 其他應收款項	26	263,434	427,199
Amounts due from related parties	應收關聯方款項	38(b)	44,364	39,730
Restricted and pledged bank deposits	限制性和已抵押 銀行存款	27	90,998	76,453
Cash and cash equivalents	現金及現金等價物	27	939,620	977,333
Total current assets	流動資產總額		2,852,603	3,239,138

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況報表

At 31 December 2025 (Expressed in RMB) 於2025年12月31日 (以人民幣列示)

		Note	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
CURRENT LIABILITIES	流動負債			
Trade and bills payables	應付貿易款項及應付票據	28	1,662,199	1,696,260
Other payables and accruals	其他應付款項及應計費用	29	1,515,257	1,588,996
Amounts due to related parties	應付關聯方款項	38(b)	486,308	435,403
Interest-bearing bank borrowings	計息銀行借款	30	660,773	701,717
Lease liabilities	租賃負債	16(b)	46,982	51,946
Deferred income	遞延收入		–	3,769
Tax payable	應繳稅金		58,412	21,295
Total current liabilities	流動負債總額		4,429,931	4,499,386
NET CURRENT LIABILITIES	流動負債淨額		(1,577,328)	(1,260,248)
TOTAL ASSETS LESS CURRENT LIABILITIES	總資產減流動負債		8,484,545	8,818,764
NON-CURRENT LIABILITIES	非流動負債			
Interest-bearing bank borrowings	計息銀行借款	30	–	734,700
Lease liabilities	租賃負債	16(b)	145,341	107,239
Defined benefit plan obligations	界定福利計劃責任	31	373,940	393,843
Deferred income	遞延收入		32,966	38,827
Deferred tax liabilities	遞延稅項負債	32	26,562	25,211
Other liabilities	其他負債		18,101	20,876
Total non-current liabilities	非流動負債總額		596,910	1,320,696
NET ASSETS	資產淨值		7,887,635	7,498,068

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

綜合財務狀況報表

At 31 December 2025 (Expressed in RMB) 於2025年12月31日 (以人民幣列示)

		Note	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
		附註		
EQUITY	權益			
Equity attributable to equity shareholders of the Company	本公司擁有人應佔權益			
Share capital	股本	33	267	267
Reserves	儲備	34	6,552,353	6,213,269
			6,552,620	6,213,536
Non-controlling interests	非控股權益		1,335,015	1,284,532
TOTAL EQUITY	總權益		7,887,635	7,498,068

The consolidated financial statements on pages 119 to 251 were approved and authorised for issue by the board of directors on 24 March 2026 and are signed on its behalf by:

第119至251頁的綜合財務報表於2026年3月24日獲董事會批准及授權刊發，並由以下代表簽署：

Yu Hai
于海
Director
董事

Zhang Chuang
張闖
Director
董事

The notes on pages 129 to 251 form part of these financial statements.

第129至251頁的附註為此等財務報表的一部分。

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動報表

For the year ended 31 December 2025 (Expressed in RMB) 截至2025年12月31日止年度 (以人民幣列示)

		Attributable to equity shareholders of the Company 母公司擁有人應佔											
		Share capital	Share premium	Capital reserve	Statutory surplus reserve	Treasury share reserve	Exchange fluctuation reserve	Actuarial changes reserve	Retained profits	Total	Non-controlling interests	Total equity	
		股本	股本溢價	資本公積	法定盈餘公積	庫存股份	匯兌波動儲備	精算變動儲備	保留利潤	總計	非控股權益	總權益	
Note		RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	
		人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	
		千元	千元	千元	千元	千元	千元	千元	千元	千元	千元	千元	
附註		千元	千元	千元	千元	千元	千元	千元	千元	千元	千元	千元	
At 1 January 2025	於2025年1月1日	267	5,433,088	(1,324,062)	285,352	(206,578)	567	(49,922)	2,074,824	6,213,536	1,284,532	7,498,068	
Profit and total comprehensive income for the year	年度利潤及全面收入總額												
— profit for the year	一年度利潤	-	-	-	-	-	-	-	495,944	495,944	60,154	556,098	
— re-measurement gains on defined benefit plans	一界定福利計劃的重新計量收益	-	-	-	-	-	-	10,027	-	10,027	2,464	12,491	
Final 2024 dividend	2024年末期股息	-	(103,672)	-	-	-	-	-	-	(103,672)	-	(103,672)	
Interim dividend	中期股息	-	(63,215)	-	-	-	-	-	-	(63,215)	-	(63,215)	
Appropriation to statutory surplus reserve	計提至法定盈餘公積	-	-	-	1,975	-	-	-	(1,975)	-	-	-	
Dividends paid to non-controlling shareholders	向非控股股東支付股息	-	-	-	-	-	-	-	-	-	(12,135)	(12,135)	
At 31 December 2025	於2025年12月31日	267	5,266,201	(1,324,062)	287,327	(206,578)	567	(39,895)	2,568,793*	6,552,620	1,335,015	7,887,635	

* Included in the balance as at 31 December 2025 was accumulated profits of the Group's consolidated not-for-profit hospitals of RMB872,049,000 (2024: RMB736,513,000).

於2025年12月31日的結餘含本集團的併表非營利醫院的累計利潤人民幣872,049,000元 (2024年：人民幣736,513,000元)。

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

綜合權益變動報表

For the year ended 31 December 2025 (Expressed in RMB) 截至2025年12月31日止年度 (以人民幣列示)

Attributable to equity shareholders of the Company 母公司擁有人應佔												
	Share capital	Share premium	Capital reserve	Statutory surplus reserve	Treasury share reserve	Exchange fluctuation reserve	Actual changes reserve	Retained profits	Total	Non-controlling interests	Total equity	
Note	股本	股份溢價	資本公積	盈餘公積	庫存股份儲備	匯兌波動儲備	變動儲備	保留利潤	總計	非控股權益	總權益	
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	
	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	人民幣	
附註	千元	千元	千元	千元	千元	千元	千元	千元	千元	千元	千元	
At 1 January 2024	267	5,572,218	(1,324,062)	283,447	(206,578)	567	(24,652)	1,510,854	5,812,061	1,201,005	7,013,066	
Profit and total comprehensive income for the year												
— profit for the year	-	-	-	-	-	-	-	565,875	565,875	105,872	671,747	
— re-measurement losses on defined benefit plans	-	-	-	-	-	-	(25,270)	-	(25,270)	(7,210)	(32,480)	
Final 2023 dividend	13	(75,915)	-	-	-	-	-	-	(75,915)	-	(75,915)	
Interim dividend	13	(63,215)	-	-	-	-	-	-	(63,215)	-	(63,215)	
Appropriation to statutory surplus reserve	-	-	-	1,905	-	-	-	(1,905)	-	-	-	
Dividends paid to non-controlling shareholders	-	-	-	-	-	-	-	-	-	(15,135)	(15,135)	
At 31 December 2024	267	5,433,088	(1,324,062)	285,352	(206,578)	567	(49,922)	2,074,824	6,213,536	1,284,532	7,498,068	

The notes on pages 129 to 251 form part of these financial statements.

第129至251頁的附註構成這些財務報表的一部分。

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量報表

For the year ended 31 December 2025 (Expressed in RMB) 截至2025年12月31日止年度(以人民幣列示)

	Note	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
	附註		
CASH FLOWS FROM OPERATING ACTIVITIES	來自經營活動的現金流量		
Profit before tax	稅前利潤	747,665	838,670
Adjustments for:	調整：		
Finance costs	財務費用	49,558	75,275
Share of profits of associates	應佔聯營公司的利潤	(78,338)	(98,603)
Interest and investment income	利息及投資收入	(811)	(1,062)
Dividend income on an equity investment at FVTPL	以公允價值計量且其變動計入損益的股本投資的股息收入	(2,880)	(3,589)
Depreciation of property, plant and equipment	物業、廠房及設備折舊	522,765	557,693
Depreciation of right-of-use assets	使用權資產折舊	60,865	57,892
Amortisation of intangible assets	無形資產攤銷	1,297	3,311
Amortisation of deferred income	遞延收入攤銷	(17,275)	(12,414)
Gain on disposal of right-of-use assets	處置使用權資產收益	(558)	–
(Gains)/loss on disposal of items of property, plant, equipment and intangible assets	處置物業、廠房、設備及無形資產項目(收益)/虧損	(1,505)	11,187
Change in fair value of an equity investment at FVTPL	以公允價值計量且其變動計入損益的股本投資的公允價值變動	(4,117)	14,229
Foreign exchange differences, net	匯兌差異淨額	(378)	1,185
Impairment losses on financial assets, net	金融資產減值虧損淨額	22,284	7,921
Impairment losses on property, plant and equipment	物業、廠房及設備減值虧損	30	32,153
Write-down of inventories	存貨撇減	55	481
		1,298,657	1,484,329
Change in inventories	存貨變動	39,481	(67)
Change in trade and bills receivables	應收貿易款項及應收票據變動	145,610	114,021
Change in contract assets	合約資產變動	(3,300)	4,009
Change in prepayments, deposits and other receivables	預付款項、保證金及其他應收款項變動	71,468	(40,968)
Change in amounts due from related parties	應收關聯方款項變動	(4,634)	(7,517)
Change in trade and bills payables	應付貿易款項及應付票據變動	(34,061)	(35,235)
Change in other payables and accruals	其他應付款項及應計費用變動	(63,155)	(63,781)
Change in amounts due to related parties	應付關聯方款項變動	50,905	66,222
Change in defined plan obligations	界定計劃責任變動	(14,723)	(15,361)
Change in deferred income	遞延收入變動	4,450	2,225
Change in provision	撥備變動	–	(1,930)

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量報表

For the year ended 31 December 2025 (Expressed in RMB) 截至2025年12月31日止年度(以人民幣列示)

	Note 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cash generated from operations	經營所產生現金流量	1,490,698	1,505,947
Income tax paid	已付所得稅	(132,159)	(235,687)
Net cash generated from operating activities	經營活動所得現金淨額	1,358,539	1,270,260
CASH FLOWS FROM INVESTING ACTIVITIES	來自投資活動的現金流量		
Investment income on financial assets at FVTPL	以公允價值計量且其變動計入損益的金融資產投資收益	811	1,062
Dividend income on an equity investment at FVTPL	以公允價值計量且其變動計入損益的股本投資的股息收入	2,880	3,589
Purchases of items of property, plant and equipment	購買物業、廠房及設備項目	(514,131)	(563,689)
Proceeds from disposal of items of property, plant and equipment	處置物業、廠房及設備項目所得款項	18,178	89
Receipt of government grant for property, plant and equipment	收取物業、廠房及設備之政府補助	3,195	6,916
Purchases of financial assets at FVTPL	購買以公允價值計量且其變動計入損益的金融資產	(300,000)	(154,000)
Proceeds from disposal of financial assets at FVTPL	處置以公允價值計量且其變動計入損益的金融資產所得款項	300,000	154,000
Repayment from IOT hospitals	來自IOT醫院之還款	5,446	39,476
Dividends from associates	來自聯營公司的股息	171,966	–
Changes in restricted and pledged bank deposits	限制性和已抵押銀行存款變動	(14,545)	(32,168)
Net cash flows used in investing activities	投資活動所用現金流量淨額	(326,200)	(544,725)

CONSOLIDATED STATEMENT OF CASH FLOWS

綜合現金流量報表

For the year ended 31 December 2025 (Expressed in RMB) 截至2025年12月31日止年度(以人民幣列示)

		Note	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
		附註		
CASH FLOWS FROM FINANCING ACTIVITIES	來自融資活動的現金流量			
New bank borrowings	新銀行借款	36(b)	1,550,000	1,724,282
Borrowing from a related party	向一名關聯方借款	36(b)	500,000	–
Repayment of bank borrowings	銀行借款的還款	36(b)	(2,325,191)	(2,450,585)
Repayment of related party borrowing	關聯方借款的還款	36(b)	(500,000)	–
Principal portion of lease payments	租賃付款的本金部分		(77,260)	(38,039)
Dividend paid	已付股息		(166,887)	(139,130)
Dividends paid to non-controlling shareholders	支付予非控股股東之股息		(12,135)	(15,135)
Repayment of other liabilities	其他負債的還款	36(b)	–	(2,485)
Interest paid	已付利息	36(b)	(38,659)	(63,703)
Net cash flows used in financing activities	融資活動所用現金流量淨額		(1,070,132)	(984,795)
NET DECREASE IN CASH AND CASH EQUIVALENTS	現金及現金等價物減少淨額		(37,793)	(259,260)
Cash and cash equivalents at beginning of year	年初現金及現金等價物		977,333	1,236,097
Effect of exchange rate changes, net	匯率變動影響淨額		80	496
CASH AND CASH EQUIVALENTS AT END OF YEAR	年末現金及現金等價物	27	939,620	977,333

The notes on pages 129 to 251 form part of these financial statements.

第129至251頁的附註構成這些財務報表的一部分。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

1. CORPORATE INFORMATION

China Resources Medical Holdings Company Limited (“the Company”) is a limited liability company incorporated in the Cayman Islands. The address of the registered office of the Company is 4th Floor, Harbour Place, 103 South Church Street, PO Box 10240, Grand Cayman KY1-1002, Cayman Islands. The principal place of business of the Company in Chinese Mainland is located at 14/F, Kunlun Center Office Building, No. 9 Fuyi Street, Fengtai District, Beijing, the People’s Republic of China (the “PRC”).

As at the end of the reporting period, the Group’s immediate holding company is China Resources Healthcare Group Limited, a company incorporated in Hong Kong, and the ultimate holding company is China Resources Company Limited (“CR Co.”), a state-owned enterprise established in the PRC. None of them produce financial statements available for public use.

During the year, the Company and its subsidiaries (collectively referred to as the “Group”) were mainly engaged in (i) provision of general healthcare services; (ii) provision of hospital management services, sale of pharmaceuticals, medical devices and medical consumables and provision of other services in Chinese Mainland.

Particulars of the principal subsidiaries of the Company are disclosed in note 42 to the financial statements.

2.1 BASIS OF PREPARATION

These financial statements have been prepared in accordance with IFRS Accounting Standards issued by the International Accounting Standards Board and the disclosure requirements of the Hong Kong Companies Ordinance. These financial statements also comply with the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited. Material accounting policies adopted by the Group are disclosed below. They have been prepared under the historical cost convention, except for financial assets at FVTPL which have been measured at fair value. These financial statements are presented in RMB and all values are rounded to the nearest thousand except when otherwise indicated.

1. 公司資料

華潤醫療控股有限公司（「本公司」）於開曼群島註冊成立為有限責任公司。本公司註冊辦事處地址為4th Floor, Harbour Place, 103 South Church Street, PO Box 10240, Grand Cayman KY1-1002, Cayman Islands，本公司在中國內地的主要營業地點位於中華人民共和國（「中國」）北京市豐台區福宜街9號院昆侖中心寫字樓14樓。

於報告期末，本集團的直接控股公司為華潤健康集團有限公司（一間於香港註冊成立的公司），最終控股公司為中國華潤有限公司（「中國華潤」）（一間於中國成立的國有企業）。該等公司均無編製可公開使用的財務報表。

本年度，本公司及其附屬公司（統稱「本集團」）主要從事於中國內地(i)提供綜合醫療服務；(ii)提供醫院管理服務、銷售藥品、醫療器械及醫用耗材，以及提供其他服務。

本公司主要附屬公司之詳情於財務報表附註42披露。

2.1 編製基準

財務報表是按照國際會計準則理事會發出的國際財務報告準則會計準則及香港公司條例之披露要求編製。本財務報表亦符合《香港聯合交易所有限公司證券上市規則》的適用披露規定。本集團採用的重大會計政策披露如下。除以公允價值計量且其變動計入損益的金融資產外，有關財務報表按歷史成本法編製。除非另外說明，財務報表以人民幣列報，所有金額進位至最接近的千位數。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

2.1 BASIS OF PREPARATION (continued)

As at 31 December 2025, the Group's current liabilities exceeded its current assets by RMB1.58 billion. As at 31 December 2025, the Group has unutilised bank facilities of approximately HKD3.18 billion and RMB4.17 billion (equivalent to approximately RMB7.04 billion in total). The directors of the Company have reviewed the Group's cash flow forecast for the next twelve months and are of the opinion that the Group will have sufficient facilities to repay the liabilities. Accordingly, the directors of the Company consider it is appropriate to prepare the consolidated financial statements on a going concern basis.

Basis of consolidation

The consolidated financial statements include the financial statements of the Company and its subsidiaries for the year ended 31 December 2025. A subsidiary is an entity (including a structured entity), directly or indirectly, controlled by the Company. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee (i.e., existing rights that give the Group the current ability to direct the relevant activities of the investee).

Generally, there is a presumption that a majority of voting rights results in control. When the Company has, directly or indirectly, less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- (a) the contractual arrangement with the other vote holders of the investee;
- (b) rights arising from other contractual arrangements; and
- (c) the Group's voting rights and potential voting rights.

2.1 編製基準 (續)

於2025年12月31日，本集團的流動負債較其流動資產高出人民幣15.8億元。於2025年12月31日，本集團擁有未動用銀行授信額度約31.8億港元及人民幣41.7億元（折合共約人民幣70.4億元）。本公司董事已審閱本集團未來十二個月的現金流量預測，並認為本集團將有足夠授信償還負債。因此，本公司董事認為按持續經營基準編製綜合財務報表乃屬恰當。

綜合基準

綜合財務報表包括截至2025年12月31日止年度本公司及其附屬公司的財務報表。附屬公司指本公司對其直接或間接有控制權的實體（包括結構性實體）。當本集團能透過其參與承擔或享有投資對象可變回報的風險或權利，並能夠向投資對象使用其權力影響回報金額（即現有權利可使本集團能於現時指揮投資對象的相關活動），即代表達致控制權。

按照一般推定，多數投票權即形成控制權。當本公司直接或間接擁有投資對象少於大多數的投票權或類似權利，本集團於評估其對投資對象是否擁有權力時會考慮所有相關事實及情況，包括：

- (a) 與投資對象的其他投票權持有人訂立的合約安排；
- (b) 其他合約安排所產生的權利；及
- (c) 本集團的投票權及潛在投票權。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

2.1 BASIS OF PREPARATION (continued)

Basis of consolidation (continued)

The financial statements of the subsidiaries are prepared for the same reporting period as the Company, using consistent accounting policies. The results of subsidiaries are consolidated from the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases.

Profit or loss and each component of other comprehensive income are attributed to the equity shareholders of the Company and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains or losses) arising from intra-group transactions, are eliminated. Unrealised losses resulting from intra-group transactions are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control described above. A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises (i) the assets (including goodwill) and liabilities of the subsidiary, (ii) the carrying amount of any non-controlling interest, and (iii) the cumulative translation differences recorded in equity; and recognises (i) the fair value of the consideration received, (ii) the fair value of any investment retained, and (iii) any resulting surplus or deficit is recognised in profit or loss.

In the Company's statement of financial position, an investment in a subsidiary is stated at cost less impairment losses (see note 2.4(d)), unless it is classified as held for sale.

2.1 編製基準 (續)

綜合基準 (續)

附屬公司之財務報表乃按與本公司相同的報告期間，採用一致的會計政策編製。附屬公司之業績乃自本集團獲得控制權當日起作綜合入賬，並繼續綜合入賬，直至有關控制權終止當日為止。

損益及其他全面收入的各組成部分乃歸屬於本集團本公司擁有人及非控股權益，即使此舉引致非控股權益錄得虧損結餘。集團內部各公司之間的結餘及交易，以及集團內部各公司之間的交易所產生的未變現收入及開支（外幣交易收益或虧損外）均會對銷。集團內部各公司之間的交易所產生未變現虧損，會以與未變現收益相同的方式對銷，惟僅以並無減值證據者為限。

倘有事實及情況顯示下文所述三項控制元素中一項或多項元素出現變動，本集團會重新評估其是否對投資對象擁有控制權。附屬公司之所有權權益出現變動（並無失去控制權）作為一項權益交易入賬。

倘本集團失去附屬公司之控制權，則會終止確認(i)該附屬公司之資產（包括商譽）及負債；(ii)任何非控股權益之賬面值；及(iii)計入權益之累計匯兌差額；並確認(i)已收代價之公允價值；(ii)任何保留投資之公允價值；及(iii)因而於損益確認產生之盈餘或虧損。

於本公司財務狀況表中，於附屬公司之投資按成本減減值虧損列賬（見附註2.4(d)），除非其被分類為持作出售。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

2.2 CHANGES IN ACCOUNTING POLICIES AND DISCLOSURES

The Group has applied the following amended IFRS Accounting Standards issued by the IASB to these financial statements for the current accounting period:

- Amendments to IAS 21, *The effects of changes in foreign exchange rates — Lack of exchangeability*

The amendments do not have a material effect on how the Group's results and financial position for the current period have been prepared or presented. The Group has not applied any standard or interpretation that is not yet effective for the current accounting period.

2.2 會計政策變動及披露

本集團已於本會計期間的此等財務報表應用下列由國際會計準則理事會頒佈的經修訂國際財務報告準則會計準則：

- 國際會計準則第21號之修訂匯率變動之影響 — 缺乏可兌換性

該等變動概無對本期間編製或呈列本集團業績及財務狀況的方式產生任何重大影響。本集團並無應用任何於本會計期間尚未生效的新訂或經修訂準則。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS

Up to the date of issue of these financial statements, the IASB has issued a number of new or amended standards, which are not yet effective for the year ended December 31, 2025 and which have not been adopted in these financial statements. These developments include the following which may be relevant to the Group.

2.3 已頒佈但尚未生效的國際財務報告準則會計準則

直至此等財務報表刊發之日，國際會計準則理事會已頒佈一系列於截至2025年12月31日止年度尚未生效的新訂或經修訂準則，前述各項並無於此等財務報表中採納。該等變動包括以下可能與本集團相關者。

	Effective for accounting periods beginning on or after		自下列日期或 之後開始的 會計期間生效
Amendments to IFRS 9, <i>Financial instruments</i> and IFRS 7, <i>Financial instruments: disclosures</i> — <i>Contracts referencing nature-dependent electricity</i>	January 1, 2026	國際財務報告準則第9號之 金融工具和國際財務報告 準則第7號之金融工具 「披露 — 涉及依賴自然的 電力的合同之修訂」	2026年 1月1日
Amendments to IFRS 9, <i>Financial instruments</i> and IFRS 7, <i>Financial instruments: disclosures</i> — <i>Amendments to the classification and measurement of financial instruments</i>	January 1, 2026	國際財務報告準則第9號之 修訂「金融工具」及 國際財務報告準則第7號 「金融工具：披露 — 金融 工具之分類及計量之修訂」	2026年 1月1日
Annual improvements to IFRS Accounting Standards — Volume 11	January 1, 2026	國際財務報告準則會計準則之 年度改進 — 第11冊	2026年 1月1日
IFRS 18, <i>Presentation and disclosure in financial statements</i>	January 1, 2027	國際財務報告準則第18號 「財務報表之呈列及披露」	2027年 1月1日
IFRS 19, <i>Subsidiaries without public accountability: disclosures</i>	January 1, 2027	國際財務報告準則第19號 「非公共受托責任 附屬公司的披露」	2027年 1月1日

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

本集團正在評估此等變動於首次應用期間之預期影響。除下述外，迄今之結論為採納此等修訂將不大可能對綜合財務報表造成重大影響：

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

2.3 ISSUED BUT NOT YET EFFECTIVE IFRS ACCOUNTING STANDARDS (continued)

IFRS 18, Presentation and disclosure in financial statements

IFRS 18 will replace IAS 1 *Presentation of financial statements* and aims to improve the transparency and comparability of information about an entity's financial statements. IFRS 18 is effective for annual reporting periods beginning on or after 1 January 2027 and is to be applied retrospectively.

Among other changes, under IFRS 18, entities are required to classify all income and expenses into five categories in the statement of profit or loss, namely the operating, investing, financing, discontinued operations and income tax categories. Entities are also required to provide specific disclosures about management-defined performance measures in a single note in the financial statements.

The Group does not plan to early adopt IFRS 18 and is still in the process of assessing the impact of the adoption.

2.3 已頒佈但尚未生效的國際財務報告準則會計準則(續)

國際財務報告準則第18號 — 財務報表的列報和披露

國際財務報告準則第18號，將取代國際會計準則第1號 — *財務報表的列報*，旨在提高實體財務報表資訊的透明度和可比性。國際財務報告準則第18號適用於2027年1月1日或之後開始的年度報告期，並將追溯適用。

除其他變化外，根據國際財務報告準則第18號，實體必須在損益表中將所有收入和支出分為五類，即經營、投資、融資、終止經營和所得稅類別。實體還需要在財務報表的單個附註中提供有關管理層定義的績效名額的具體披露。

本集團不打算提前採用國際財務報告準則第18號，仍在評估採用該準則的影響。

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES

(a) Investments in associates and joint ventures

An associate is an entity in which the Group or the Company has a long term interest of generally not less than 20% of the equity voting rights and over which it is in a position to exercise significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

2.4 重大會計政策概要

(a) 於聯營公司及合營公司之投資

聯營公司為本集團(或本公司)於其一般不少於20%股本投票權中擁有長期權益的實體，且可對其發揮重大影響力。重大影響力指的是參與投資對象的財務和經營決策的權力，但不是控制或共同控制這些決策的權力。

合營公司指一類共同安排，對安排擁有共同控制權之訂約方據此有權享有合營公司之資產淨值。共同控制指對某項安排之訂約協定共同控制，共同控制僅於相關活動之決定需共享控制權之各方一致同意之時存在。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(a) Investments in associates and joint ventures (continued)

The Group's investments in associates and a joint venture are stated in the consolidated statement of financial position at the Group's share of net assets under the equity method of accounting, less any impairment losses. Adjustments are made to bring into line any dissimilar accounting policies that may exist. The Group's share of the post-acquisition results and other comprehensive income of associates and a joint venture is included in the consolidated statement of profit or loss and consolidated other comprehensive income, respectively. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and its associates or joint venture are eliminated to the extent of the Group's investments in the associates or joint venture, except where unrealised losses provide evidence of an impairment of the assets transferred. Goodwill arising from the acquisition of associates or joint venture is included as part of the Group's investments in associates or joint venture.

If an investment in an associate becomes an investment in a joint venture or vice versa, the retained interest is not remeasured. Instead, the investment continues to be accounted for under the equity method. In all other cases, upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

2.4 重大會計政策概要 (續)

(a) 於聯營公司及合營公司之投資 (續)

本集團於聯營公司及合營公司的投資乃按本集團根據權益會計法應佔資產淨值減任何減值虧損於綜合財務狀況報表列賬。倘會計政策存在任何不一致，將會作出相應調整。本集團應佔聯營公司及合營公司收購後業績及其他全面收入分別計入綜合損益報表及綜合其他全面收入。此外，倘於聯營公司或合營公司的權益直接確認變動，則本集團會於綜合權益變動報表確認其應佔任何變動（倘適用）。本集團與其聯營公司或合營公司間交易的未變現收益及虧損將以本集團於聯營公司或合營公司的投資為限對銷，惟倘未變現虧損證明所轉讓資產減值則除外。收購聯營公司或合營公司所產生的商譽已計入作本集團於聯營公司或合營公司投資的一部分。

倘於聯營公司的投資變成於合營公司的投資或出現相反情況，則不會重新計量保留權益。反之，該投資繼續根據權益法入賬。在所有其他情況下，失去對聯營公司的重大影響力或合營公司的共同控制時，本集團按其公允價值計量及確認任何保留投資。聯營公司於失去重大影響力時或合營公司於失去共同控制時的賬面值與保留投資及出售所得款項的公允價值之間的任何差額乃於損益內確認。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(b) Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The consideration transferred is measured at the acquisition date fair value which is the sum of the acquisition date fair values of assets transferred by the Group, liabilities assumed by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange for control of the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree that are present ownership interests and entitle their holders to a proportionate share of net assets in the event of liquidation at fair value or at the proportionate share of the acquiree's identifiable net assets. All other components of non-controlling interests are measured at fair value. Acquisition-related costs are expensed as incurred.

The Group determines that it has acquired a business when the acquired set of activities and assets includes an input and a substantive process that together significantly contribute to the ability to create outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts of the acquiree.

Any contingent consideration is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability is measured at fair value with changes in fair value recognised in profit or loss. Contingent consideration that is classified as equity is not remeasured and subsequent settlement is accounted for within equity.

2.4 重大會計政策概要 (續)

(b) 業務合併及商譽

業務合併按收購法列賬。轉讓代價乃按收購日期的公允價值計量，該公允價值為本集團轉讓的資產於收購日期的公允價值、本集團對被收購方的前度擁有人承擔的負債及本集團發行以換取被收購方控股權的股權的總和。就各項業務合併而言，本集團選擇以公允價值或被收購方可識別資產淨值的應佔比例，計量屬現時擁有人權益並賦予擁有人權利在清盤時按比例分佔資產淨值的於被收購方的非控股權益。非控股權益的一切其他部分乃按公允價值計量。收購相關成本於產生時列為開支。

當所收購的活動及資產組合包含輸入項目和實質程序，而兩者結合起來可對產生產出的能力帶來重大貢獻，本集團即認定為一項業務收購。

本集團收購一項業務時會根據合同條款、收購日期的經濟狀況及有關條件評估取得的金融資產及承擔的金融負債，以進行適當分類及指定。這包括分離被收購方主合同中的嵌入式衍生工具。

任何或有代價將以收購日期的公允價值確認。被分類為資產或負債的或有代價按公允價值計量，而公允價值變動於損益確認。或有代價如被分類為權益項目，則不再對其重新計量，後續的結算會計入權益中。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(b) Business combinations and goodwill (continued)

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred, the amount recognised for non-controlling interests and any fair value of the Group's previously held equity interests in the acquiree over the identifiable net assets acquired and liabilities assumed. If the sum of this consideration and other items is lower than the fair value of the net assets acquired, the difference is, after reassessment, recognised in profit or loss as a gain on bargain purchase.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. The Group performs its annual impairment test of goodwill as at 31 December. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units ("CGU"s), or groups of CGUs ("CGU groups"), that are expected to benefit from the combination. The CGUs or CGU groups are identified at the lowest level at which goodwill is monitored for internal management purposes.

Impairment is determined by assessing the recoverable amount of the CGU/CGU group to which the goodwill relates. Where the recoverable amount of the CGU/CGU group is less than the carrying amount, an impairment loss is recognised. An impairment loss recognised for goodwill is not reversed in a subsequent period.

2.4 重大會計政策概要 (續)

(b) 業務合併及商譽 (續)

商譽初步按成本計量，即轉讓代價、確認為非控股權益的金額及本集團此前持有的被收購方股權的任何公允價值的和超出所收購可識別資產淨值及所承擔負債的部分。倘該代價及其他項目的和低於所收購資產淨值的公允價值，有關差額在重估後於損益確認為議價收購收益。

初步確認後，商譽按成本減任何累計減值虧損計量。如有任何事件或情況變動表明賬面值可能減值，將每年或更頻繁地對商譽進行減值測試。本集團每年於12月31日進行商譽減值測試。就減值測試而言，於業務合併時收購的商譽自收購日期起分配至預期將從合併協同效應受益的本集團各現金產生單位（「現金產生單位」）或現金產生單位組別（「現金產生單位組別」）。現金產生單位或現金產生單位組別按就內部管理用途的商譽最低監控層級識別。

減值通過評估商譽所屬的現金產生單位／現金產生單位組別的可收回金額而釐定。倘現金產生單位／現金產生單位組別的可收回金額低於賬面值，則確認減值虧損。就商譽所確認的減值虧損不會於其後期間撥回。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(b) Business combinations and goodwill (continued)

Where goodwill has been allocated to a CGU/CGU group and part of the operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on the disposal. Goodwill disposed of in these circumstances is measured based on the relative value of the operation disposed of and the portion of the CGU/CGU group retained.

An acquisition of a business which is a business combination under common control is accounted for using the pooling of interests method whereby the assets and liabilities acquired are accounted for at carryover predecessor values from the date when the Group and the acquired business are first under common control. The difference between the consideration paid by the Group and the net assets or liabilities of the business acquired is adjusted against equity. The results and cash flows of the acquired business under common control are consolidated from the date when the Group and the acquired business first came under common control.

(c) Fair value measurement

The Group measures its financial assets at FVTPL at fair value at the end of each reporting period. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability, or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

2.4 重大會計政策概要 (續)

(b) 業務合併及商譽 (續)

倘商譽被分配至某現金產生單位／現金產生單位組別，而該單位內的部分業務被出售，與被出售業務有關的商譽將於釐定出售該業務的收益或虧損時計入該業務賬面值。在此情況下被出售的商譽按被出售業務的相對價值及保留的部分現金產生單位／現金產生單位組別計量。

收購屬共同控制下的業務合併之業務，乃使用權益結合法入賬，據此，所收購資產及負債自本集團與被收購業務首次受共同控制當日起按結轉先前價值入賬。本集團已付代價與所收購業務資產淨值或負債淨額之間的差額針對權益作出調整。共同控制下的被收購業務之業績及現金流量，自本集團與被收購業務首次受共同控制當日起合併入賬。

(c) 公允價值計量

本集團於各報告期末按公允價值計量以公允價值計量且其變動計入損益的金融資產。公允價值乃在市場參與者於計量日期進行的有序交易中出售資產所收取或轉移負債所支付的價格。公允價值計量乃基於假設出售資產或轉移負債的交易於資產或負債的主要市場進行或於未有主要市場的情況下，則於資產或負債的最有利市場進行。主要或最有利市場須位於本集團能到達的地方。資產或負債的公允價值乃基於市場參與者為資產或負債定價所用的假設計量（假設市場參與者依照彼等的最佳經濟利益行事）。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)**(c) Fair value measurement (continued)**

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — based on quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2 — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is observable, either directly or indirectly
- Level 3 — based on valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

2.4 重大會計政策概要 (續)**(c) 公允價值計量 (續)**

本集團使用適用於不同情況的估值方法，而其有足夠資料計量公允價值，以盡量使用相關可觀察輸入數據及盡量減少使用不可觀察輸入數據。

公允價值於財務報表計量或披露的所有資產及負債，基於對公允價值計量整體屬重要的最低水平輸入數據按如下所述在公允價值層級中分類：

- 第一級 — 根據可識別資產或負債於活躍市場中所報未調整價格
- 第二級 — 根據對公允價值計量有重大影響的最低水平輸入數據可直接或間接被觀察的估值方法
- 第三級 — 根據對公允價值計量有重大影響的最低水平輸入數據不可觀察的估值方法

對於在財務報表按經常性基準確認的資產及負債，本集團於各報告期末根據對公允價值計量整體屬重要的最低水平輸入數據通過重估分類以確定各層級之間是否出現轉移。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(d) Impairment of non-financial assets

Where an indication of impairment exists, or when annual impairment testing for an asset is required (other than inventories, contract assets, deferred tax assets and financial assets), the asset's recoverable amount is estimated. An asset's recoverable amount is the higher of the asset's or CGU's value in use and its fair value less costs of disposal, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets, in which case the recoverable amount is determined for the CGU to which the asset belongs. In testing a CGU for impairment, a portion of the carrying amount of a corporate asset is allocated to an individual CGU if it can be allocated on a reasonable and consistent basis or, otherwise, to the smallest group of CGUs.

An impairment loss is recognised only if the carrying amount of an asset exceeds its recoverable amount. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. An impairment loss is charged to the statement of profit or loss in the period in which it arises.

2.4 重大會計政策概要 (續)

(d) 非金融資產減值

倘有跡象顯示存在減值，或倘須就資產進行年度減值測試（存貨、合約資產、遞延稅項資產及金融資產除外），便會估計資產的可收回金額。資產的可收回金額按資產或現金產生單位的使用價值及公允價值減出售成本（以較高者為準）而計算，並就個別資產而釐定，除非有關資產並不產生在頗大程度上獨立於其他資產或資產組別的現金流入，在此情況下，則會就該資產所屬現金產生單位釐定可收回金額。在對現金產生單位進行減值測試時，如可按合理貫徹的基準分配，則將公司資產的部分賬面值分配至個別現金產生單位，否則便會分配至最小現金產生單位組別。

減值虧損僅於資產賬面值超過其可收回金額時予以確認。於評估使用價值時，估計未來現金流量按可反映現時市場對貨幣時間價值及資產特定風險的評估的稅前貼現率折現至其現值。減值虧損於其產生期內在損益表內扣除。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)**(d) Impairment of non-financial assets (continued)**

An assessment is made at the end of each reporting period as to whether there is an indication that previously recognised impairment losses may no longer exist or may have decreased. If such an indication exists, the recoverable amount is estimated. A previously recognised impairment loss of an asset other than goodwill is reversed only if there has been a change in the estimates used to determine the recoverable amount of that asset, but not to an amount higher than the carrying amount that would have been determined (net of any depreciation/amortisation) had no impairment loss been recognised for the asset in prior years. A reversal of such an impairment loss is credited to the statement of profit or loss in the period in which it arises.

(e) Related parties

A party is considered to be related to the Group if:

- (a) the party is a person or a close member of that person's family and 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 Group or of a parent of the Group;

or

2.4 重大會計政策概要 (續)**(d) 非金融資產減值 (續)**

於各報告期末，會就是否有任何跡象顯示先前確認的減值虧損不再存在或可能已減少作出評估。倘有該跡象，便會估計可收回金額。先前就資產（不包括商譽）確認的減值虧損，僅於用以釐定該資產的可收回金額的估計有變時予以撥回，但撥回金額不得高於假設過往年度並無就該資產確認減值虧損而應釐定的賬面值（扣除任何折舊／攤銷）。減值虧損的撥回於產生期內計入損益表。

(e) 關聯方

於下列情況下，一方被視為與本集團有關聯：

- (a) 該方為一名人士或該人士家族的近親，且該人士
 - (i) 控制或共同控制本集團；
 - (ii) 對本集團有重大影響力；或
 - (iii) 為本集團或本集團母公司的主要管理層成員；

或

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(e) Related parties (continued)

- (b) the party is an entity where any of the following conditions applies:
 - (i) the entity and the Group are members of the same group;
 - (ii) one entity is an associate or joint venture of the other entity (or of a parent, subsidiary or fellow subsidiary of the other entity);
 - (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;
 - (vi) the entity is controlled or jointly controlled by a person identified in (a);
 - (vii) a person identified in (a)(i) 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 Group or to the parent of the Group.

2.4 重大會計政策概要 (續)

(e) 關聯方 (續)

- (b) 該方為一間實體，符合下列任何條件：
 - (i) 該實體及本集團屬同一集團的成員公司；
 - (ii) 一間實體為另一實體（或另一實體的母公司、附屬公司或同系附屬公司）的聯營公司或合營公司；
 - (iii) 該實體及本集團屬同一第三方的合營公司；
 - (iv) 一間實體為第三方實體的合營公司，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的實體就僱員利益設立的離職福利計劃；
 - (vi) 該實體受(a)所指明人士控制或共同控制；
 - (vii) 於(a)(i)所指明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集團或本集團的母公司提供主要管理人員服務。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(f) Property, plant and equipment and depreciation

Property, plant and equipment, other than construction in progress, are stated at cost less accumulated depreciation and any impairment losses. The cost of an item of property, plant and equipment comprises its purchase price and any directly attributable costs of bringing the asset to its working condition and location for its intended use.

Expenditure incurred after items of property, plant and equipment have been put into operation, such as repairs and maintenance, is normally charged to the statement of profit or loss in the period in which it is incurred. In situations where the recognition criteria are satisfied, the expenditure is capitalised in the carrying amount of the asset.

Depreciation is calculated on the straight-line basis to write off the cost of each item of property, plant and equipment to its residual value over its estimated useful life. The principal annual rates used for this purpose are as follows:

Buildings	2% to 12%
Fixture and leasehold improvement	Over the shorter of lease terms and 10%
Medical equipment	10% to 20%
Motor vehicles	10%
Office equipment	20%
Allocated land	Not depreciated

2.4 重大會計政策概要 (續)

(f) 物業、廠房及設備以及折舊

物業、廠房及設備(在建工程除外)按成本減累計折舊及任何減值虧損列賬。物業、廠房及設備項目的成本包括購買價及任何使資產達致營運狀況及地點作擬定用途的直接應佔成本。

物業、廠房及設備項目投入運營後產生的維修及保養等開支，一般於產生期內自損益表扣除。在符合確認標準的情況下，開支資本化於該資產的賬面值。

折舊乃按直線法計算以於估計可使用年期內將物業、廠房及設備各項目的成本撇銷至其殘值。用作此用途的主要年度比率如下：

樓宇	2% 至 12%
傢俬及租賃資產改良	租期或 10% (以較短者為準)
醫療設備	10% 至 20%
汽車	10%
辦公設備	20%
劃撥土地	未折舊

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(f) Property, plant and equipment and depreciation (continued)

An item of property, plant and equipment including any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on disposal or retirement recognised in the statement of profit or loss in the year the asset is derecognised is the difference between the net sales proceeds and the carrying amount of the relevant asset.

Construction in progress mainly represents buildings and related improvements under construction, which are stated at cost less any impairment losses, and are not depreciated. Cost comprises the direct costs of construction. Construction in progress is reclassified to the appropriate category of property, plant and equipment when completed and ready for use.

(g) Intangible assets (other than goodwill)

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is the fair value at the date of acquisition. Intangible assets with finite lives are subsequently amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at each financial year end.

2.4 重大會計政策概要 (續)

(f) 物業、廠房及設備以及折舊 (續)

出售後或預期使用或出售不再產生未來經濟利益時，物業、廠房及設備項目（包括任何初步確認的重大部分）即終止確認。出售或退役所產生的任何收益或虧損於該資產終止確認年度的損益表中確認，其金額為相關資產銷售所得款項淨額與賬面值之間的差額。

在建工程主要指正在建設的樓宇及相關資產改良，其按成本減任何減值虧損入賬，且不計提折舊。成本包括建設的直接成本。在建工程於落成可用時重新分類至物業、廠房及設備的適當類別。

(g) 無形資產 (商譽除外)

分開收購的無形資產於初步確認時按成本計量。經業務合併收購的無形資產成本為收購當日的公允價值。有限期無形資產其後於可使用經濟年期攤銷，並於無形資產可能出現減值跡象時評估減值。有限可使用年期無形資產的攤銷期間及攤銷方法至少須於各財政年度末進行檢討。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)**(g) Intangible assets (other than goodwill) (continued)*****Operating rights under IOT arrangements***

The Group entered a series of IOT agreements with certain not-for-profit hospitals and their sponsors in which the Group agrees to make investments (“Investment Amounts”) to the hospitals and/or the sponsors to improve the medical facilities of the hospitals in exchange for the right to manage and operate the hospitals and receive performance-based management fees during the contract periods. The operating rights are expected to be transferred back to the hospitals or their sponsors after the end of these periods. The Investment Amounts are unsecured, interest-free and will be repaid to the Group in equal annual installments during the tenure of the IOT arrangements.

These IOT agreements are considered management contracts to generate management service income. The present values of the Investment Amounts are initially recognised as “Receivables from IOT hospitals” included in “Prepayments, deposits and other receivables” and subsequently adjusted by the effect of the interest on and subsequent settlement from the hospitals. The differences between the Investments Amounts and their net present value represented the value of the operating rights under the IOT hospital arrangement are recognised as intangible assets and amortised over the contract periods of 16 to 18 years.

Good Supply Practice licence for pharmaceuticals (“GSP Licence”)

The GSP Licence is stated at cost less any impairment losses and is amortised on the straight-line basis over its estimated useful economic life of 46 months.

2.4 重大會計政策概要 (續)**(g) 無形資產 (商譽除外) (續)*****IOT安排下的經營權***

本集團與若干非營利醫院及其舉辦人訂立一系列IOT協議，據此本集團同意向該等醫院及／或舉辦人作出投資（「投資金額」），改善醫院的醫療設施，以換取在合約期內管理及營運相關醫院並收取績效管理費的權利。預計經營權將在該等期限結束後歸還該等醫院或其舉辦人。投資金額為無抵押、免息，並將於IOT安排期間按等額年度分期償還予本集團。

該等IOT協議被視為產生管理服務收入之管理合約。投資金額的現值初步確認為「預付款項、按金及其他應收款項」內的「來自IOT醫院之應收款項」，隨後按利息對該等醫院的影響及該等醫院的後續結算調整。投資金額及其淨現值之間的差額為IOT醫院安排項下的經營權的價值，並確認為無形資產及按16至18年的合約期攤銷。

藥品經營許可證（「GSP許可證」）

GSP許可證按成本減任何減值虧損列賬，並按估計可使用經濟年期46個月按直線法攤銷。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(h) Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets. At inception or on reassessment of a contract that contains a lease component and non-lease components, the Group adopts the practical expedient not to separate non-lease components and to account for the lease component and the associated non-lease components as a single lease component.

2.4 重大會計政策概要 (續)

(h) 租賃

本集團於合約初始評估有關合約是否屬租賃或包含租賃。倘合約為換取代價而授予在一段期間內已識別資產之使用控制權，則該合約屬租賃或包含租賃。

本集團作為承租人

本集團對所有租賃採用單一確認及計量方法(短期租賃及低價值資產租賃除外)。本集團確認租賃負債以作出租賃付款及代表使用有關資產權利的使用權資產。於包含租賃部分及非租賃部分之合約開始時或重新評估時，本集團採用可行權宜方法，並不區分非租賃部分，以及將租賃部分及相關非租賃部分作為單一租賃部分入賬。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(h) Leases (continued)

Group as a lessee (continued)

(a) Right-of-use assets

Right-of-use assets are recognised at the commencement date of the lease (that is the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and any impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease terms as follows:

Leasehold land	50 to 60 years
Leased properties	1 to 9 years
Medical equipment	1 to 5 years
Motor vehicles	8 years

If ownership of the leased asset transfers to the Group by the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

2.4 重大會計政策概要 (續)

(h) 租賃 (續)

本集團作為承租人 (續)

(a) 使用權資產

於租賃開始日期 (即相關資產可供使用之日) 確認使用權資產。使用權資產按成本減任何累計折舊及任何減值虧損計量，並就任何重新計量租賃負債作出調整。使用權資產成本包括已確認租賃負債款項、已產生的初始直接成本及於開始日期或之前作出的租賃付款減任何已收取租賃優惠。使用權資產按租賃期按直線法計提折舊如下：

租賃土地	50至60年
租賃物業	1至9年
醫療設備	1至5年
汽車	8年

若租賃資產所有權於租期結束時轉讓予本集團，或者成本反映購買選擇權的行使，則使用資產的估計可使用年期計算折舊。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(h) Leases (continued)

Group as a lessee (continued)

(b) Lease liabilities

Lease liabilities are recognised at the commencement date of the lease at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for termination of a lease, if the lease term reflects the Group exercising the option to terminate the lease. The variable lease payments that do not depend on an index or a rate are recognised as an expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in lease payments (e.g., a change to future lease payments resulting from a change in an index or rate) or a change in assessment of an option to purchase the underlying asset.

2.4 重大會計政策概要 (續)

(h) 租賃 (續)

本集團作為承租人 (續)

(b) 租賃負債

於租賃開始日期按租賃期內將作出的租賃付款現值確認租賃負債。租賃付款包括固定付款(包括實質固定付款)減任何應收租賃優惠、取決於指數或利率的可變租賃付款以及預期根據剩餘價值擔保支付的金額。租賃付款亦包括本集團合理確定行使的購買選擇權的行使價及支付終止租賃的罰款(倘租賃條款反映本集團行使選擇權終止租賃)。並非取決於指數或利率的可變租賃付款在出現導致付款的事件或條件所發生期間內確認為開支。

於計算租賃付款的現值時，因租賃中所隱含的利率不易確定，因此本集團於租賃開始日期使用增量借貸利率。於開始日期後，租賃負債金額的增加反映了利息的增長及減少租賃付款。此外，如果發生變更、租賃期限發生變化、租賃付款額發生變化(例如，因指數或利率變化而導致的未來租賃付款額發生變化)或購買相關資產的選擇權評估變化，則重新計量租賃負債的賬面值。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(h) Leases (continued)

Group as a lessee (continued)

(c) *Short-term leases and leases of low-value assets*

The Group applies the short-term lease recognition exemption to its short-term leases (that is those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the recognition exemption for leases of low-value assets. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

When the Group acts as a lessor, it classifies at lease inception (or when there is a lease modification) each of its leases as either an operating lease or a finance lease.

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income is accounted for on a straight-line basis over the lease terms and is recognised in the statement of profit or loss. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

2.4 重大會計政策概要 (續)

(h) 租賃 (續)

本集團作為承租人 (續)

(c) *短期租賃及低價值資產租賃*

本集團將短期租賃確認豁免適用於短期租賃，即自開始日期起計之租期為十二個月或以下並且不包括購買選擇權的租賃。本集團亦對低價值資產應用確認豁免。短期租賃和低價值資產租賃的租賃付款在租賃期內按直線法確認為費用。

本集團作為出租人

當本集團作為出租人時，在租賃開始時（或發生租賃變更時）將其每個租賃分類為經營租賃或融資租賃。

本集團未轉移與資產所有權有關的絕大部分風險和回報的租賃分類為經營租賃。租金收入在租賃期內按直線法入賬，於損益表確認。協商和安排經營租賃所發生的初始直接費用計入租賃資產的賬面值中，並在租賃期內以與租金收入相同的基礎確認。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(i) Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient of not adjusting the effect of a significant financing component, the Group initially measures a financial asset at its fair value plus in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under IFRS 15 in accordance with the policies set out for "Revenue recognition" below.

In order for a financial asset to be classified and measured at amortised cost, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

2.4 重大會計政策概要 (續)

(i) 金融資產

初步確認及計量

金融資產於初步確認時分類為其後按攤銷成本及以公允價值計量且其變動計入損益計量。

於初始確認時，金融資產分類取決於金融資產的合約現金流量特點及本集團管理該等金融資產的業務模式。除並無重大融資成分或本集團已應用可行權宜方法（即概不調整重大融資成分的影響）的應收貿易款項外，本集團初步按公允價值加上（倘金融資產並非以公允價值計量且其變動計入損益）交易成本計量金融資產。並無重大融資成分或本集團已應用可行權宜方法的應收貿易款項按國際財務報告準則第15號釐定的交易價格計量，與下述「收益確認」所載政策一致。

金融資產需產生純粹為支付本金及未償還本金利息（「純粹為支付本金及利息」）的現金流量，方可按攤銷成本進行分類及計量。現金流量不是純粹為支付本金及利息的金融資產被分類為以公允價值計量且其變動計入損益並按此計量，與業務模式無關。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(i) Financial assets (continued)

Initial recognition and measurement (continued)

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows. Financial assets which are not held within the aforementioned business model are classified and measured at fair value through profit or loss.

Subsequent measurement

The subsequent measurement of financial assets depends on their classification as follows:

Financial assets at amortised cost

Financial assets at amortised cost are subsequently measured using the effective interest method and are subject to impairment. Gains and losses are recognised in the statement of profit or loss when the asset is derecognised, modified or impaired.

2.4 重大會計政策概要 (續)

(i) 金融資產 (續)

初步確認及計量 (續)

本集團管理金融資產的業務模式指其如何管理其金融資產以產生現金流量。業務模式確定現金流量是否來自收集合約現金流量、出售金融資產，或兩者兼有。以攤銷成本分類和計量的金融資產在一種業務模式中持有，其目的是持有金融資產以收集合同現金流量。不屬於上述業務模式的金融資產，乃分類為以公允價值計量且其變動計入損益並按此計量。

其後計量

金融資產的其後計量取決於其分類，如下所示：

按攤銷成本計量的金融資產

按攤銷成本計量的金融資產其後使用實際利率法計量，並可能受減值影響。當資產終止確認、修訂或減值時，收益及虧損於損益表中確認。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(i) Financial assets (continued)

Subsequent measurement (continued)

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes equity investments which the Group had not irrevocably elected to classify at fair value through other comprehensive income. Dividends on equity investments classified as financial assets at fair value through profit or loss are also recognised as other income in the statement of profit or loss when the right of payment has been established, it is probable that the economic benefits associated with the dividend will flow to the Group and the amount of the dividend can be measured reliably.

(j) Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised when:

- the rights to receive cash flows from the asset have expired; or
- the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a “pass-through” arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

2.4 重大會計政策概要 (續)

(i) 金融資產 (續)

其後計量 (續)

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按公允價值於財務狀況報表列賬，而公允價值變動淨額於損益表確認。

該類別包括本集團並無不可撤回地選擇分類為以公允價值計量且其變動計入其他全面收入的股本投資。分類為以公允價值計量且其變動計入損益的金融資產的股本投資的股息亦在支付權確立、與股息有關的經濟利益很大機會流入本集團，且能夠可靠計量股息金額時，於損益表確認為其他收入。

(j) 終止確認金融資產

金融資產 (或金融資產其中一部分或一組類近金融資產其中部分，如適用) 主要在下列情況下終止確認：

- 自該資產收取現金流量的權利屆滿；或
- 本集團已轉讓自該資產收取現金流量的權利，或根據「轉付」安排有責任在無重大延誤情況下，將已收取現金流量悉數支付第三方；且 (a) 本集團已轉讓該資產的絕大部分風險及回報；或 (b) 本集團並無轉讓或保留該資產的絕大部分風險及回報，惟已轉讓該資產之控制權。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(j) Derecognition of financial assets (continued)

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risk and rewards of ownership of the asset. When it has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

(k) Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

2.4 重大會計政策概要 (續)

(j) 終止確認金融資產 (續)

倘本集團已轉讓自資產收取現金流量之權利或訂立轉付安排，其將評估是否及於何等程度保留資產所有權的風險及回報。當其並無轉讓或保留資產的絕大部分風險及回報，亦無轉讓該資產之控制權，則該資產將按本集團持續涉及有關資產的程度確認轉讓資產。於該情況下，本集團亦確認一項關連負債。已轉讓資產及關連負債乃按反映本集團已保留權利及責任的基準計量。

若以就已轉讓資產作出保證的形式持續涉及，則按該項資產之原賬面值與本集團或須償還的代價數額上限兩者中之較低者計量。

(k) 金融資產減值

本集團就並非以公允價值計量且其變動計入損益的所有債務工具確認預期信貸虧損（「預期信貸虧損」）的撥備。預期信貸虧損乃基於根據合約到期的合約現金流量與本集團預期收取的所有現金流量之間的差額而釐定，並以原實際利率的近似值貼現。預期現金流量將包括出售所持抵押品或組成合約條款的其他信貸提升措施的現金流量。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(k) Impairment of financial assets (continued)

General approach

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

At each reporting date, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group considers reasonable and supportable information that is available without undue cost or effort, including both quantitative and qualitative information and analysis, based on the Group's historical experience and informed credit assessment, that includes forward-looking information.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2.4 重大會計政策概要 (續)

(k) 金融資產減值 (續)

一般方法

預期信貸虧損分兩個階段確認。就自首次確認起未有顯著增加的信貸風險而言，須為未來12個月內可能發生違約事件而導致的信貸虧損（12個月預期信貸虧損）計提預期信貸虧損。就自初始確認起經已顯著增加的信貸風險而言，不論何時發生違約，於餘下風險年期內的預期信貸虧損均須計提虧損撥備（全期預期信貸虧損）。

於各報告日期，本集團評估金融工具的信貸風險自首次確認以來是否大幅增加。進行評估時，本集團會考慮合理及有理據且毋須花費過度成本或精力即可獲得的資料，包括以本集團過往的經驗及有依據的信用評估（包括前瞻性信息）為基礎的定量和定性資料及分析。

倘合約付款已逾期90日，則本集團認為金融資產違約。然而，在若干情況下，倘內部或外部資料顯示，在沒有計及本集團所持有的任何信貸提升措施前，本集團不大可能悉數收到未償還合約款項，則本集團亦可認為金融資產違約。倘無法合理預期收回收合約現金流量，則撇銷金融資產。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)**(k) Impairment of financial assets (continued)****General approach (continued)**

Financial assets at amortised cost are subject to impairment under the general approach and they are classified within the following stages for measurement of ECLs except for trade receivables and contract assets which apply the simplified approach as detailed below.

Stage 1 — Financial instruments for which credit risk has not increased significantly since initial recognition and for which the loss allowance is measured at an amount equal to 12-month ECLs

Stage 2 — Financial instruments for which credit risk has increased significantly since initial recognition but that are not credit-impaired financial assets and for which the loss allowance is measured at an amount equal to lifetime ECLs

Stage 3 — Financial assets that are credit-impaired at the reporting date (but that are not purchased or originated credit-impaired) and for which the loss allowance is measured at an amount equal to lifetime ECLs

Simplified approach

For trade receivables and contract assets that do not contain a significant financing component or when the Group applies the practical expedient of not adjusting the effect of a significant financing component, the Group applies the simplified approach in calculating ECLs. Under the simplified approach, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

2.4 重大會計政策概要 (續)**(k) 金融資產減值 (續)****一般方法 (續)**

按攤銷成本計量的金融資產可按一般方法予以減值，並分類至下列不同階段以計量預期信貸虧損（不包括使用簡化方法之應收貿易款項及合約資產），詳情如下。

第1階段 — 金融工具的信貸風險自首次確認以後並無顯著增加，其虧損撥備按等同12個月預期信貸虧損的金額計量

第2階段 — 信貸風險自首次確認以來顯著增加的金屬工具（惟並非信貸減值的金融資產），其虧損撥備按等同全期預期信貸虧損的金額計量

第3階段 — 於報告日期為信貸減值的金融資產（惟並非購入或源生的信貸減值金融資產），其虧損撥備按等同全期預期信貸虧損的金額計量

簡化方法

就沒有重大融資成分或本集團應用可行權宜方法並未對重大融資成分的影響作出調整的應收貿易款項及合約資產而言，本集團應用簡化方法計算預期信貸虧損。根據簡化方法，本集團並無追蹤信貸風險變動，而是根據各報告日期的全期預期信貸虧損確認虧損撥備。本集團已設立根據其過往信貸虧損經驗計算之撥備矩陣，並按債務人的特定前瞻性因素及經濟環境作出調整。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(l) Financial liabilities

Initial recognition and measurement

The Group's loans and payables are recognised initially at fair value and net of directly attributable transaction costs.

Subsequent measurement of financial liabilities at amortised cost (loans and borrowings)

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost, using the effective interest rate method unless the effect of discounting would be immaterial, in which case they are stated at cost. Gains and losses are recognised in the statement of profit or loss when the liabilities are derecognised as well as through the effective interest rate amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the effective interest rate. The effective interest rate amortisation is recognised in finance costs in the statement of profit or loss.

(m) Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled, or expires.

(n) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

2.4 重大會計政策概要 (續)

(l) 金融負債

首次確認及計量

本集團的貸款及應付款項乃初步按公允價值確認及扣除直接應佔交易成本。

按攤銷成本計量的金融負債(貸款及借款)的其後計量

初始確認後，計息貸款和借款其後以實際利率法按攤銷成本計量，惟倘貼現的影響不重大則按成本列賬。當負債透過實際利率攤銷程序終止確認時，收益及虧損均會在損益表中確認。

計算攤銷成本時將計及收購時的任何折讓或溢價，以及組成實際利率一部分的費用或成本。實際利率攤銷在損益表中的財務費用確認。

(m) 終止確認金融負債

如果金融負債的責任已解除、取消或屆滿，則對該負債進行終止確認。

(n) 金融工具的抵銷

當目前擁有可強制執行的合法權利以抵銷已確認金額，且有意按淨額結算或同時變現資產及償還負債，方會抵銷金融資產及金融負債，並於財務狀況報表中呈列淨額。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(o) Treasury shares

Own equity instruments which are reacquired and held by the Company or the Group (treasury shares) are recognised directly in equity at cost. No gain or loss is recognised in the statement of profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments.

(p) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined on the first-in, first-out basis. Net realisable value is based on estimated selling prices less any estimated costs to be incurred to disposal.

(q) Cash and cash equivalents

Cash and short-term deposits in the statement of financial position comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are held for the purpose of meeting short-term cash commitments and are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

2.4 重大會計政策概要 (續)

(o) 庫存股份

由本公司或本集團重新購入而持有之自有權益工具(庫存股份)乃按成本直接在權益中確認。本集團就自有權益工具之購買、出售、發行或註銷，概無於損益表確認任何收益或虧損。

(p) 存貨

存貨按成本與可變現淨值之較低者列賬。存貨成本採用先進先出法釐定。可變現淨值則按估計售價減於出售時將產生的任何估計成本計算。

(q) 現金及現金等價物

綜合財務狀況報表的現金及現金等價物包括銀行現金及手頭現金，以及於三個月或之內到期的短期高流動性存款，乃持作應付短期現金承諾，並可隨時轉換為已知數額現金、承受較低價值變動風險。

就綜合現金流量報表而言，現金及現金等價物包括現金及短期存款(定義見上文)，扣除未償還銀行透支，此乃由於有關金額被視為本集團現金管理的組成部分。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(r) Provisions

A provision is recognised when a present obligation (legal or constructive) has arisen as a result of a past event and it is probable that a future outflow of resources will be required to settle the obligation, provided that a reliable estimate can be made of the amount of the obligation.

When the effect of discounting is material, the amount recognised for a provision is the present value at the end of the reporting period of the future expenditures expected to be required to settle the obligation. The increase in the discounted present value amount arising from the passage of time is recognised in the statement of profit or loss.

(s) Income tax

Income tax comprises current and deferred tax. Income tax relating to items recognised outside profit or loss is recognised outside profit or loss, either in other comprehensive income or directly in equity.

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period, taking into consideration interpretations and practices prevailing in the countries/jurisdictions in which the Group operates.

Deferred tax is provided, using the liability method, on all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

2.4 重大會計政策概要 (續)

(r) 撥備

如因過往事件產生現有責任(法定或推定)，且資源可能須於日後流出以履行責任，而且該項責任的金額能可靠估計時，則確認撥備。

如貼現影響屬重大，則就撥備確認的金額為履行責任預期所需的未來支出於報告期間結算日的現值。已貼現現值因時間流逝而產生的增幅於損益表確認。

(s) 所得稅

所得稅包括即期及遞延稅項。與於損益以外確認項目有關的所得稅，乃於損益以外，在其他全面收入或直接於權益確認。

即期稅項資產及負債，根據於報告期間結算日前已頒佈或實際已頒佈的稅率(及稅法)，計及本集團經營業務所在國家／司法權區現行詮釋及慣例，按預期自稅務機關退回或付予稅務機關的金額計算。

遞延稅項乃採用負債法就報告期間結算日資產及負債的稅基與其就財務申報的賬面值間一切暫時差額作出撥備。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(s) Income tax (continued)

Deferred tax is not recognised:

- when the deferred tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;
- in respect of taxable temporary differences associated with investments in subsidiaries, associates and joint venture, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future; and
- those related to the income taxes arising from tax laws enacted or substantively enacted to implement the Pillar Two model rules published by the Organisation for Economic Co-operation and Development ("OECD").

The Group recognised deferred tax assets and deferred tax liabilities separately in relation to its lease liabilities and right-of-use assets.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at the end of each reporting period and are recognised to the extent that it has become probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be recovered.

2.4 重大會計政策概要 (續)

(s) 所得稅 (續)

以下情況不會確認遞延稅項：

- 因初次於非業務合併交易（於交易時不會影響會計利潤或應課稅利潤或虧損）中確認商譽或資產或負債而產生遞延稅項；
- 就於附屬公司、聯營公司及合營公司的投資相關的應課稅暫時差額而言，可以控制暫時差額的撥回時間，及暫時差額於可見將來可能不會撥回；及
- 與為實施經濟合作暨發展組織所發佈的第二支柱模型規則所頒佈或實質上已頒佈的稅法所產生的所得稅相關者。

本集團分開就其租賃負債及使用權資產確認遞延稅項資產及遞延稅項負債。

遞延稅項資產的賬面值乃於各報告期間結算日進行審閱，並予以扣減，直至不再可能有足夠應課稅利潤以致可動用全部或部分遞延稅項資產為止。未確認的遞延稅項資產乃按可能獲得足夠應課稅利潤以致可收回全部或部分遞延稅項資產的情況下，於各報告期間結算日重新評估並予以確認。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(s) Income tax (continued)

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities are offset only if certain criteria are met.

(t) Government grants

Government grants are recognised at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the costs, for which it is intended to compensate, are expensed.

Where the grant relates to an asset, the fair value is credited to a deferred income account and is released to the statement of profit or loss over the expected useful life of the relevant asset by equal annual instalments or deducted from the carrying amount of the asset and released to the statement of profit or loss by way of a reduced depreciation charge.

Where the Group receives grants of non-monetary assets, the grants are recorded at the fair value of the non-monetary assets and released to the statement of profit or loss over the expected useful lives of the relevant assets by equal instalments.

2.4 重大會計政策概要 (續)

(s) 所得稅 (續)

遞延稅項資產及負債乃根據於報告期間結算日已頒佈或已實際頒佈的稅率(及稅法)，按變現資產或清償負債期間預計適用的稅率計量。

遞延稅項資產及負債僅在符合若干條件的情況下抵銷。

(t) 政府補助

倘有合理保證將收取政府補助並將遵從其附帶所有條件，則政府補助按公允價值確認。倘此項補助與支出項目有關，則按系統基準於擬補償的成本支銷期間確認為收入。

若補助與資產相關，公允價值則計入遞延收入賬，並於相關資產的預期使用年期內按等額每年分期撥回至損益表，或自資產的賬面值中扣減，並按扣減折舊費用的方式撥回至損益表。

當本集團收取非貨幣資產補助時，有關補助會按非貨幣資產的公允價值記賬，並於相關資產的預期使用年期內按等額分期撥回至損益表。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(u) Revenue recognition

Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of goods or services is transferred to the customers at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services.

When the consideration in a contract includes a variable amount, the amount of consideration is estimated to be that which the Group will be entitled in exchange for transferring the goods or services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

When the contract contains a financing component which provides the customer with a significant benefit of financing the transfer of goods or services to the customer for more than one year, revenue is measured at the present value of the amount receivable, discounted using the discount rate that would be reflected in a separate financing transaction between the Group and the customer at contract inception. When the contract contains a financing component which provides the Group with a significant financial benefit for more than one year, revenue recognised under the contract includes the interest expense accreted on the contract liability under the effective interest method. For a contract where the period between the payment by the customer and the transfer of the promised goods or services is one year or less, the transaction price is not adjusted for the effects of a significant financing component, using the practical expedient in IFRS 15.

2.4 重大會計政策概要 (續)

(u) 收益確認

客戶合同收入

客戶合同收入於商品或服務的控制權轉讓予客戶時確認。該金額能反映本集團預期就交換該等商品或服務有權獲得的代價。

當合同中的代價包含可變金額時，代價金額估計為本集團向客戶轉讓商品或服務而有權收取的金額。可變代價於合同開始時估計並受到約束，直至與可變代價相關的不確定因素其後得到解決時，確認的累積收益金額極有可能不會發生重大收益撥回。

當合同包含為向客戶轉讓商品或服務而向客戶提供超過一年的重大融資利益的融資成分時，收入以應收款項的現值計量，並採用合同開始時體現在本集團與客戶之間的單獨融資交易中的貼現率進行折現。當合同包含為本集團提供超過一年的重大財務利益的融資成分時，根據合同確認的收入包括根據實際利率法計入合約負債的利息開支。對於客戶付款至承諾的商品或服務的轉移之間的期限為一年或更短的合同，則採用國際財務報告準則第15號中的實際權宜法，不因應重大融資成分的影響對交易價格進行調整。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(u) Revenue recognition (continued)

Revenue from contracts with customers (continued)

(a) Provision of general healthcare services

Revenue from the provision of in-patient services is recognised over time because the customer simultaneously receives and consumes the benefits provided by the Group.

Revenue from the provision of out-patient and emergency services is recognised at a point in time when the services are provided.

(b) Provision of other services

Hospital management service fees are calculated based on pre-set formulas set out in the arrangements. Revenue from the provision of hospital management services is recognised over time because the customer simultaneously receives and consumes the benefits provided by the Group.

Revenue from the sale of medical products is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the medical products.

Revenue from the provision of other hospital-derived services is recognised at the point in time when the consultation reports are issued to the customer or when the consultation services are completed.

2.4 重大會計政策概要 (續)

(u) 收益確認 (續)

客戶合同收入 (續)

(a) 提供綜合醫療服務

提供住院服務的收益隨時間確認，原因是客戶會同時收取及耗用本集團提供的利益。

提供門急診服務的收益在提供服務的時間點確認。

(b) 提供其他服務

醫院管理服務費乃根據該等安排內的預設公式計算。提供醫院管理服務的收益隨時間確認，因為客戶同時獲得和使用了本集團提供的利益。

出售醫療用品產生的收益，在資產控制權轉移給客戶時（通常在該等醫療用品交付時）確認。

提供其他醫院衍生服務的收益在向客戶發布報告或諮詢服務完成時確認。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(u) Revenue recognition (continued)

Revenue from other sources

Rental income is recognised on a time proportion basis over the lease terms.

Interest income is recognised on an accrual basis using the effective interest method by applying the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, when appropriate, to the net carrying amount of the financial asset.

Dividend income is recognised when the shareholders' right to receive payment has been established, it is probable that the economic benefits associated with the dividend will flow to the Group and the amount of the dividend can be measured reliably.

(v) Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional. Contract assets are subject to impairment assessment, details of which are included in the accounting policies for impairment of financial assets.

2.4 重大會計政策概要 (續)

(u) 收益確認 (續)

來自其他源頭的收益

租金收入於租約期內按時間比例基準確認。

利息收入以實際利率法按應計基準確認，採用於金融工具預計年期或更短期間（如適用）將估計未來現金收款準確貼現至金融資產賬面值淨額的利率。

股息收入於股東獲派股息權利確立、與股息有關的經濟利益很可能會流入本集團，並且股息的金額能夠可靠地計量時確認。

(v) 合約資產

合約資產指向客戶轉移商品或服務以換取代價的權利。如果本集團通過在客戶支付代價或應付款之前向客戶轉移商品或服務履約，則將合約資產確認為有條件的賺取代價。合約資產需要進行減值評估，其詳細信息包含在金融資產減值的會計政策中。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(w) Contract liabilities

A contract liability is recognised when a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

(x) Contract costs

Other than the costs which are capitalised as inventories, property, plant and equipment and intangible assets, costs incurred to fulfil a contract with a customer are capitalised as an asset if all of the following criteria are met:

- (a) The costs relate directly to a contract or to an anticipated contract that the entity can specifically identify.
- (b) The costs generate or enhance resources of the entity that will be used in satisfying (or in continuing to satisfy) performance obligations in the future.
- (c) The costs are expected to be recovered.

The capitalised contract costs are amortised and charged to the statement of profit or loss on a systematic basis that is consistent with the transfer to the customer of the goods or services to which the asset relates. Other contract costs are expensed as incurred.

2.4 重大會計政策概要 (續)

(w) 合約負債

當本集團轉移相關的商品或服務之前，收到客戶的款項或應付款（以較早者為準）時，確認合約負債。當本集團根據合約履約時（即將相關商品或服務的控制權轉移給客戶），合約負債確認為收益。

(x) 合約成本

除資本化為存貨、物業、廠房及設備以及無形資產的成本外，如滿足以下所有條件，與履行客戶合同產生的成本也將資本化為資產：

- (a) 有關成本與實體可特定地識別之合約或預期訂立之合約有直接關係。
- (b) 有關成本令實體將用於完成（或持續完成）日後履約責任之資源得以產生或有所增加。
- (c) 有關成本預期可收回。

資本化的合約成本按與資產相關的商品或服務轉移至客戶一致的系統方式攤銷並於損益表扣除。其他合約成本在發生時列為支出。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(y) Share-based payments

The cost of equity-settled transactions with employees for grants is measured by reference to the fair value at the date at which they are granted.

The cost of equity-settled transactions is recognised in employee benefit expense, together with a corresponding increase in equity, over the period in which the performance and/or service conditions are fulfilled. The cumulative expense recognised for equity-settled transactions at the end of each reporting period until the vesting date reflects the extent to which the vesting period has expired and the Group's best estimate of the number of equity instruments that will ultimately vest. The charge or credit to the statement of profit or loss for a period represents the movement in the cumulative expense recognised as at the beginning and end of that period.

Service and non-market performance conditions are not taken into account when determining the grant date fair value of awards, but the likelihood of the conditions being met is assessed as part of the Group's best estimate of the number of equity instruments that will ultimately vest. Market performance conditions are reflected within the grant date fair value. Any other conditions attached to an award, but without an associated service requirement, are considered to be non-vesting conditions. Non-vesting conditions are reflected in the fair value of an award and lead to an immediate expensing of an award unless there are also service and/or performance conditions.

2.4 重大會計政策概要 (續)

(y) 以股份付款

就授予而言，與僱員進行以權益結算的交易的成本，是參考授予僱員之日的公允價值計量的。

在滿足績效和／或服務條件的期間內，以權益結算的交易的成本於僱員福利支出確認，並相應增加權益。於每個報告期末直至歸屬日確認的以權益結算的交易的累計費用反映了歸屬期已到期的程度以及本集團對最終歸屬的權益工具數量的最佳估計。某期間損益表中的費用或貸項表示該期間開始和結束時確認的累計費用的變動。

在確定獎勵的授予日期公允價值時，不會考慮服務和非市場表現條件，但會評估滿足條件的可能性作為本集團對最終歸屬的權益工具數量的最佳估計。市場表現條件反映在授予日的公允價值內。獎勵附帶的任何其他條件，但沒有相關的服務要求，均被視為非歸屬條件。除非同時有服務和／或績效條件，否則非歸屬條件將反映在獎勵的公允價值中，並導致立即支付獎勵費用。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(y) Share-based payments (continued)

For awards that do not ultimately vest because non-market performance and/or service conditions have not been met, no expense is recognised. Where awards include a market or non-vesting condition, the transactions are treated as vesting irrespective of whether the market or non-vesting condition is satisfied, provided that all other performance and/or service conditions are satisfied.

Where the terms of an equity-settled award are modified, as a minimum an expense is recognised as if the terms had not been modified, if the original terms of the award are met. In addition, an expense is recognised for any modification that increases the total fair value of the share-based payments, or is otherwise beneficial to the employee as measured at the date of modification.

Where an equity-settled award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately. This includes any award where non-vesting conditions within the control of either the Group or the employee are not met. However, if a new award is substituted for the cancelled award, and is designated as a replacement award on the date that it is granted, the cancelled and new awards are treated as if they were a modification of the original award, as described in the previous paragraph.

The dilutive effect of outstanding options and share awards is reflected as additional share dilution in the computation of earnings per share.

2.4 重大會計政策概要 (續)

(y) 以股份付款 (續)

對於因未滿足非市場表現和／或服務條件而最終無法歸屬的獎勵，則不確認費用。在獎勵包括市場或非歸屬條件的情況下，只要滿足所有其他績效和／或服務條件，則無論是否滿足市場或非歸屬條件，均將交易視為歸屬。

如果修改了以權益結算的獎勵的條款，則如果滿足獎勵的原始條款，則至少應確認未修改條款的費用。此外，對於任何增加股份支付的總公允價值的修改，或在修改之日對僱員有利的任何修改，均確認為費用。

取消以權益結算的獎勵時，將其視為已在取消之日歸屬，並且尚未就獎勵確認的任何費用將立即確認。這包括未滿足在本集團或員工控制範圍內的非歸屬條件的任何獎勵。但是，如果以新的獎勵替換已取消的獎勵，並在授予之日被指定為替代獎勵，則已取消和新的獎勵將被視為對原始獎勵的修改，誠如上段所述。

尚未行使的購股權及股份獎勵的攤薄作用在每股盈利的計算中反映為額外的股份攤薄。

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)**(z) Other employee benefits*****Pension schemes***

The employees of the Group's subsidiaries which operate in Chinese Mainland are required to participate in a central pension scheme operated by the local municipal government. These subsidiaries are required to contribute a certain percentage of their payroll costs to the central pension scheme. The contributions are charged to the statement of profit or loss as they become payable in accordance with the rules of the central pension scheme.

Defined benefit plan

Certain subsidiary of the Group provided defined benefit plan to its certain employees. The liability recognised in the statement of financial position in respect of defined benefit plan obligations is the present value of the defined benefit obligation at the end of the reporting period. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. Remeasurements are not reclassified to profit or loss in subsequent periods.

2.4 重大會計政策概要 (續)**(z) 其他僱員福利*****退休金計劃***

本集團在中國內地經營的附屬公司的員工必須參加由當地市政府運營的中央養老金計劃。這些附屬公司須將其工資成本的一定比例支付給中央養老金計劃。供款根據中央養老金計劃的規定在應付時自損益表扣除。

界定福利計劃

本集團若干附屬公司為其若干僱員提供界定福利計劃。於財務狀況表中就界定福利計劃責任確認的負債為界定福利計劃責任於報告期末的現值。界定福利責任每年由獨立精算師使用預計單位信用法計算得出。

經驗調整及精算假設變動所產生的重新計量收益及虧損於產生的期間直接在其他全面收入確認。重新計量在後續期間不會重新分類至損益。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(z) Other employee benefits (continued)

Defined benefit plan (continued)

Past service costs are recognised in profit or loss at the earlier of:

- the date of the plan amendment or curtailment; and
- the date that the Group recognises restructuring-related costs

Net interest is calculated by applying the discount rate to the net defined benefit liability. The Group recognises the following changes in the net defined benefit obligation under “cost of sales” and “administrative expenses” in the statement of profit or loss by function:

- service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements
- net interest expense or income

(aa) Dividends

Final dividends are recognised as a liability when they are approved by the shareholders in a general meeting. Proposed final dividends are disclosed in the notes to the financial statements.

Interim dividends are simultaneously proposed and declared, because the Company’s memorandum and articles of association grant the directors the authority to declare interim dividends. Consequently, interim dividends are recognised immediately as a liability when they are proposed and declared.

2.4 重大會計政策概要 (續)

(z) 其他僱員福利 (續)

界定福利計劃 (續)

過去的服務成本在下列較早的日期在損益中確認：

- 計劃修訂或削減的日期；及
- 本集團確認與重組相關的成本的日期

淨利息是通過將貼現率應用於界定福利負債淨額來計算的。本集團在損益報表中按功能在「銷售成本」及「行政費用」下確認界定福利責任淨額的以下變化：

- 服務成本，包括當期服務成本、過往服務成本、削減和非常規結算的損益
- 淨利息開支或收入

(aa) 股息

末期股息在股東大會上獲股東批准時確認為負債。建議末期股息於財務報表附註披露。

由於本公司的組織章程大綱及細則授予董事宣派中期股息的權利，故本公司同時建議及宣派中期股息。因此，中期股息於建議及宣派時立即確認為負債。

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(bb) Foreign currencies

These financial statements are presented in RMB, which is the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Foreign currency transactions recorded by the entities in the Group are initially recorded using their respective functional currency rates prevailing at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency rates of exchange ruling at the end of the reporting period. Differences arising on settlement or translation of monetary items are recognised in the statement of profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on acquisition are treated as assets and liabilities of the foreign operation and translated at the closing rate.

For the purpose of the consolidated statement of cash flows, the cash flows of foreign operations are translated into RMB at the exchange rates ruling at the dates of the cash flows. Frequently recurring cash flows of foreign operations which arise throughout the year are translated into RMB at the weighted average exchange rates for the year.

2.4 重大會計政策概要 (續)

(bb) 外幣

該等財務報表以人民幣(本公司的功能貨幣)列賬。本集團內各實體自行釐定本身的功能貨幣，而計入各實體財務報表的項目乃以該功能貨幣計量。本集團內實體記錄的外幣交易初步按交易當日適用的各自功能貨幣匯率入賬。以外幣計值的貨幣資產及負債按報告期間結算日適用的功能貨幣匯率換算。結算或換算貨幣項目產生的差額於損益表確認。以外幣歷史成本計算的非貨幣項目按最初交易當日的匯率換算。

收購海外業務所產生的任何商譽以及對收購所產生的資產和負債的賬面值作出的公允價值調整均視為該海外業務的資產和負債，並按收盤匯率折算。

就綜合現金流量報表而言，海外業務的現金流量按現金流量日期的匯率換算為人民幣。海外業務全年經常產生的經常性現金流量，按年度加權平均匯率折算為人民幣。

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2.4 SUMMARY OF MATERIAL ACCOUNTING POLICIES (continued)

(cc) 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 Group's most senior executive management for the purposes of allocating resources to, and assessing the performance of, the Group's various lines of business and geographical locations.

Individually material operating segments are not aggregated for financial reporting purposes unless the segments have similar economic characteristics and are similar in respect of the nature of services, the type or class of customers, the methods used to provide the services, and the nature of the regulatory environment. Operating segments which are not individually material may be aggregated if they share a majority of these criteria.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and their accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amounts of the assets or liabilities affected in the future.

Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

2.4 重大會計政策概要 (續)

(cc) 分部報告

經營分部以及財務報表中報告的每個分部項目的金額是從定期提供給本集團最高級執行管理層的財務信息中確定的，目的是向本集團的各個業務線和地理位置分配資源並評估其績效。

除非個別重大經營分部具有類似的經濟特徵，並且在服務性質、客戶類型或類別、提供服務的方法和監管環境的性質方面類似，否則不為財務報告目的對其進行彙總。如果運營部門共享這些標準的大部分，則可以將並非單獨材料的運營部門彙總。

3. 主要會計判斷及估計

本集團財務報表的編製要求管理層作出判斷、估計和假設，該等判斷、估計和假設會影響收益、支出、資產和負債的報告金額，及其伴隨而來的披露以及或有負債的披露。這些假設和估計的不確定性可能導致可能需要對未來受影響的資產或負債的賬面值進行重大調整。

估計不明朗因素

於報告期末，具重大風險可造成下一財政年度資產及負債之賬面值出現重大調整之有關未來關鍵假設以及其他估計不確定性之關鍵來源說明如下。

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

(continued)

Estimation uncertainty (continued)

Impairment of goodwill

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the recoverable amounts of the CGU groups to which the goodwill is allocated. The recoverable amount is determined based on the higher of value in use ("VIU") and fair value less costs of disposal ("FVLCD"). For VIU, management estimates future cash flows from the CGU groups and chooses a suitable discount rate in order to calculate the present value of those cash flows. If the value in use of CGU groups are lower than the carrying amount, management will also assess the fair value less costs of disposal of the CGU groups based on the best information available to estimate the fair value, taking into account the costs of disposal. Further details are given in note 17.

Impairment of non-financial assets (other than goodwill)

The Group assesses whether there are any indicators of impairment for all non-financial assets (including the right-of-use assets) at the end of each reporting period. Non-financial assets are tested for impairment when there are indicators that the carrying amounts may not be recoverable. An impairment exists when the carrying value of an asset or a CGU exceeds its recoverable amount, which is the higher of its VIU and FVLCD. Further details are given in note 15 to the financial statements.

Estimation of defined benefit obligations

The present value of the defined benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Any changes in these assumptions will impact the carrying amount of pension obligations. Details of key assumptions and impact of possible changes in key assumptions are disclosed in note 31.

3. 主要會計判斷及估計 (續)

估計不明朗因素 (續)

商譽減值

本集團至少每年釐定商譽是否減值。這須對已獲分配商譽的現金產生單位組別的可收回金額作出估計。可收回金額為使用價值與公允價值減處置成本的較高者。至於使用價值，管理層對來自現金產生單位組別的未來現金流量作出估計，並選擇合適貼現率計算該等現金流量的現值。倘現金產生單位組別的使用價值低於賬面值，管理層亦將根據可得的最佳資料評估現金產生單位組別的公允價值減處置成本以估計公允價值，當中會考慮處置成本。進一步詳情載於附註17。

非金融資產(商譽除外)之減值

本集團於各報告期末評估其所有非金融資產(包括使用權資產)是否有任何減值跡象。非金融資產當有跡象顯示未必能收回賬面值時，則會做減值測試。當資產或現金產生單位之賬面值超出其可收回金額(即其使用價值與公允價值減去處置成本兩者之較高者)時，即出現減值。進一步詳情載於財務報表附註15。

估計界定福利責任

界定福利責任的現值取決於多項因素，而有關因素使用多項假設按精算基準釐定。該等假設的任何變動將影響退休金責任的賬面值。有關主要假設及主要假設可能出現的變動的影響於附註31披露。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

4. OPERATING SEGMENT INFORMATION

Management monitors the results of the Group's operating segments separately for the purpose of facilitating decision-making process of resource allocation and performance assessment. During the reporting period, the reportable segments of the Group are as follows:

- (a) Hospital business: including out-patient and emergency business, in-patient business corresponding to self-owned hospitals.
- (b) Other business: including operation management services, supply chain services and other services provided to participating hospitals and IOT/OT hospitals.

Segment performance is evaluated based on reportable segment results, which are measurements of adjusted profit/loss before tax. The adjusted profit/loss before tax is measured consistently with the Group's profit/loss before tax except that change in fair value of an equity investment at FVTPL, other unallocated income and gains, foreign exchange differences, net, other unallocated losses and expenses are excluded from such measurement.

Segment assets exclude goodwill, unallocated investments in associates, financial assets at FVTPL, cash and cash equivalents and restricted and pledged deposits and other unallocated head office and corporate assets as these assets are managed on a group basis.

Segment liabilities exclude interest-bearing bank borrowings and other unallocated head office and corporate liabilities as these liabilities are managed on a group basis.

Intersegment sales and transfers are transacted with reference to the selling prices used for sales made to third parties at the then prevailing market prices.

4. 經營分部資料

管理層獨立監察本集團經營分部之業績，以作出有關資源分配及表現評估之決策。報告期內，本集團可報告分部組成如下：

- (a) 醫院業務：包括自有醫院對應的門急診業務、住院業務。
- (b) 其他業務：包括向參股醫院、IOT/OT醫院提供的運營管理服務、供應鏈服務及其他服務。

分部表現乃根據可報告分部業績（乃經調整稅前利潤／虧損之計量基準）評估。經調整稅前利潤／虧損乃與本集團稅前利潤／虧損貫徹計量，惟有關計量並不包括以公允價值計量且其變動計入損益的股本投資的公允價值變動、其他未分配收入及收益、匯兌差異淨額、其他未分配虧損及費用。

分部資產不包括商譽、未分配的於聯營公司之投資、以公允價值計量且其變動計入損益的金融資產、現金及現金等價物及限制性和已抵押存款，以及其他未分配總部及公司資產，原因為該等資產乃於集團層面管理。

分部負債不包括計息銀行借款，以及其他未分配總部及公司負債，原因為該等負債乃於集團層面管理。

分部間銷售及轉讓乃參考按現行市場價格向第三方作出銷售所用的售價進行交易。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

4. OPERATING SEGMENT INFORMATION

(continued)

The following is an analysis of the Group's revenue and results, and assets and liabilities by reportable operating segments.

4. 經營分部資料 (續)

以下是按可報告經營分部對本集團的收益和業績以及資產和負債的分析。

Segment revenue and results

分部收益及業績

		Hospital business 醫院業務 RMB'000 人民幣千元	Other business 其他業務 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Year ended 31 December 2025	截至2025年12月31日止年度			
Segment revenue	分部收益	8,675,197	500,448	9,175,645
Inter-segment revenue	分部間收益	–	–	–
Consolidated revenue	綜合收益	8,675,197	500,448	9,175,645
Segment cost	分部成本	(7,308,576)	(426,296)	(7,734,872)
Other income	其他收入	93,430	207,471	300,901
Share of profits of associates	應佔聯營公司利潤	–	78,338	78,338
Other gains and losses, net	其他收益及虧損淨額	(21,478)	(158)	(21,636)
Administrative and other operating expenses	行政及其他營運費用	(898,530)	(12,411)	(910,941)
Finance costs	財務費用	(15,967)	–	(15,967)
Impairment losses on financial and contract assets, net	金融及合約資產減值虧損淨額	(23,685)	1,174	(22,511)
Impairment loss on property, plant and equipment	物業、廠房及設備減值虧損	(30)	–	(30)
Segment results	分部業績	500,361	348,566	848,927
Other unallocated income and gains	其他未分配收入及收益			12,634
Change in fair value of an equity investment at FVTPL	以公允價值計量且其變動計入損益的股本投資的公允價值變動			4,117
Foreign exchange differences, net	匯兌差異淨額			378
Other unallocated losses and expenses	其他未分配虧損及費用			(118,391)
Profit before tax	稅前利潤			747,665

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

4. OPERATING SEGMENT INFORMATION

(continued)

Segment revenue and results (continued)

4. 經營分部資料(續)

分部收益及業績(續)

		Hospital business 醫院業務 RMB'000 人民幣千元	Other business 其他業務 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
Year ended 31 December 2024	截至2024年12月31日止年度			
Segment revenue	分部收益	9,184,960	669,830	9,854,790
Inter-segment revenue	分部間收益	–	–	–
Consolidated revenue	綜合收益	9,184,960	669,830	9,854,790
Segment cost	分部成本	(7,531,661)	(513,303)	(8,044,964)
Other income	其他收入	119,713	3,965	123,678
Share of profits of associates	應佔聯營公司利潤	–	98,603	98,603
Other gains and losses, net	其他收益及虧損淨額	(13,118)	(453)	(13,571)
Selling and distribution expenses	銷售及分銷費用	(516)	(107)	(623)
Administrative and other operating expenses	行政及其他營運費用	(927,431)	(26,887)	(954,318)
Finance costs	財務費用	(18,960)	–	(18,960)
Impairment losses on financial and contract assets, net	金融及合約資產減值虧損淨額	(14,589)	8,885	(5,704)
Impairment loss on property, plant and equipment	物業、廠房及設備減值虧損	(32,153)	–	(32,153)
Segment results	分部業績	766,245	240,533	1,006,778
Other unallocated income and gains	其他未分配收入及收益			17,313
Change in fair value of an equity investment at FVTPL	以公允價值計量且其變動計入損益的股本投資的公允價值變動			(14,229)
Foreign exchange differences, net	匯兌差異淨額			(1,185)
Other unallocated losses and expenses	其他未分配虧損及費用			(170,007)
Profit before tax	稅前利潤			838,670

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

4. OPERATING SEGMENT INFORMATION

(continued)

4. 經營分部資料 (續)

Segment assets and liabilities

分部資產及負債

		Hospital business 醫院業務 RMB'000 人民幣千元	Other business 其他業務 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
As at 31 December 2025	於2025年12月31日			
Segment assets	分部資產	8,898,660	1,317,610	10,216,270
Unallocated assets	未分配資產			6,853,480
Elimination of inter-segment receivables	分部間應收款項抵銷			(4,155,274)
Total assets	總資產			12,914,476
Segment liabilities	分部負債	4,846,942	18,024	4,864,966
Unallocated liabilities	未分配負債			4,317,149
Elimination of inter-segment payables	分部間應付款項抵銷			(4,155,274)
Total liabilities	總負債			5,026,841

		Hospital business 醫院業務 RMB'000 人民幣千元	Other business 其他業務 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
As at 31 December 2024	於2024年12月31日			
Segment assets	分部資產	8,889,773	1,348,719	10,238,492
Unallocated assets	未分配資產			7,031,490
Elimination of inter-segment receivables	分部間應收款項抵銷			(3,951,832)
Total assets	總資產			13,318,150
Segment liabilities	分部負債	4,865,659	20,870	4,886,529
Unallocated liabilities	未分配負債			4,885,385
Elimination of inter-segment payables	分部間應付款項抵銷			(3,951,832)
Total liabilities	總負債			5,820,082

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

4. OPERATING SEGMENT INFORMATION

(continued)

Geographical information

The Group's operations are located in the PRC, all of the Group's revenue from external customers are generated in the PRC, and substantially all of the Group's non-current assets, excluding financial instruments and deferred tax assets, are located in the PRC.

5. REVENUE

(a) Disaggregated revenue information

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Types of goods or services	商品或服務類別		
In-patient	住院	4,897,620	5,293,544
Out-patient and emergency	門急診	3,777,577	3,891,416
General healthcare services	綜合醫療服務	8,675,197	9,184,960
Other services	其他服務	500,448	669,830
Total	合計	9,175,645	9,854,790
Timing of revenue recognition	確認收益的時間		
A point in time	於某個時間點	4,229,772	4,499,676
Over time	於一段時間內	4,945,873	5,355,114
Total	合計	9,175,645	9,854,790

4. 經營分部資料(續)

地區資料

本集團之經營活動位於中國，本集團來自外部客戶的收益均自中國產生，基本上本集團之全部非流動資產(不包括金融工具及遞延稅項資產)均位於中國。

5. 收益

(a) 收益資料明細

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

5. REVENUE (continued)

(b) Performance obligations

Information about the Group's performance obligations is summarised below:

General healthcare services

Revenue from the provision of general healthcare services is mainly derived from hospital services provided at the consolidated hospitals, which is recognised when the related services have been rendered to customers.

For in-patient services, customers normally receive in-patient treatment which contains various treatment components. Since the patient simultaneously receives and consumes the benefits of the Group's performance in the medical treatment, the relevant revenue of in-patient services is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. The progress towards the complete satisfaction of performance obligation is measured by direct measurements of the value of individual products or services transferred by the Group to the customer.

Revenue from the provision of out-patient and emergency services is recognised at a point in time, i.e. when the services are provided.

5. 收益 (續)

(b) 履約義務

本集團履約義務的資料概述如下：

綜合醫療服務

提供綜合醫療服務產生的收益主要來自於併表醫院提供醫院服務，其於向客戶提供相關服務時確認。

對於住院服務，客戶通常接受住院治療，其中包含各種治療部分。由於病人同時收取及消耗本集團進行醫務治療的利益，住院服務的相關收益在合約期間通過參考完成履約義務的進度而被確認。完成履約義務的進度乃透過直接計量本集團向客戶轉讓的個別產品或服務的價值來衡量。

提供門急診服務的收益在某個時間點（即提供服務時）確認。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

5. REVENUE (continued)

(b) Performance obligations (continued)

Other services

For the hospital management services rendered on various aspects of daily operations of the hospitals, the contracts contain multiple deliverables. As such services have the same pattern of transfer to the customer, it is therefore regarded as a single performance obligation.

Revenue from the provision of hospital management services is recognised over the period of the contract by reference to the progress towards complete satisfaction of that performance obligation. The progress towards the complete satisfaction of performance obligation is measured by direct measurements of the value of the services transferred by the Group to the customer. The relevant revenue is recognised based on pre-set formulas set out in the arrangements.

Revenue from the sale of pharmaceuticals, medical devices and medical consumables to non-consolidated hospitals is recognised when control of merchandise is transferred to the customer, i.e. when the merchandise is delivered and simultaneously accepted by the customer.

Revenue from other hospital services is recognised at a point in time, i.e. when the consultation reports are issued to the customer or when the consultation services are completed.

The Group takes advantage of practical expedient in IFRS15 and does not disclose the remaining performance obligation as the Group's sales contracts either have an original expected duration of less than one year or the revenue is performance-based.

5. 收益 (續)

(b) 履約義務 (續)

其他服務

就有關醫院日常營運各方面的醫院管理服務而言，合約包括多項應交付的成果。由於向客戶轉讓的有關服務的模式相同，故被視為單一履約義務。

提供醫院管理服務的收益乃經參考完成該履約義務的進度，於合約期間內確認。完成履約義務的進度乃透過直接計量本集團向客戶轉讓服務的價值計量。相關收益乃按安排所載列的預定公式確認。

來自向非併表醫院銷售藥品、醫療器械及醫用耗材的收益於商品的控制權轉讓予客戶時（即當商品交付並同時被客戶接受）予以確認。

來自其他醫院服務的收益於向客戶出具諮詢報告或諮詢服務完成時的某個時間點確認。

本集團引用國際財務報告準則第15號的可行權宜方法，並無披露餘下的履約義務，原因為本集團的銷售合約的原預期年期少於一年，或收益為以表現為基礎。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

6. OTHER INCOME

6. 其他收入

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
	Note 附註		
Interest and investment income on:	利息及投資收入：		
Financial assets at FVTPL	以公允價值計量且其變動計入損益的金融資產	811	1,062
Receivables from IOT hospitals	來自IOT醫院之應收款項	1,049	3,859
Bank deposits	銀行存款	8,593	13,150
Dividend income on an equity investment at FVTPL	以公允價值計量且其變動計入損益的股本投資的股息收入	2,880	3,589
Government grants (i)	政府補助 (i)	17,275	14,372
Enforcement payment from "Yan Hua Hospital"	燕化醫院強制執行款	206,423	—
Write-off of payables	應付款項清理收益	11,708	32,906
Rental income	租賃收入	6,436	6,648
Canteen income	食堂收入	22,376	27,649
Others	其他	35,984	37,756
Total	合計	313,535	140,991

Note:

附註：

(i) There are no unfulfilled or contingencies relating to these subsidies.

(i) 概無與該等補貼有關的未履行條件或有事項。

7. OTHER GAINS AND LOSSES, NET

7. 其他收益及虧損淨額

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Change in fair value of an equity investment at FVTPL	以公允價值計量且其變動計入損益的股本投資的公允價值變動	4,117	(14,229)
Foreign exchange differences, net	匯兌差異淨額	378	(1,185)
Gains/(loss) on disposal of items of property, plant, equipment and intangible assets	處置物業、廠房、設備及無形資產項目收益／(虧損)	1,505	(11,187)
Gain on disposal of right-of-use assets	處置使用權資產收益	558	—
Others	其他	(23,794)	(19,585)
		(17,236)	(46,186)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

8. PROFIT BEFORE TAX

The Group's profit before tax is arrived at after charging:

8. 稅前利潤

本集團的稅前利潤乃經扣除以下各項得出：

		Note 附註	2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cost of inventories sold	已售存貨成本	23(b)	3,852,675	4,190,355
Depreciation of property, plant and equipment	物業、廠房及設備折舊	15	522,765	557,693
Depreciation of right-of-use assets	使用權資產折舊	16(a)	60,865	57,892
Amortisation of intangible assets	無形資產攤銷	18	1,297	3,311
Total depreciation and amortisation	折舊及攤銷總額		584,927	618,896
Wages, salaries, bonuses and allowances	工資、薪金、花紅及津貼		3,118,588	3,136,380
Pension scheme contributions*	退休金計劃供款*			
Defined contribution scheme	界定供款計劃		326,788	312,312
Defined benefit scheme	界定福利計劃	31	18,699	21,404
Total employee benefit expense (including directors' remuneration) (note 10)	僱員福利支出總額 (包括董事酬金) (附註10)		3,464,075	3,470,096
Auditor's remuneration	核數師酬金		4,500	4,500

* There are no forfeited contributions that may be used by the Group as the employer to reduce the existing level of contributions.

* 並無已沒收供款可供本集團 (作為僱主) 用作減低現有供款水平。

9. FINANCE COSTS

An analysis of finance costs is as follows:

9. 財務費用

財務費用分析如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Interest on bank borrowings	銀行借款利息	24,605	53,478
Interest on lease liabilities	租賃負債利息	7,347	7,536
Others	其他	17,606	14,261
		49,558	75,275

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10. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION

Directors' and chief executive's remuneration for the year, disclosed pursuant to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited, section 383(1)(a) and (b) of the Hong Kong Companies Ordinance and Part 2 of the Companies (Disclosure of Information about Benefits of Directors) Regulation, is as follows:

(a) Independent non-executive directors

The fees paid to independent non-executive directors during the year were as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Mr. Wu Ting Yuk Anthony (胡定旭先生)	胡定旭先生	275	272
Mr. Fu Tingmei (傅廷美先生)	傅廷美先生	275	272
Mr. Zhou Peng (周鵬先生)	周鵬先生	275	272
Mr. Kwong Kwok Kong (鄺國光先生)(i)	鄺國光先生(i)	129	272
Ms. Lo Wing Sze (羅詠詩女士)(ii)	羅詠詩女士(ii)	146	–
		1,100	1,088

- (i) On 19 June 2025, Mr. Kwong Kwok Kong resigned as an independent non-executive director.
- (ii) On 19 June 2025, Ms. Lo Wing Sze was appointed as an independent non-executive director.

There were no other emoluments payable to the independent non-executive directors during the year (2024: Nil).

10. 董事及總裁之酬金

根據香港聯合交易所有限公司證券上市規則、香港《公司條例》第383(1)(a)及(b)條及《公司(披露董事利益資料)規例》第2部，董事和總裁年內的酬金披露如下：

(a) 獨立非執行董事

年內支付予獨立非執行董事的袍金如下：

- (i) 於2025年6月19日，鄺國光先生辭任獨立非執行董事。
- (ii) 於2025年6月19日，羅詠詩女士獲委任為獨立非執行董事。

年內概無其他應付獨立非執行董事的酬金(2024年：無)。

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10. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (continued)

10. 董事及總裁之酬金 (續)

(b) Executive directors and non-executive directors

(b) 執行董事及非執行董事

2025	2025年	Salaries and allowances 薪金與津貼 RMB'000 人民幣千元	Performance related bonuses 表現掛鈎花紅 RMB'000 人民幣千元	Retirement scheme contributions 退休計劃供款 RMB'000 人民幣千元	Total remuneration 酬金合計 RMB'000 人民幣千元
Executive directors:	執行董事：				
Mr. Yu Ha (于海先生)	于海先生	1,422	1,085	152	2,659
Ms. Yang Min (楊敏女士)	楊敏女士	1,082	874	167	2,123
Mr. Song Qing (宋清先生)(i)	宋清先生(i)	891	1,211	45	2,147
Mr. Shan Baojie (單寶杰先生)(ii)	單寶杰先生(ii)	813	432	117	1,362
Mr. Zhang Chuang (張闡先生)(iii)	張闡先生(iii)	170	–	30	200
Mr. Wu Xinchun (吳新春先生)(iv)	吳新春先生(iv)	165	–	21	186
		4,543	3,602	532	8,677
Non-executive director:	非執行董事：				
Ms. Ge Lu (葛路女士)	葛路女士	–	–	–	–
		4,543	3,602	532	8,677

2024	2024年	Salaries and allowances 薪金與津貼 RMB'000 人民幣千元	Performance related bonuses 表現掛鈎花紅 RMB'000 人民幣千元	Retirement scheme contributions 退休計劃供款 RMB'000 人民幣千元	Total remuneration 酬金合計 RMB'000 人民幣千元
Executive directors:	執行董事：				
Mr. Yu Ha (于海先生)	于海先生	1,670	1,224	91	2,985
Ms. Yang Min (楊敏女士)	楊敏女士	1,136	875	100	2,111
Mr. Song Qing (宋清先生)	宋清先生	1,939	899	100	2,938
Mr. Shan Baojie (單寶杰先生)	單寶杰先生	1,381	1,176	97	2,654
		6,126	4,174	388	10,688
Non-executive director:	非執行董事：				
Ms. Ge Lu (葛路女士)	葛路女士	–	–	–	–
		6,126	4,174	388	10,688

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10. DIRECTORS' AND CHIEF EXECUTIVE'S REMUNERATION (continued)

(b) Executive directors and non-executive directors (continued)

- (i) On 19 June 2025, Mr. Song Qing resigned as an executive director.
- (ii) On 26 August 2025, Mr. Shan Baojie resigned as an executive director.
- (iii) On 7 November 2025, Mr. Zhang Chuang was appointed as an executive director.
- (iv) On 7 November 2025, Mr. Wu Xinchun was appointed as an executive director.

During the year, no remuneration was paid or payable by the Group to the directors as an inducement to join or upon joining the Group or as compensation for loss of office (2024: Nil).

During the year, no retirement benefits, payments or benefits in respect of termination of directors' services were paid or made, directly or indirectly, to the directors; nor are any payable (2024: Nil). No consideration was provided to or receivable by third parties for making available directors' services (2024: Nil). There are no loans, quasi-loans or other dealings in favour of the directors, their controlled body corporate and connected entities (2024: Nil).

There was no arrangement under which a director or a chief executive waived or agreed to waive any remuneration during the year (2024: Nil).

The above directors and chief executive's remuneration only included during the tenure of each director and chief executive of the Company.

10. 董事及總裁之酬金 (續)

(b) 執行董事及非執行董事 (續)

- (i) 於2025年6月19日，宋清先生辭任執行董事。
- (ii) 於2025年8月26日，單寶杰先生辭任執行董事。
- (iii) 於2025年11月7日，張闡先生獲委任為執行董事。
- (iv) 於2025年11月7日，吳新春先生獲委任為執行董事。

年內，本集團概無向董事支付或應付任何酬金作為其加入本集團或於加入本集團時之獎勵或離職補償 (2024年：無)。

年內，並無就終止董事服務而直接或間接向董事支付或作出退休福利、酬金或利益；也無任何應付賬 (2024年：無)。沒有為提供董事服務的第三者提供代價或應收賬 (2024年：無)。沒有有利於董事、其控制的法人團體及關係實體的貸款、準貸款或其他交易 (2024年：無)。

年內概無董事或總裁放棄或同意放棄任何酬金的安排 (2024年：無)。

以上董事及總裁酬金僅包括本公司各董事及總裁於任期內之酬金。

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11. FIVE HIGHEST PAID EMPLOYEES

The five highest paid employees during the year included four directors (2024: three), details of whose remuneration are set out in note 10 above. Details of the remuneration for the year of the remaining one (2024: two) highest paid employees who are neither a director nor chief executive of the Company are as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Salaries & allowances	薪金與津貼	691	2,464
Bonuses	花紅	1,481	2,565
Pension scheme contributions (defined contribution scheme)	退休金計劃供款 (界定供款計劃)	118	200
		2,290	5,229

The number of non-director and non-chief executive highest paid employees whose remuneration fell within the following bands are as follows:

		Number of employees 僱員數目	
		2025 2025年	2024 2024年
HKD2,000,001 to HKD2,500,000	2,000,001 港元至 2,500,000 港元	1	–
HKD2,500,001 to HKD3,000,000	2,500,001 港元至 3,000,000 港元	–	2

During the year, no emoluments were paid or payable by the Group to the five highest paid employees as an inducement to join or upon joining the Group or as compensation for loss of office (2024: Nil).

11. 五位最高薪僱員

年內五位最高薪僱員包括四名（2024年：三名）董事，彼等酬金詳情載於上述附註10。有關年內剩餘一名（2024年：兩名）最高薪僱員（並非為本公司董事或總裁）的酬金詳情如下：

酬金介乎下列範圍的非董事及非總裁最高薪僱員數目如下：

年內，本集團概無向五位最高薪僱員支付或應付任何酬金作為其加入本集團或於加入本集團時之獎勵或離職補償（2024年：無）。

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12. INCOME TAX

The PRC enterprise income tax has been provided at the rate of 25% (2024: 25%) on the estimated assessable income arising in the PRC during the year. No provision for Hong Kong profits tax has been made as the Group did not generate any assessable profits arising in Hong Kong during the year (2024: Nil).

12. 所得稅

在中國產生估計應課稅收入者，於本年間均須計提中國企業所得稅25%（2024年：25%）。由於本集團於本年度內並無在香港產生任何應課稅利潤，因此並無計提香港利得稅撥備（2024年：無）。

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Current — Chinese Mainland	即期 — 中國內地		
Charge for the year	本年度費用	160,082	165,535
Under-provision in prior years	過往年度撥備不足	9,194	1,005
Deferred (note 32)	遞延 (附註32)	22,291	383
Total tax charge for the year	本年度稅項費用總額	191,567	166,923

The Group operates in multiple jurisdictions, which will enact tax laws to implement the Pillar Two model rules published by the OECD in forthcoming years. The Group is in the process of making an assessment of what the impact of Pillar Two model is expected to be on the income taxes. So far it has concluded that the Pillar Two model is unlikely to have a significant impact on the consolidated financial statements.

本集團在多個司法權區經營業務，而該等司法權區將在未來數年頒佈稅法以實施經合組織發布的支柱二立法模板。本集團正在評估支柱二模板對所得稅的預期影響。截至目前為止，本集團認為支柱二模板不大可能對綜合財務報表產生重大影響。

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12. INCOME TAX (continued)

A reconciliation of the tax expense applicable to profit before tax at the PRC statutory tax rate, in which the principal place of business of the Group to the tax charge is as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Profit before tax	稅前利潤	747,665	838,670
Tax at the PRC statutory tax rate of 25% (2024: 25%)	中國法定稅率25% (2024年：25%) 的稅項	186,916	209,668
Lower tax rates enacted by specific jurisdictions	特定司法權區實行的較低稅率	(1,703)	10,455
Adjustments in respect of current tax of previous periods	就過往期間即期稅項的調整	9,194	1,005
Profits and losses attributable to associates	應佔聯營公司利潤及虧損	(19,585)	(24,651)
Income not subject to tax	未計稅收入	—	(74,820)
Expenses not deductible for tax	不就稅項扣減的支出	15,473	15,436
Tax losses utilised from previous periods	過往期間動用的稅務虧損	(5,303)	(314)
Effect of tax losses and deductible temporary difference not recognised	未確認稅務虧損及可抵扣暫時差額的影響	7,152	30,506
Others	其他	(577)	(362)
Tax charge at the Group's effective tax rate	本集團有效稅率的稅項費用	191,567	166,923

The share of tax attributable to associates amounting to RMB27,325,000 (2024: RMB32,679,000) is included in "Share of profits of associates" in the consolidated statement of profit or loss.

12. 所得稅 (續)

按本集團主要營業地點的中國法定稅率計算的稅前利潤所適用的稅項開支與稅項費用的對賬如下：

分佔聯營公司的稅項為數人民幣27,325,000元（2024年：人民幣32,679,000元）包含在綜合損益報表之「應佔聯營公司利潤」。

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13. DIVIDENDS

13. 股息

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Dividend recognised as distribution during the year:	確認為本年度內分配的股息：		
Final 2024 — RMB8.2 cents (2023: RMB6.0 cents) per ordinary share	2024年末期 — 每股普通股人民幣8.2分(2023年：人民幣6.0分)	106,327	77,860
Interim 2025 — RMB5.0 cents (2024: RMB5.0 cents) per ordinary share	2025年中期 — 每股普通股人民幣5.0分(2024年：人民幣5.0分)	64,834	64,834
Less: Dividend for shares held under the Share Award Scheme	減：根據股份獎勵計劃持有股份的股息	(4,274)	(3,564)
		166,887	139,130

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Final dividend proposed after the end of the reporting period:	報告期末後擬派末期股息：		
Proposed final 2025 — RMB8.4 cents (2024: RMB8.2 cents) per ordinary share	已提議2025年末期 — 每股普通股人民幣8.4分(2024年：人民幣8.2分)	108,921	106,327

The proposed final dividend for the year is subject to the approval of the Company's shareholders at the forthcoming annual general meeting.

本年度擬派末期股息尚待本公司股東在即將舉行的股東週年大會上批准。

14. EARNINGS PER SHARE ATTRIBUTABLE TO ORDINARY EQUITY HOLDERS OF THE COMPANY

14. 本公司普通股權益持有人應佔每股盈利

The calculation of the basic earnings per share amount is based on the profit for the year attributable to ordinary equity holders of the Company of RMB495,944,000 (2024: RMB565,875,000), and the weighted average number of ordinary shares of 1,264,292,000 (2024: 1,264,292,000) in issue during the year.

每股基本盈利的計算乃根據本公司普通股權益持有人應佔年度利潤人民幣495,944,000元(2024年：人民幣565,875,000元)及年內已發行普通股的加權平均數1,264,292,000股(2024年：1,264,292,000股)計算。

The Group had no potentially dilutive ordinary shares in issue during the year ended 31 December 2025.

本集團截至2025年12月31日止年度並無已發行的潛在攤薄普通股。

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15. PROPERTY, PLANT AND EQUIPMENT

15. 物業、廠房及設備

		Allocated Land	Buildings	Fixture and leasehold improvement 傢俬及 租賃資產改良	Medical equipment 醫療設備	Motor vehicles 汽車	Office equipment 辦公設備	Construction in progress 在建工程	Total 合計
		RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
At 1 January 2025	於2025年1月1日								
Cost	成本	587,788	3,612,536	460,813	3,816,982	69,839	836,212	66,181	9,450,351
Accumulated depreciation and impairment loss	累計折舊及減值虧損	-	(1,238,782)	(203,171)	(2,594,541)	(49,245)	(571,860)	(970)	(4,658,569)
Net carrying amount	賬面值淨額	587,788	2,373,754	257,642	1,222,441	20,594	264,352	65,211	4,791,782
At 1 January 2025, net of accumulated depreciation and impairment loss	於2025年1月1日，扣除 累計折舊及減值虧損	587,788	2,373,754	257,642	1,222,441	20,594	264,352	65,211	4,791,782
Additions	添置	-	12,702	27,007	288,964	3,881	95,544	68,416	496,514
Disposals	處置	-	(131)	-	(8,976)	(1,003)	(3,895)	(2,668)	(16,673)
Transfers	轉撥	-	16,378	7,059	358	-	10,223	(34,018)	-
Depreciation charge	折舊費用	-	(92,558)	(38,421)	(294,677)	(5,529)	(91,580)	-	(522,765)
Impairment loss	減值虧損	-	-	-	-	-	(30)	-	(30)
At 31 December 2025, net of accumulated depreciation and impairment loss	於2025年12月31日，扣除 累計折舊及減值虧損	587,788	2,310,145	253,287	1,208,110	17,943	274,614	96,941	4,748,828
At 31 December 2025: Cost	於2025年12月31日 成本	587,788	3,641,485	494,879	4,097,328	72,717	938,084	97,911	9,930,192
Accumulated depreciation and impairment loss	累計折舊及減值虧損	-	(1,331,340)	(241,592)	(2,889,218)	(54,774)	(663,470)	(970)	(5,181,364)
Net carrying amount	賬面值淨額	587,788	2,310,145	253,287	1,208,110	17,943	274,614	96,941	4,748,828

As at 31 December 2025, the land use right certificates of allocated land with carrying amounts of RMB82,120,000 (2024: RMB177,935,000) were not yet obtained by the Group.

於2025年12月31日，本集團尚未取得賬面值為人民幣82,120,000元（2024年：人民幣177,935,000元）的獲分配土地的土地使用權證。

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15. PROPERTY, PLANT AND EQUIPMENT

(continued)

15. 物業、廠房及設備 (續)

		Allocated Land	Buildings	Fixture and leasehold improvement 傢俬及 傢俬	Medical equipment 醫療設備	Motor vehicles 汽車	Office equipment 辦公設備	Construction in progress 在建工程	Total 合計
		RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日								
Cost	成本	587,788	3,500,633	389,589	3,508,075	67,148	736,550	142,791	8,932,574
Accumulated depreciation and impairment loss	累計折舊及減值虧損	-	(1,128,257)	(156,511)	(2,254,034)	(44,459)	(484,816)	(646)	(4,068,723)
Net carrying amount	賬面值淨額	587,788	2,372,376	233,078	1,254,041	22,689	251,734	142,145	4,863,851
At 1 January 2024, net of accumulated depreciation and impairment loss	於2024年1月1日，扣除 累計折舊及減值虧損	587,788	2,372,376	233,078	1,254,041	22,689	251,734	142,145	4,863,851
Additions	添置	-	4,640	27,122	313,384	2,748	100,178	84,226	532,298
Disposals	處置	-	(245)	(338)	(5,844)	(57)	(5,944)	(2,093)	(14,521)
Transfers	轉撥	-	107,508	44,440	1,367	-	5,428	(158,743)	-
Depreciation charge	折舊費用	-	(94,291)	(46,660)	(328,632)	(4,538)	(83,572)	-	(557,693)
Impairment loss	減值虧損	-	(16,234)	-	(11,875)	(248)	(3,472)	(324)	(32,153)
At 31 December 2024, net of accumulated depreciation and impairment loss	於2024年12月31日，扣除 累計折舊及減值虧損	587,788	2,373,754	257,642	1,222,441	20,594	264,352	65,211	4,791,782
At 31 December 2024:	於2024年12月31日：								
Cost	成本	587,788	3,612,536	460,813	3,816,982	69,839	836,212	66,181	9,450,351
Accumulated depreciation and impairment loss	累計折舊及減值虧損	-	(1,238,782)	(203,171)	(2,594,541)	(49,245)	(571,860)	(970)	(4,658,569)
Net carrying amount	賬面值淨額	587,788	2,373,754	257,642	1,222,441	20,594	264,352	65,211	4,791,782

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16. LEASES

The Group as a lessee

The Group has lease contracts for properties and medical equipment used in its operations. Lump sum payments were made upfront to acquire the leased land from the owners with lease periods of 50 and 60 years, and no ongoing payments will be made under the terms of these land leases. Leases of properties generally have lease terms between 1 and 9 years and leases of medical equipment generally have lease terms between 1 and 5 years. None of the leases includes variable lease payments.

(a) Right-of-use assets

The carrying amounts of the Group's right-of-use assets and the movements during the year are as follows:

		Leasehold land 租賃土地 RMB'000 人民幣千元	Leased properties 租賃物業 RMB'000 人民幣千元	Medical equipment 醫療設備 RMB'000 人民幣千元	Motor vehicles 汽車 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
As at 1 January 2024	於2024年1月1日	347,335	116,447	33,759	302	497,843
Additions	添置	–	48,554	–	–	48,554
Depreciation charge	折舊費用	(8,532)	(44,906)	(4,415)	(39)	(57,892)
Lease matured and transferred	租賃到期和轉撥	–	–	(8,684)	–	(8,684)
As at 31 December 2024 and 1 January 2025	於2024年12月31日 及2025年1月1日	338,803	120,095	20,660	263	479,821
Additions	添置	–	138,519	247	–	138,766
Depreciation charge	折舊費用	(8,037)	(49,354)	(3,434)	(40)	(60,865)
Lease matured and early termination	租賃到期和提前終止	–	(3,015)	(1,339)	–	(4,354)
As at 31 December 2025	於2025年12月31日	330,766	206,245	16,134	223	553,368

16. 租賃

本集團作為承租人

本集團就其經營中使用的房產及醫療設備擁有租賃合同。一次性付清款項以期從所有者處獲得租賃期為50年及60年的租賃土地，且根據這些土地的租約條款，無後續將付款項。房產租賃的租賃期限通常為1至9年，醫療設備租賃的租賃期限通常為1至5年。概無租賃包括可變租賃付款。

(a) 使用權資產

本集團年內使用權資產賬面值及變動如下：

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16. LEASES (continued)

The Group as a lessee (continued)

(b) Lease liabilities

The carrying amount of lease liabilities and the movements during the year are as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At 1 January	於1月1日	159,185	148,670
New leases	新租賃	100,265	48,554
Accretion of interest recognised during the year	年內確認的利息增長	7,347	7,536
Early termination of leases	租賃提前終止	(4,912)	–
Payments during the year	年度付款	(69,562)	(45,575)
At 31 December	於12月31日	192,323	159,185
Analysed into:	分析為：		
Current portion	即期部分	46,982	51,946
Non-current portion	非即期部分	145,341	107,239

The maturity analysis of lease liabilities is disclosed in note 41 to the financial statements.

租賃負債的到期分析在財務報表附註41中披露。

(c) The amounts recognised in profit or loss in relation to leases are as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Interest on lease liabilities	租賃負債的利息	7,347	7,536
Depreciation charge of right-of-use assets	使用權資產的折舊費用	60,865	57,892
Expense relating to short-term leases	與短期租賃有關的開支	7,610	6,415
Variable lease payments not included in the measurement of lease liabilities	並無計入租賃負債計量的可變租賃付款	8,773	10,957

(d) The total cash outflow for leases is disclosed in note 36(c) to the financial statements.

(d) 租賃現金流出總額在財務報表附註36(c)中披露。

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17. GOODWILL

17. 商譽

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At 1 January:	於1月1日：		
Cost	成本	3,848,524	3,848,524
Accumulated impairment	累計減值	(249,342)	(249,342)
Net carrying amount	賬面值淨額	3,599,182	3,599,182
Carrying amount at 1 January	於1月1日的賬面值	3,599,182	3,599,182
Impairment	減值	–	–
Carrying amount at 31 December	於12月31日的賬面值	3,599,182	3,599,182
At 31 December:	於12月31日：		
Cost	成本	3,848,524	3,848,524
Accumulated impairment	累計減值	(249,342)	(249,342)
Net carrying amount	賬面值淨額	3,599,182	3,599,182

Impairment testing of goodwill

Goodwill is allocated to CGU groups according to the internal management structure as follows:

商譽的減值測試

商譽已根據內部管理架構分配至現金產生單位組別，載列如下：

CGU groups		2025 and 2024 2025年及2024年		
現金產生單位組別	Cost	Accumulated impairment	Net carrying amount	
	成本	累計減值	賬面值淨額	
	RMB'000	RMB'000	RMB'000	
	人民幣千元	人民幣千元	人民幣千元	
Bengang CGU Group	本鋼現金產生單位組別	116,861	–	116,861
Fukuang CGU Group	撫礦現金產生單位組別	595,488	–	595,488
Fuxin CGU Group	阜新現金產生單位組別	278,649	–	278,649
Guangxi CGU	廣西現金產生單位	31,411	–	31,411
Huaikuang CGU Group	淮礦現金產生單位組別	402,398	–	402,398
Jiangong CGU	健宮現金產生單位	44,080	–	44,080
Naoke CGU Group	腦科現金產生單位組別	1,031,567	–	1,031,567
Pingkuang CGU	萍礦現金產生單位	289,054	–	289,054
Ruizhou CGU Group	瑞州現金產生單位組別	62,907	–	62,907
Sinophi CGU Group	Sinophi現金產生單位組別	249,342	(249,342)	–
Tiemei CGU	鐵煤現金產生單位	57,743	–	57,743
Wugang CGU Group	武鋼現金產生單位組別	465,031	–	465,031
Xukuang CGU	徐礦現金產生單位	215,736	–	215,736
Beicheng CGU	北城現金產生單位	8,257	–	8,257
Total	總計	3,848,524	(249,342)	3,599,182

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17. GOODWILL (continued)

Impairment testing of goodwill (continued)

The recoverable amount of the CGU groups is first determined based on value-in-use calculations. These calculations use cash flow projections based on a five-year budgets approved by management. The key assumptions used in estimating VIU is as follows:

17. 商譽 (續)

商譽的減值測試 (續)

現金產生單位組別的可收回金額乃首先根據使用價值計算釐定。該等計算使用根據經管理層批准的五年預算得出的現金流量預測進行。估計使用價值時所使用的主要假設載列如下：

		2025 2025年		2024 2024年	
		Average annual revenue growth rate during the forecast period 預期期間的 平均年度 收益增長率	Average gross profit margin during the forecast period 預測期間的 平均毛利率	Average annual revenue growth rate during the forecast period 預期期間的 平均年度 收益增長率	Average gross profit margin during the forecast period 預測期間的 平均毛利率
CGUs/CGU groups					
現金產生單位／ 現金產生單位組別					
Bengang CGU Group	本鋼現金產生單位組別	0.8%	21.9%	1.9%	19.9%
Fukuang CGU Group	撫礦現金產生單位組別	3.0%	20.6%	2.2%	18.1%
Fuxin CGU Group	阜新現金產生單位組別	1.6%	25.0%	4.1%	30.2%
Guangxi CGU	廣西現金產生單位	4.5%	13.5%	3.6%	17.4%
Huaikuang CGU Group	淮礦現金產生單位組別	2.0%	16.3%	1.8%	18.4%
Jiangong CGU	健宮現金產生單位	3.1%	23.5%	1.8%	18.0%
Naoke CGU Group	腦科現金產生單位組別	4.9%	18.9%	1.4%	21.9%
Pingkuang CGU	萍礦現金產生單位	8.7%	14.4%	2.0%	12.3%
Ruizhou CGU Group	瑞州現金產生單位組別	8.5%	20.0%	2.7%	16.9%
Sinophi CGU Group*	Sinophi現金產生單位組別*	not applicable 不適用	not applicable 不適用	not applicable 不適用	not applicable 不適用
Tiemei CGU	鐵煤現金產生單位	0.3%	21.9%	0.9%	20.4%
Wugang CGU Group	武鋼現金產生單位組別	0.9%	20.8%	2.6%	24.1%
Xukuang CGU	徐礦現金產生單位	5.2%	15.1%	4.3%	15.7%
Beicheng CGU	北城現金產生單位	2.5%	16.1%	3.0%	19.7%

* The goodwill of Sinophi CGU Group was fully impaired in prior year.

* Sinophi現金產生單位組別在以前年度已全額減值。

The pre-tax discount rate applied to the cash flow projections is 14% (2024: 14%), which reflected specific risks relating to each CGU Group. The growth rate used to extrapolate the cash flows beyond the five-year period is 2.0% (2024: 2.0%). This growth rate does not exceed the long-term average growth rates for the relevant markets.

應用於現金流量預測的稅前貼現率為14% (2024年：14%)，反映了各現金產生單位組別的相關獨有風險。用於推斷超過五年期之現金流量的增長率為2.0% (2024年：2.0%)。該增長率不超過相關市場上的長期平均增長率。

The value in use calculated is higher than the carrying amount for each CGU Group, accordingly, no impairment of goodwill was recognised for the year ended 31 December 2025 (2024: Nil).

每個現金產生單位組別計算得出的使用價值高於賬面值，因此，截至2025年12月31日止年度未確認商譽減值 (2024年：無)。

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18. OTHER INTANGIBLE ASSETS

18. 其他無形資產

		Operating rights under IOT arrangements IOT安排下之 經營權 RMB'000 人民幣千元	GSP Licence GSP 許可證 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
31 December 2025	2025年12月31日			
Cost at 1 January 2025, net of accumulated amortisation and impairment	於2025年1月1日的 成本，扣除累計攤銷 及減值	7,781	–	7,781
Amortisation provided during the year	年內攤銷撥備	(1,297)	–	(1,297)
At 31 December 2025	於2025年12月31日	6,484	–	6,484
At 31 December 2025: Cost	於2025年12月31日： 成本	41,750	4,185	45,935
Accumulated amortisation and impairment	累計攤銷及減值	(35,266)	(4,185)	(39,451)
Net carrying amount	賬面值淨額	6,484	–	6,484

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18. OTHER INTANGIBLE ASSETS (continued)

18. 其他無形資產 (續)

		Operating rights under IOT arrangements IOT安排下之 經營權 RMB'000 人民幣千元	GSP Licence GSP 許可證 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
31 December 2024	2024年12月31日			
Cost at 1 January 2024, net of accumulated amortisation and impairment	於2024年1月1日的 成本，扣除累計攤銷 及減值	45,304	–	45,304
Amortisation provided during the year	年內攤銷撥備	(3,311)	–	(3,311)
Disposal	處置	(34,212)	–	(34,212)
At 31 December 2024	於2024年12月31日	7,781	–	7,781
At 31 December 2024: Cost	於2024年12月31日： 成本	41,750	4,185	45,935
Accumulated amortisation and impairment	累計攤銷及減值	(33,969)	(4,185)	(38,154)
Net carrying amount	賬面值淨額	7,781	–	7,781

On 24 September 2024, the Group has entered into an agreement with the sponsor of Shunyi District Konggang Hospital and the Second Hospital of Shunyi District, pursuant to which the parties agreed the IOT agreement dated 28 May 2015 shall be early terminated. Pursuant to the terms of the agreement, the Group derecognised the related operating rights under IOT agreements and receivables from IOT hospitals, which resulting in a loss of RMB9,380,000 recognised in "Other gains and losses, net" during the year ended 31 December 2024.

於2024年9月24日，本集團與順義區空港醫院及順義區第二醫院的贊助人訂立協議，據此，雙方同意日期為2015年5月28日的IOT協議將提早終止。根據協議條款，本集團終止確認IOT協議項下的相關經營權及應收IOT醫院的款項，導致於截至2024年12月31日止年度於「其他收益及虧損淨額」確認人民幣9,380,000元的虧損。

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19. INVESTMENTS IN ASSOCIATES

19. 於聯營公司之投資

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Share of net assets	分佔資產淨值	987,325	993,602

Particulars of the associates are as follows:

聯營公司資料如下：

Name 名稱	Particulars of capital held 所持資本資料	Place of registration and business 註冊及營業地點	Percentage of ownership interest attributable to the Group 本集團應佔所有權權益百分比		Principal activity 主要業務
			2025 2025年	2024 2024年	
Beijing Jing Run Renkang Hospital Management Company Limited ("JR Renkang") 北京京潤仁康醫院管理 有限公司(「京潤仁康」)	Registered capital of RMB5,000,000 註冊資本人民幣 5,000,000元	PRC/ Chinese Mainland 中國／中國內地	49%	49%	Provision of hospital management services 提供醫院管理服務
Beijing Jing Run Renkang Holdings Company Limited ("JR Holdings") 北京京潤仁康控股有限公司 (「京潤控股」)	Registered capital of RMB1,000,000,000 註冊資本人民幣 1,000,000,000元	PRC/ Chinese Mainland 中國／中國內地	49%	49%	Provision of corporate management services 提供公司管理服務
Run Xiao Yi (Beijing) Technology Company Limited ("Run Xiao Yi") 潤小醫科技(北京)有限公司 (「潤小醫」)	Registered capital of RMB10,000,000 註冊資本人民幣 10,000,000元	PRC/ Chinese Mainland 中國／中國內地	49%	49%	Provision of technology development services 提供技術開發服務

The above investments are indirectly held by the Company.

上述投資乃由本公司間接持有。

JR Renkang and JR Holdings are considered material associates of the Group and are accounted for using the equity method.

京潤仁康及京潤控股被視為本集團的重大聯營公司及使用權益法列賬。

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19. INVESTMENTS IN ASSOCIATES (continued)

The following tables illustrate the summarised financial information in respect of JR Renkang and JR Holdings adjusted for any differences in accounting policies and reconciled to the carrying amount in the consolidated financial statements:

19. 於聯營公司之投資(續)

下表說明了有關京潤仁康和京潤控股的財務資料概要，而有關資料已根據會計政策的差異進行了調整，並已與綜合財務報表中的賬面值進行對賬：

2025	2025年	JR Renkang 京潤仁康 RMB'000 人民幣千元	JR Holdings 京潤控股 RMB'000 人民幣千元
Gross amounts of the associates	聯營公司總額		
Current assets	流動資產	81,617	1,127,924
Non-current assets	非流動資產	18,912	867,112
Current liabilities	流動負債	(3,113)	(73,333)
Non-current liabilities	非流動負債	(15,437)	–
Net assets	資產淨值	81,979	1,921,703
Revenue	收益	117,000	319,874
Profit and total comprehensive income for the year	年度利潤及全面收入總額	70,227	89,591
Dividend declared during the year	年內宣派的股息	116,042	56,643
Reconciliation to the Group's interest of the associates:	與本集團於聯營公司的權益對賬：		
Proportion of the Group's ownership	本集團擁有權的比重	49%	49%
Group's share of net assets of the associate and carrying amount of the investment	本集團的分佔聯營公司資產淨值及該投資的賬面值	40,170	941,635

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19. INVESTMENTS IN ASSOCIATES (continued) 19. 於聯營公司之投資 (續)

2024	2024 年	JR Renkang 京潤仁康 RMB'000 人民幣千元	JR Holdings 京潤控股 RMB'000 人民幣千元
Gross amounts of the associates	聯營公司總額		
Current assets	流動資產	245,059	1,167,482
Non-current assets	非流動資產	–	866,494
Current liabilities	流動負債	(117,265)	(145,221)
Net assets	資產淨值	127,794	1,888,755
Revenue	收益	159,344	213,640
Profit and total comprehensive income for the year	年度利潤及全面收入總額	116,042	83,979
Dividend declared during the year	年內宣派的股息	108,956	69,312
Reconciliation to the Group's interest of the associates:	與本集團於聯營公司的權益對賬：		
Proportion of the Group's ownership	本集團擁有權的比重	49%	49%
Group's share of net assets of the associate and carrying amount of the investment	本集團的分佔聯營公司資產淨值及該投資的賬面值	62,619	925,490

The following table illustrates the financial information of the Group's associate that is not individually material:

下表列示了對於本集團單獨非重大的聯營公司的匯總財務資料：

		2025 2025 年 RMB'000 人民幣千元	2024 2024 年 RMB'000 人民幣千元
Share of the associates' profit and total comprehensive income for the year	應佔聯營公司年度利潤及全面收入總額	27	593
Aggregate carrying amount of the Group's investments in the associates	本集團於聯營公司之投資總賬面值	5,520	5,493

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20. RECEIVABLES FROM IOT HOSPITALS

20. 來自 IOT 醫院之應收款項

		Note	2025 2025 年 RMB'000 人民幣千元	2024 2024 年 RMB'000 人民幣千元
		附註		
Receivables from IOT hospitals	來自 IOT 醫院之應收款項		22,674	24,013
Impairment	減值		(14,443)	(14,443)
			8,231	9,570
Less: Current portion included in prepayments, deposits and other receivables	減：計入預付款項、保證金及其他應收款項之即期部分	26	(1,486)	(1,339)
Non-current portion	非即期部分		6,745	8,231

The movements in the loss allowance for impairment of receivables from IOT hospitals are as follows:

來自 IOT 醫院之應收款項之減值虧損撥備變動如下：

		2025 2025 年 RMB'000 人民幣千元	2024 2024 年 RMB'000 人民幣千元
At beginning of year	年初	14,443	15,541
Reversal of impairment losses	減值虧損轉回	–	(1,098)
At end of year	年末	14,443	14,443

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21. FINANCIAL ASSETS AT FVTPL

21. 以公允價值計量且其變動計入損益的金融資產

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Listed equity investment, at fair value	上市股本投資，按公允價值	38,972	34,855

The listed equity investment was classified as financial assets at FVTPL as the Group has not elected to recognise the fair value gain or loss through other comprehensive income. It was held for long-term strategic purposes. The Group does not intend to dispose of it within twelve months after the reporting period and classifies the investment as non-current assets.

由於本集團選擇不透過其他全面收入確認公允價值收益或虧損，故上市股本投資分類為以公允價值計量且其變動計入損益的金融資產，乃持有作長期戰略用途。本集團無意於報告期後十二個月內處置該項投資，並將其分類為非流動資產。

22. OTHER NON-CURRENT ASSETS

22. 其他非流動資產

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Prepayment for non-current assets	非流動資產預付款項	32,417	54,266
Relocation assets (note)	搬遷資產 (附註)	76,269	76,269
		108,686	130,535

Note:

In 2019, the operation of 999 Medical Clinic (Shenzhen) Co., Ltd. ("999 Clinic") was suspended as the location of the site was included in the local urban renewal plan. The Group entered into an agreement with a real estate company in which the property of 999 Clinic would be demolished and a new property with a floor area of no less than that of the demolished property would be given to 999 Clinic as compensation when the construction and the development of the new property have been completed. Accordingly, property with a carrying amount of RMB76,269,000 was classified as to other non-current assets.

附註：

於2019年，由於地點已納入市區更新計劃，因此暫停了三九醫療門診部(深圳)有限責任公司(「三九門診部」)的運營。本集團與一間房地產公司簽訂了一項協議，協定將三九門診部物業拆除，並在完成新物業建設開發時，將其建築面積不少於被拆除物業的新物業提供給三九門診部作為補償。因此，賬面值為人民幣76,269,000元的物業已分類為其他非流動資產。

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23. INVENTORIES

- (a) Inventories in the consolidated statement of financial position comprise:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Pharmaceuticals	藥品	178,917	211,449
Medical devices and medical consumables	醫療器械及醫用耗材	83,209	90,213
		262,126	301,662

- (b) The analysis of the amount of inventories recognised as an expense and included in profit or loss is as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Carrying amount of inventories sold	已售存貨賬面值	3,852,675	4,190,355
Write down of inventories	存貨撇減	55	481
		3,852,730	4,190,836

23. 存貨

- (a) 綜合財務狀況表內的存貨包括：

- (b) 確認為開支並計入損益的存貨金額分析如下：

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24. TRADE AND BILLS RECEIVABLES

24. 應收貿易款項及應收票據

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Trade receivables	應收貿易款項		
Public medical insurance program	公共醫療保險計劃	1,152,710	1,279,842
Other customers	其他客戶	335,264	362,176
Bills receivables	應收票據	1,265	182
		1,489,239	1,642,200
Impairment	減值	(245,083)	(230,044)
		1,244,156	1,412,156

The Group's trading terms with its corporate customers are mainly on credit, except for new customers, where payment in advance is normally required. The credit periods ranged from 30 to 180 days. The Group seeks to maintain strict control over its outstanding receivables and has a credit control department to minimise credit risk. Overdue balances are reviewed regularly by senior management. The Group does not hold any collateral or other credit enhancements over its trade and bills receivable balances. Trade and bills receivables are non-interest-bearing.

本集團與公司客戶的交易條款主要以信貸為基礎，但新客戶除外，新客戶通常需要預先付款。信用期為30到180天。本集團致力就未收取的應收款項維持嚴格監控，並設有信貸控制部門，以降低信貸風險。高級管理層定期審閱逾期結餘。本集團並無就應收貿易款項及應收票據結餘持有任何抵押品或採取其他信貸增強措施。應收貿易款項及應收票據為免息。

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24. TRADE AND BILLS RECEIVABLES

(continued)

An ageing analysis of the trade and bills receivables as at the end of the reporting period, based on the invoice date and net of loss allowance, is as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Within 1 year	1年內	1,187,103	1,383,399
1 to 2 years	1至2年	53,179	24,450
Over 2 years	超過2年	3,874	4,307
		1,244,156	1,412,156

The movements in the loss allowance for trade receivables are as follows:

24. 應收貿易款項及應收票據 (續)

於報告期末應收貿易款項及應收票據的賬齡分析(根據發票日期及扣除虧損撥備)如下：

應收貿易款項虧損撥備的變動情況如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At beginning of year	年初	230,044	445,710
Impairment losses, net	減值虧損淨額	22,390	8,861
Amount written off as uncollectible, net	無法收回的撇銷款項淨額	(7,351)	(224,527)
At end of year	年末	245,083	230,044

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns.

於各報告日期採用撥備矩陣進行減值分析，計量預期信貸虧損。撥備率基於具有相似虧損模式的各個客戶類別分組逾期天數。

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24. TRADE AND BILLS RECEIVABLES

(continued)

Trade receivables from public medical insurance program have no due date for which credit evaluations are performed. The credit risk of trade receivables from other customers is evaluated using a provision matrix:

As at 31 December 2025

		Past due 逾期				
		Current 目前	Less than 1 year 少於1年	1 to 2 years 1至2年	2 to 3 years 2至3年	Over 3 years 超過3年
Trade receivables from public medical insurance program:	應收公共醫療保險計劃的貿易款項：					
Expected credit loss rate	預期信貸虧損率	5.8%	-	-	-	-
Gross carrying amount (RMB'000)	總賬面值 (人民幣千元)	1,152,710	-	-	-	-
Expected credit losses (RMB'000)	預期信貸虧損 (人民幣千元)	67,356	-	-	-	-
Trade receivables from other customers:	應收其他客戶的貿易款項：					
Expected credit loss rate	預期信貸虧損率	-	0.1%	46.6%	-	100.0%
Gross carrying amount (RMB'000)	總賬面值 (人民幣千元)	-	155,684	3,644	-	175,936
Expected credit losses (RMB'000)	預期信貸虧損 (人民幣千元)	-	92	1,699	-	175,936

24. 應收貿易款項及應收票據 (續)

已進行信貸評估的應收公共醫療保險計劃的貿易款項並無到期日。應收其他客戶的貿易款項的信貸風險使用撥備矩陣評估：

於 2025 年 12 月 31 日

As at 31 December 2024

於 2024 年 12 月 31 日

		Past due 逾期				
		Current 目前	Less than 1 year 少於1年	1 to 2 years 1至2年	2 to 3 years 2至3年	Over 3 years 超過3年
Trade receivables from public medical insurance program:	應收公共醫療保險計劃的貿易款項：					
Expected credit loss rate	預期信貸虧損率	3.9%	-	-	-	-
Gross carrying amount (RMB'000)	總賬面值 (人民幣千元)	1,279,842	-	-	-	-
Expected credit losses (RMB'000)	預期信貸虧損 (人民幣千元)	50,458	-	-	-	-
Trade receivables from other customers:	應收其他客戶的貿易款項：					
Expected credit loss rate	預期信貸虧損率	-	0.4%	71.1%	100.0%	100.0%
Gross carrying amount (RMB'000)	總賬面值 (人民幣千元)	-	182,021	4,216	3	175,936
Expected credit losses (RMB'000)	預期信貸虧損 (人民幣千元)	-	648	2,999	3	175,936

The expected timing of recovery or settlement for bills receivables as at 31 December is within one year and the loss allowance as at 31 December 2025 and 2024 was assessed to be minimal.

於 2025 年和 2024 年 12 月 31 日，應收票據於 12 月 31 日的預期收回或清償時間為一年內，已評估虧損撥備不大。

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25. CONTRACT ASSETS

25. 合約資產

		31 December 2025 2025年 12月31日 RMB'000 人民幣千元	31 December 2024 2024年 12月31日 RMB'000 人民幣千元
Contract assets arising from Hospital management services	合約資產來自醫院管理服務	8,393	5,093
Impairment	減值	(488)	(488)
		7,905	4,605

Contract assets are initially recognised for revenue earned from the provision of hospital management services as the receipt of consideration is conditional on the performance rating assessments of the Group. The amounts recognised as contract assets are reclassified to trade receivables when the rights to consideration become unconditional, i.e. when the performance rating assessments are finalised.

合約資產是就提供醫院管理服務所賺取的收益而初始確認，因為代價的收取取決於本集團的表現等級評估。當代價權利成為無條件時（即當完成表現等級評估時），確認為合約資產的金額重新分類為應收貿易款項。

The movement in the loss allowance for impairment of contract assets are as follows:

合約資產減值虧損撥備的變動情況如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At the beginning of year	年初	488	13,346
Reversal of impairment losses	減值虧損轉回	—	(357)
Written off as uncollectible, net	無法收回的撇銷款項淨額	—	(12,501)
At the end of year	年末	488	488

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26. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES

26. 預付款項、保證金及其他應收款項

			2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
	Note 附註			
Prepayments to suppliers		向供應商支付的預付款	32,147	41,289
Current portion of receivables from IOT hospitals	20	來自IOT醫院之應收款項的即期部分	1,486	1,339
Other receivable from "Yan Hua Hospital" (note (ii))		來自「燕化醫院」的其他應收款項 (附註(ii))	186,689	189,747
Dividend receivables from associates	38(b)	應收聯營公司股息	—	87,351
Others		其他	134,481	200,439
			354,803	520,165
Impairment		減值	(91,369)	(92,966)
			263,434	427,199

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26. PREPAYMENTS, DEPOSITS AND OTHER RECEIVABLES (continued)

Note (i):

Beijing Yan Hua Phoenix Healthcare Asset Management Company Limited ("Yan Hua Phoenix") is the sponsor of Yan Hua Hospital, and Yan Hua Hospital unilaterally terminated the IOT agreement entered into between the Group, Yan Hua Phoenix and Yan Hua Hospital (the "Yan Hua IOT Agreement") from 21 January 2019. The Group has submitted a civil claim statement against Yan Hua Phoenix and Yan Hua Hospital in relation to the Yan Hua IOT Agreement dispute to the Beijing Second Intermediate People's Court on 17 April 2019 to seek the court's ruling that the unilateral termination of the Yan Hua IOT Agreement by Yan Hua Phoenix and Yan Hua Hospital on 21 January 2019 shall be void.

On 18 December 2019, the Beijing Second Intermediate People's Court issued a judgement in favour of the Group. Yan Hua Phoenix and Yan Hua Hospital filed an appeal to the Beijing Higher People's Court in January 2020. On 22 November 2021, the Beijing Higher People's Court handed down a judgment (2020 Jing Minzhong No.110) which rejected the appeal filed by Yan Hua Phoenix and Yan Hua Hospital and upheld the original judgment, and adjudged that such ruling shall be final.

The Group filed a lawsuit with the Beijing Second Intermediate People's Court against the Yanhua Parties in September 2022 to seek compensation for the losses suffered by the Company as a result of the Yanhua Parties' breach of the Yan Hua IOT Agreement. On 20 February 2025, the Company received the enforcement payment of RMB209,480,000 transferred by the court and recognised a gain from compensation of RMB206,423,000 in "other income" in the consolidated statement of profit or loss income during the year ended 31 December 2025.

The Group has submitted a case filing application in relation to the Yan Hua IOT Agreement dispute to the Beijing Second Intermediate People's Court in June 2025, seeking for compensation for breach of contract and return the relevant funds under the Yan Hua IOT Agreement. The court has formally accepted the filing of the new litigation on 24 June 2025.

Having considered the terms of the Yan Hua IOT Agreement, the Group has further claimed that Yan Hua Phoenix and Yan Hua Hospital should be liable for damages for breach of the Yan Hua IOT Agreement. Accordingly, the Group classified the related receivables and operating right under the IOT arrangement with Yan Hua Hospital as other receivable.

The movements in the loss allowance for impairment of other receivables are as follows:

26. 預付款項、保證金及其他應收款項 (續)

附註(i):

燕化醫院的舉辦人北京燕化鳳凰醫療資產管理有限公司("燕化鳳凰")和燕化醫院於2019年1月21日起單方面終止由本集團、燕化鳳凰及燕化醫院訂立的IOT協議("燕化IOT協議")。本集團已於2019年4月17日就燕化IOT協議爭議向北京市第二中級人民法院遞交民事起訴狀起訴燕化鳳凰及燕化醫院，要求法院判定燕化鳳凰及燕化醫院2019年1月21日單方面解除燕化IOT協議無效。

於2019年12月18日，北京市第二中級人民法院宣佈有關起訴結果，本集團勝訴。燕化鳳凰和燕化醫院已於2020年1月向北京市高級人民法院提起上訴。於2021年11月22日，北京市高級人民法院頒佈判決(2020京民終110號)，駁回燕化鳳凰和燕化醫院提起的上訴，維持原判決，並裁定此判決為終審判決。

本集團於2022年9月向北京市第二中級人民法院提起訴訟，要求燕化方賠償本公司因燕化方違反燕化IOT協議而遭受的損失。於2025年2月20日，本公司已收到法院劃轉的執行款人民幣209,480,000元，並於2025年度的綜合損益報表中的「其他收入」確認賠償款收益人民幣206,423,000元。

本集團已於2025年6月就燕化IOT協議爭議向北京市第二中級人民法院提交立案申請，要求支付相關違約賠償款項以及返還燕化IOT協議下相關款項。該法院已於2025年6月24日對新訴訟正式立案。

考慮到燕化IOT協議的條款，本集團進一步要求燕化鳳凰及燕化醫院須支付違反燕化IOT協議之違約金。據此，本集團將對燕化醫院IOT安排下的相關應收款項和經營權分類到其他應收款項。

其他應收款項減值虧損撥備的變動情況如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At beginning of year	年初	92,966	96,519
Impairment losses, net	減值虧損淨額	(106)	515
Written off as uncollectible, net	無法收回的撇銷款項淨額	(1,491)	(4,068)
At end of year	年末	91,369	92,966

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27. CASH AND CASH EQUIVALENTS AND RESTRICTED AND PLEDGED BANK DEPOSITS

27. 現金及現金等價物及限制性和已抵押銀行存款

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Cash and bank balances	現金及銀行結餘	1,030,618	1,053,786
Less: Pledged bank deposits	減：已抵押銀行存款	(69,545)	(55,756)
Restricted bank deposits	限制性銀行存款	(21,453)	(20,697)
Cash and cash equivalents	現金及現金等價物	939,620	977,333

At the end of the reporting period, the cash and bank balances of the Group denominated in RMB amounted to RMB1,003,214,000 (2024: RMB1,032,379,000). The RMB is not freely convertible into other currencies, however, under Chinese Mainland's Foreign Exchange Control Regulations and Administration of Settlement, Sale and Payment of Foreign Exchange Regulations, the Group is permitted to exchange RMB for other currencies through banks authorised to conduct foreign exchange business.

Cash at banks earns interest at floating rates based on daily bank deposit rates. Short term time deposits are made for varying periods of between one day and three months depending on the immediate cash requirements of the Group, and earn interest at the respective short term time deposit rates. The bank balances and restricted and pledged bank deposits are deposited with creditworthy banks with no recent history of default.

於報告期末，本集團以人民幣計值的現金及銀行結餘金額為人民幣1,003,214,000元（2024年：人民幣1,032,379,000元）。人民幣並不能自由兌換成其他貨幣，惟根據中國內地之外匯管理條例及結匯、售匯及付匯管理規定，本集團可透過獲授權進行外幣兌換業務的銀行將人民幣兌換為其他貨幣。

銀行現金以每日銀行存款浮動利率賺取利息。短期定期存款年期介乎一天至三個月不等，視乎本集團的即時現金要求而定，並按各自的短期定期存款利率賺取利息。銀行結餘及限制性和已抵押銀行存款均存入信譽良好及近期無違約情況之銀行。

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28. TRADE AND BILLS PAYABLES

An ageing analysis of the trade and bills payables as at the end of the reporting period, based on the date of delivery of goods, is as follows:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Within 60 days	60天內	782,360	1,000,117
61 to 180 days	61至180天	635,974	565,302
Over 180 days	180天以上	243,865	130,841
		1,662,199	1,696,260

The trade and bills payables are non-interest-bearing and are normally granted on a credit term of 0 to 90 days.

28. 應付貿易款項及應付票據

於報告期末基於商品交付日期的應付貿易款項及應付票據賬齡分析如下：

應付貿易款項及應付票據為免息，一般按0至90天的信貸期授出。

29. OTHER PAYABLES AND ACCRUALS

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Staff cost payables	應付員工成本	603,176	651,917
Deposits from suppliers	供應商保證金	72,047	61,576
Other PRC tax payable	其他應繳中國稅金	28,515	28,186
Unpaid administrative expenses	未付行政費用	39,251	31,839
Payables for purchases of property, plant and equipment	購買物業、廠房及設備之應付款項	125,110	142,212
Unpaid consideration for acquisition of subsidiaries	收購附屬公司之未付代價	16,415	16,415
Contract liabilities (note)	合約負債(附註)	86,750	101,522
Others	其他	543,993	555,329
		1,515,257	1,588,996

29. 其他應付款項及應計費用

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29. OTHER PAYABLES AND ACCRUALS

(continued)

Note:

Details of contract liabilities are as follows:

29. 其他應付款項及應計費用 (續)

附註：

合約負債的明細如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Short-term advances received from customers:	已收客戶短期墊款：		
General healthcare services	綜合醫療服務	85,202	96,085
Other services	其他服務	1,548	5,437
Total contract liabilities	合約負債總額	86,750	101,522

Contract liabilities primarily arises from the considerations received from customers before the Group satisfying performance obligations. It would be recognised as revenue upon the rendering of services. The contract liabilities balance as at 1 January 2025 and 2024 have been substantially recognised as revenue during the respective years.

合約負債主要於本集團履行履約責任前由已收客戶的代價產生。其將於提供服務時確認為收益。於2025年及2024年1月1日的合約負債結餘大部分已於相關年度內確認為收益。

30. INTEREST-BEARING BANK BORROWINGS

30. 計息銀行借款

		2025 2025年 Effective interest rate (%) 實際利率 (%)	RMB'000 人民幣千元	2024 2024年 Effective interest rate (%) 實際利率 (%)	RMB'000 人民幣千元
Current	流動				
Borrowings – unsecured	借款 — 無抵押	2 – 3	660,773	2 – 3	701,717
Non-current	非流動				
Borrowings – unsecured	借款 — 無抵押	–	–	2 – 3	734,700

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Analysed into:	分析如下：		
Borrowings repayable:	借款償還：		
Within one year or on demand	一年內或按要求	660,773	701,717
In the second year	第二年	–	485,300
Over third year but within five years	第三年以上但五年以內	–	249,400
		660,773	1,436,417

As at 31 December 2025, all of the bank borrowings are dominated in RMB.

於2025年12月31日，所有銀行借款均以人民幣計值。

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31. DEFINED BENEFIT PLAN OBLIGATIONS 31. 界定福利計劃責任

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Total estimated benefit payable to retired staffs	估計應付退休人員福利總額	404,503	424,583
Less: current portion recorded in other payables and accruals	減：計入其他應付款項及應計費用流動部分	30,563	30,740
Carrying amount	賬面值	373,940	393,843

The Group operates unfunded defined benefit plans for qualifying staff of certain hospitals. Under the plans, the qualifying staff are entitled to retirement benefits.

本集團為健若干醫院的合資格人員營運無供資的界定福利計劃。根據該等計劃，合資格人員可獲享退休福利。

The plan exposes the Group to interest rate risk and the risk of changes in the life expectancy for the pensioners.

該計劃使本集團面臨利率風險和退休金領取者壽命變化的風險。

The movements in the present value of the defined benefit obligations are as follows:

界定福利責任之現值變動如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
At 1 January	於1月1日	424,583	395,892
Service cost	服務成本	18,699	21,404
Interest cost	利息成本	7,132	9,556
Benefit paid	已付福利	(33,420)	(34,749)
Re-measurement (gains)/losses in other comprehensive income	於其他全面收入的重新計量(收益)/損失	(12,491)	32,480
At 31 December	於12月31日	404,503	424,583

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31. DEFINED BENEFIT PLAN OBLIGATIONS

(continued)

The remeasurement of the defined benefit obligations represent mainly actuarial losses arising from changes in demographic assumptions, financial assumptions and experiences adjustments.

The most recent actuarial valuations of the defined benefit obligations were carried out by Towers Watson using the projected unit credit actuarial valuation method.

The principal actuarial assumptions used as at the end of the reporting period are as follows:

		2025 2025年	2024 2024年
Discount rate	貼現率	1%–2%	1%–2%
Average expected future lifetime of eligible employees	合資格僱員的平均預計未來壽命	28.36	28.65

Mortality assumptions are based on China Life Insurance Mortality Table (2010–2013). The Table published historical statistics in China.

31. 界定福利計劃責任 (續)

界定福利責任的重新計量主要指由於人口假設、財務假設和經驗調整的變化而產生的精算虧損。

界定福利責任最新的精算估值乃由 Towers Watson 使用預計的單位信用精算估值方法計算得出。

報告期末使用的主要精算假設如下：

死亡率的假設是基於中國人身保險業經驗生命表 (2010–2013) 確定的，該表公開中國的歷史統計數據。

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31. DEFINED BENEFIT PLAN OBLIGATIONS (continued)

A quantitative sensitivity analysis for significant assumptions as at the end of the reporting period is shown below:

31. 界定福利計劃責任(續)

於報告期末，對重要假設的定量敏感度分析如下所示：

		Increase (decrease) in rate/year	Increase (decrease) in defined benefit obligation 界定福利 責任增加 (減少) RMB'000 人民幣千元	Decrease in rate/year	Increase (decrease) in defined benefit obligation 界定福利 責任增加 (減少) RMB'000 人民幣千元
2025	2025年				
Discount rate	貼現率	1%	(40,428)	1%	49,192
Average expected future lifetime of eligible employees	合資格僱員的平均 預計未來壽命	1 year 一年	14,158	1 year 一年	(14,053)
2024	2024年				
Discount rate	貼現率	1%	(43,676)	1%	53,376
Average expected future lifetime of eligible employees	合資格僱員的平均 預計未來壽命	1 year 一年	14,985	1 year 一年	(14,847)

The sensitivity analysis above has been determined based on a method that extrapolates the impact on defined benefit obligations as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The sensitivity analysis is based on a change in a significant assumption, keeping all other assumptions constant. The sensitivity analysis may not be representative of an actual change in the defined benefit obligation as it is unlikely that changes in assumptions would occur in isolation of one another.

上文呈列的敏感度分析是根據一種方法而得出，該方法可推斷由於在報告期末主要假設發生合理變化而對界定福利責任產生的影響。敏感度分析基於重要假設的變化，而所有其他假設則維持不變。上文呈列的敏感度分析未必反映界定福利責任的實際變化，因為假設不大可能獨立發生變化。

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32. DEFERRED TAX

The movements in deferred tax liabilities and assets during the year are as follows:

32. 遞延稅項

年內遞延稅項負債及資產之變動如下：

Deferred tax liabilities

遞延稅項負債

		Fair value adjustments arising from acquisition of subsidiaries 就收購附屬 公司作出的 公允價值 調整	Right-of-use assets 使用權資產	Depreciation allowance in excess of related depreciation 超出相關 折舊的 折舊撥備	Others 其他	Total 總計
		RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日	28,285	16,136	3,559	1,524	49,504
Deferred tax (credited)/charged to profit or loss (note 12)	(計入)/扣除自損益之遞延稅項 (附註12)	(7,706)	(14,729)	984	(1,524)	(22,975)
Gross deferred tax liabilities at 31 December 2024 and at 1 January 2025	於2024年12月31日及 2025年1月1日之 總遞延稅項負債	20,579	1,407	4,543	-	26,529
Deferred tax (credited)/charged to profit or loss (note 12)	(計入)/扣除自損益之遞延稅項 (附註12)	(136)	981	1,177	-	2,022
Gross deferred tax liabilities at 31 December 2025	於2025年12月31日之 總遞延稅項負債	20,443	2,388	5,720	-	28,551

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32. DEFERRED TAX (continued)

Deferred tax assets

		Impairment of financial assets 金融資產 減值 RMB'000 人民幣千元	Tax losses 稅務虧損 RMB'000 人民幣千元	Lease liabilities 租賃負債 RMB'000 人民幣千元	Others 其他 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日	14,971	15,683	15,853	11,392	57,899
Deferred tax credited/(charged) to profit or loss (note 12)	年內計入/(扣自) 損益之 遞延稅項 (附註12)	2,520	-	(14,486)	(11,392)	(23,358)
Gross deferred tax assets at 31 December 2024 and at 1 January 2025	於2024年12月31日及 2025年1月1日之 總遞延稅項資產	17,491	15,683	1,367	-	34,541
Deferred tax (charged)/credited to profit or loss (note 12)	年內 (扣自)/計入損益之 遞延稅項 (附註12)	(6,127)	(15,683)	848	693	(20,269)
Gross deferred tax assets at 31 December 2025	於2025年12月31日之 總遞延稅項資產	11,364	-	2,215	693	14,272

For presentation purposes, certain deferred tax assets and liabilities have been offset in the statement of financial position. The following is an analysis of the deferred tax balances of the Group for financial reporting purposes:

就列報而言，數項遞延稅項資產和負債已在財務狀況報表中抵銷。以下是本集團就財務報告而言的遞延稅餘額的分析：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Net deferred tax assets recognised in the consolidated statement of financial position	於綜合財務狀況報表確認之 遞延稅項資產淨值	12,283	33,223
Net deferred tax liabilities recognised in the consolidated statement of financial position	於綜合財務狀況報表確認之 遞延稅項負債淨額	(26,562)	(25,211)
Net deferred tax assets	遞延稅項資產淨值	(14,279)	8,012

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32. DEFERRED TAX (continued)

Deferred tax assets (continued)

In accordance with the accounting policy set out in note 2.4(s), the Group has not recognised deferred tax assets in respect of cumulative tax losses of RMB216,254,000 (2024: RMB227,732,000) as it is not probable that future taxable profits against which the losses can be utilised will be available in the relevant tax jurisdiction and entity. The tax losses arising in Chinese Mainland will expire in one to five years for offsetting against future taxable profits of the companies in which the losses arose.

Pursuant to the PRC Corporate Income Tax Law, a 10% withholding tax is levied on dividends declared to foreign investors from the foreign investment enterprises established in Chinese Mainland. The requirement is effective from 1 January 2008 and applies to earnings after 31 December 2007. A lower withholding tax rate may be applied if there is a tax treaty between Chinese Mainland and the jurisdiction of the foreign investors. For the Group, the applicable rate is 10%. The Group is therefore liable for withholding taxes on dividends distributed by those subsidiaries established in Chinese Mainland in respect of earnings generated from 1 January 2008.

At 31 December 2025, no deferred tax has been recognised for withholding taxes that would be payable on the undistributed earnings that are subject to withholding taxes of the Group's subsidiaries established in Chinese Mainland. In the opinion of the directors, it is not probable that these subsidiaries will distribute such earnings in the foreseeable future or such distribution will be used for re-investing in subsidiaries in Chinese Mainland. The aggregate amount of temporary differences associated with investments in subsidiaries in Chinese Mainland for which deferred tax liabilities have not been recognised totalled approximately RMB3,394,606,000 (2024: RMB4,143,521,000) at 31 December 2025.

There are no income tax consequences attaching to the payment of dividends by the Company to its shareholders.

32. 遞延稅項 (續)

遞延稅項資產 (續)

根據附註2.4(s)所載的會計政策，本集團並未就累計稅務虧損人民幣216,254,000元（2024年：人民幣227,732,000元）確認遞延稅項資產，原因為相關稅務司法權區及實體不大可能有未來應課稅利潤可與該等虧損抵銷。於中國內地產生的稅務虧損於一年至五年期間屆滿，可用於抵銷產生虧損的公司的未來應課稅利潤。

根據中國企業所得稅法，對在中國內地設立的外商投資企業向外國投資者宣派的股息徵收10%的預提稅。有關要求自2008年1月1日起生效，適用於2007年12月31日之後所產生的收益。如果中國內地與外國投資者的管轄區之間有稅收協定，則可適用較低的預提稅率。就本集團而言，適用稅率為10%。因此，就從2008年1月1日開始產生的收益，本集團有責任就其在中國內地成立的附屬公司分配的股息代繳預提稅。

於2025年12月31日，概無因本集團於中國內地成立之附屬公司須繳納預提稅之未分派收益將須繳付的預提稅而確認遞延稅。董事認為，這些附屬公司在可預見的將來分配相關收益的可能性較低，或該等分配將用於中國內地成立之附屬公司的再投資。於2025年12月31日，並無確認遞延稅項負債之與於中國內地附屬公司之投資相關之暫時差額之總額約為人民幣3,394,606,000元（2024年：人民幣4,143,521,000元）。

本公司向股東支付股息並不會產生任何所得稅後果。

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33. SHARE CAPITAL

33. 股本

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Authorised:	法定：		
3,040,000,000 ordinary shares of HK\$0.00025 each	3,040,000,000 股 每股 0.00025 港元的普通股	760	760
		RMB'000 人民幣千元	RMB'000 人民幣千元
Issued and fully paid:	已發行及繳足：		
1,296,676,516 ordinary shares of HK\$0.00025 each	1,296,676,516 股 每股 0.00025 港元的普通股	267	267

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34. RESERVES

The amounts of the Group's reserves and the movements therein for the current and prior years are presented in the consolidated statement of changes in equity.

(a) Statutory surplus reserve

Pursuant to the relevant laws and regulations in Chinese Mainland, a portion of the profits of the Company's subsidiaries in Chinese Mainland has been transferred to the statutory surplus reserve funds which are restricted to use.

(b) Actuarial reserve

The actuarial changes reserve comprises the remeasurements arising from changes in demographic assumptions, financial assumptions and experiences adjustments, as further explained in the accounting policy for defined benefit plan in note 2.4(z) to the financial statements.

34. 儲備

本集團於本年度和以前年度的儲備金額及其變動已於綜合權益變動報表中列示。

(a) 法定盈餘公積

根據中國內地的有關法律法規，本公司在中國內地的附屬公司的部分利潤已轉入法定盈餘公積，使用受限。

(b) 精算儲備

精算變動儲備包括了由於人口假設、財務假設和經驗調整的變化而產生的重新計量，誠如財務報表附註2.4(z)中界定福利計劃的會計政策中進一步解釋。

35. PARTLY-OWNED SUBSIDIARIES WITH MATERIAL NON-CONTROLLING INTERESTS

Details of the Group's subsidiaries that have material non-controlling interests are set out below:

35. 擁有重大非控股權益之非全資附屬公司

下表載列有關擁有重大非控股權益的本集團附屬公司的詳情：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Percentage of equity interest held by non-controlling interests:	由非控股權益持有的股權比例：		
Jian Gong Hospital Co., Ltd. ("Jian Gong Hospital")	北京市健宮醫院有限公司 ("健宮醫院")	20.0%	20.0%
Runneng Medical Management Co., Ltd ("Run Neng")	潤能醫療管理有限公司 ("潤能")	35.0%	35.0%
China Resource Wugang (Hubei) Hospital Management Co., Ltd. ("CR Wugang")	華潤武鋼(湖北)醫院管理有限公司 ("華潤武鋼")	49.0%	49.0%
China Resources Healthcare (Liaoning) Group Co., Ltd. ("CR Liaoning Healthcare Group")	華潤健康(遼寧)集團有限公司 ("華潤遼寧健康集團")	23.9%	23.9%

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35. PARTLY-OWNED SUBSIDIARIES WITH MATERIAL NON-CONTROLLING INTERESTS (continued)

35. 擁有重大非控股權益之非全 資附屬公司 (續)

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Profit for the year allocated to non-controlling interests:	非控股權益獲分配的年度利潤：		
Jian Gong Hospital	健宮醫院	6,486	7,686
Run Neng	潤能	12,836	15,539
CR Wugang	華潤武鋼	28,540	28,316
CR Liaoning Healthcare Group	華潤遼寧健康集團	53,411	65,633
Total comprehensive income allocated to non-controlling interests:	分配至非控股權益的全面收入總額：		
Jian Gong Hospital	健宮醫院	6,379	7,575
Run Neng	潤能	12,836	15,539
CR Wugang	華潤武鋼	28,560	27,950
CR Liaoning Healthcare Group	華潤遼寧健康集團	55,944	58,865
Dividend paid to non-controlling interest:	向非控股權益支付股息：		
Run Neng	潤能	3,577	5,469
CR Wugang	華潤武鋼	8,559	7,317
Accumulated balances of non-controlling interests at the reporting date:	於報告日之非控股權益累計結餘：		
Jian Gong Hospital	健宮醫院	138,347	131,968
Run Neng	潤能	179,217	169,958
CR Wugang	華潤武鋼	205,952	185,951
CR Liaoning Healthcare Group	華潤遼寧健康集團	765,480	709,536

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35. PARTLY-OWNED SUBSIDIARIES WITH MATERIAL NON-CONTROLLING INTERESTS (continued)

The following tables illustrate the summarised financial information of the above subsidiaries. The amounts disclosed are before any inter-company eliminations:

35. 擁有重大非控股權益之非全資附屬公司 (續)

上述附屬公司的財務資料概要載列如下。所披露之金額指集團內任何公司間抵銷前之金額：

		JianGong Hospital	Run Neng	CR Wugang	CR Liaoning Healthcare Group
		健宮醫院	潤能	華潤武鋼	華潤遼寧 健康集團
		RMB'000	RMB'000	RMB'000	RMB'000
2025	2025年	人民幣千元	人民幣千元	人民幣千元	人民幣千元
Revenue	收益	863,197	613,655	1,138,708	3,361,043
Total expenses	總開支	(831,300)	(576,981)	(1,080,422)	(3,126,968)
Profit for the year	年度利潤	32,430	36,674	58,245	223,477
Total comprehensive income for the year	年度全面收入總額	31,897	36,674	58,286	234,075
Current assets	流動資產	611,865	582,313	730,532	2,089,944
Non-current assets	非流動資產	261,343	126,757	367,596	2,737,265
Current liabilities	流動負債	(178,314)	(169,890)	(584,274)	(1,207,174)
Non-current liabilities	非流動負債	(3,161)	(27,131)	(93,543)	(417,177)
Net cash flows generated from operating activities	經營活動所得現金流量淨額	71,989	79,613	179,660	380,213
Net cash flows used in investing activities	投資活動所用現金流量淨額	(71,764)	(51,681)	(95,584)	(346,469)
Net cash flows used in financing activities	融資活動所用現金流量淨額	–	(18,884)	(72,282)	(13,531)
Net increase in cash and cash equivalents	現金及現金等價物增加淨額	225	9,048	11,794	20,213

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

35. PARTLY-OWNED SUBSIDIARIES WITH MATERIAL NON-CONTROLLING INTERESTS (continued)

35. 擁有重大非控股權益之非全 資附屬公司 (續)

2024	2024 年	Jian Gong Hospital 健宮醫院 RMB'000 人民幣千元	Run Neng 潤能 RMB'000 人民幣千元	CR Wugang 華潤武鋼 RMB'000 人民幣千元	CR Liaoning Healthcare Group 華潤遼寧 健康集團 RMB'000 人民幣千元
Revenue	收益	874,541	642,820	1,119,248	3,435,646
Total expenses	總開支	(836,667)	(598,424)	(1,062,207)	(3,189,347)
Profit for the year	年度利潤	38,430	44,396	57,787	274,614
Total comprehensive income for the year	年度全面收入總額	37,874	44,396	57,041	246,299
Current assets	流動資產	546,021	539,330	735,010	1,898,029
Non-current assets	非流動資產	282,181	125,898	301,370	2,776,663
Current liabilities	流動負債	(164,885)	(160,061)	(572,559)	(1,270,689)
Non-current liabilities	非流動負債	(3,479)	(19,574)	(84,329)	(435,233)
Net cash flows generated from operating activities	經營活動所得現金流量淨額	116,353	74,739	193,441	257,243
Net cash flows (used in)/generated from investing activities	投資活動(所用)/所得 現金流量淨額	(114,742)	(50,392)	(118,623)	210,545
Net cash flows used in financing activities	融資活動所用現金流量淨額	–	(15,117)	(73,154)	(450,665)
Net increase in cash and cash equivalents	現金及現金等價物增加淨額	1,611	9,230	1,664	17,123

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

36. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS

(a) Major non-cash transactions

During the year, the Group had non-cash additions to right-of-use assets and lease liabilities of RMB138,766,000 and RMB100,265,000, respectively, in respect of lease arrangements for properties and medical equipment (2024: RMB48,554,000 and RMB48,554,000).

(b) Changes in liabilities arising from financing activities

2025

		Interest-bearing bank borrowings 計息銀行借款 RMB'000 人民幣千元	Due to a related party 關聯方借款 RMB'000 人民幣千元	Lease liabilities 租賃負債 RMB'000 人民幣千元	Other liabilities 其他負債 RMB'000 人民幣千元
At 1 January 2025	於2025年1月1日	1,436,417	–	159,185	27,666
New leases	新租賃	–	–	100,265	–
Changes from financing cash flows	籌資現金流變動	(775,191)	–	(62,215)	–
Interest expense	利息開支	24,605	6,254	7,347	1,105
Interest paid classified as financing cash flows	分類為籌資現金流的已付利息	(25,058)	(6,254)	(7,347)	–
Lease termination	租賃終止	–	–	(4,912)	–
At 31 December 2025	於2025年12月31日	660,773	–	192,323	28,771

36. 綜合現金流量報表的附註

(a) 主要非現金交易

年內，本集團與物業與醫療設備租賃安排相關之使用權資產及租賃負債的非現金增加分別為人民幣138,766,000元和人民幣100,265,000元（2024年：人民幣48,554,000元和人民幣48,554,000元）。

(b) 根據融資活動產生的負債變動

2025年

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

36. NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS (continued)

(b) Changes in liabilities arising from financing activities (continued)

2024

		Interest-bearing bank borrowings 計息銀行借款 RMB'000 人民幣千元	Lease liabilities 租賃負債 RMB'000 人民幣千元	Other liabilities 其他負債 RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日	2,162,720	148,670	30,151
New leases	新租賃	–	48,554	–
Changes from financing cash flows	籌資現金流變動	(726,303)	(38,039)	(2,485)
Interest expense	利息開支	53,478	7,536	2,689
Interest paid classified as financing cash flows	分類為籌資現金流的已付利息	(53,478)	(7,536)	(2,689)
At 31 December 2024	於2024年12月31日	1,436,417	159,185	27,666

36. 綜合現金流量報表的附註(續)

(b) 根據融資活動產生的負債變動(續)

2024年

(c) Total cash outflow for leases

The total cash outflow for leases included in the statement of cash flows is as follows:

(c) 租賃現金流出總額

以下為現金流量報表所包括的租賃現金流出總額：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Within operating activities	經營活動內	16,383	8,969
Within financing activities	融資活動內	84,607	45,575
		100,990	54,544

37. COMMITMENTS

37. 承擔

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Contracted, but not provided for: Property, plant and equipment	已訂約但未撥備： 物業、廠房及設備	133,876	132,683

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

38. RELATED PARTY TRANSACTIONS

- (a) In addition to the balances, arrangements and transactions detailed elsewhere in these financial statements, the Group had the following material transactions with related parties during the year:

38. 關聯方交易

- (a) 除本財務報表其他部分所載的結餘、安排及交易詳情外，本集團年內與關聯方的重大交易如下：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元	Note 附註
Provision of healthcare services to	醫療服務			
Subsidiaries controlled by China Resources Company Limited ("CR Co.")*	中國華潤有限公司 (「中國華潤」) 所控制的附屬公司*	5,221	4,831	A
Provision of hospital management services to	醫院管理服務			
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司	79,077	90,451	B
An associate	聯營公司	–	1,351	
Provision of other services	其他服務收入			
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司	49,024	62,982	C
Purchases of goods from	採購貨品			
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司	1,255,359	1,239,075	D
Interest income on bank deposits from	銀行存款利息收入			
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司	4	1	E
Other purchases and expenses	其他採購及費用			
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司	92,575	85,010	F
Lease expenses	租賃開支			
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司	553	1,485	G
Interest expense	利息開支			
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司	6,254	–	H

* CR Co. is the ultimate holding company of the Group.

* 中國華潤為本集團的最終控股公司。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

38. RELATED PARTY TRANSACTIONS

(continued)

(b) Outstanding balances with related parties:

Due from related parties

		2025	2024	
		2025年	2024年	
		RMB'000	RMB'000	Note
		人民幣千元	人民幣千元	附註
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司			
Trade in nature	貿易性質	24,362	23,434	I
Non-trade in nature	非貿易性質	20,002	16,296	J
		44,364	39,730	

The amounts due from related parties are unsecured, interest-free and repayable within one year.

應收關聯方款項

應收關聯方款項為無抵押、免息及須於一年內償還。

Due to related parties

		2025	2024	
		2025年	2024年	
		RMB'000	RMB'000	Note
		人民幣千元	人民幣千元	附註
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司			
Trade in nature	貿易性質	431,352	399,142	D
Non-trade in nature	非貿易性質	54,956	36,261	K
		486,308	435,403	

The amounts due to related parties are unsecured, interest-free and repayable on demand.

應付關聯方款項

應付關聯方款項為無抵押、免息及須按要求償還。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

38. RELATED PARTY TRANSACTIONS

(continued)

(b) Outstanding balances with related parties: (continued)

Bank balances

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元	Note 附註
Subsidiaries controlled by CR Co.	中國華潤所控制的附屬公司	1,000	5,497	E

The bank balances carried interest at a rate of 0.20% (2024: 0.20%) per annum.

銀行結餘

銀行結餘乃按年利率0.20% (2024年：0.20%) 計息。

Dividend receivables

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Dividend receivables from associates (note 26)	應收聯營公司股息 (附註26)	—	87,351

應收股息

(c) Compensation of key management personnel of the Group:

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
Short-term employee benefits	短期僱員福利	14,313	13,277
Post-employment benefits	離職後福利	897	591
Total compensation paid to the key management personnel	向主要管理人員支付的薪酬總額	15,210	13,868

(c) 本集團主要管理人員之薪酬：

Further details of directors' and the chief executive's emoluments are included in note 10 to the financial statements.

董事及總裁的酬金的進一步詳情載於財務報表附註10。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

38. RELATED PARTY TRANSACTIONS

(continued)

Notes:

- A The corresponding related party transactions constituted Continuing Connected Transactions, which were governed by the Healthcare Management Services Framework Agreement dated 4 December 2025 entered into between the Company and China Resources (Holdings) Company Limited for fiscal year 2025, and were subject to Relevant Requirements. The Relevant Requirements with respect to these transactions had been complied with.

The corresponding related party transactions constituted Continuing Connected Transactions as defined in Chapter 14A of the Listing Rules ("Connected Transaction(s)") but were fully exempted from the relevant disclosures and other requirements, including, announcements, circulars and independent shareholders' approval requirements and annual reports in accordance with the Rules Governing the Listing of Securities on the Hong Kong Stock Exchange (the "Listing Rules") (the "Relevant Requirements") pursuant to rule 14A.76(1) of the Listing Rules for fiscal year 2024.

- B The corresponding related party transactions constituted Continuing Connected Transactions, which were governed by the Supply Chain Cooperation Framework Agreement dated 29 December 2022 and its Supplemental Cooperation Framework Agreement dated 26 April 2024 entered into between the Company and CR Pharmaceutical Group for fiscal year 2025, and were subject to Relevant Requirements. The Relevant Requirements with respect to these transactions had been complied with.

- C The corresponding related party transactions amounting to RMB48,876,000 in 2025 (2024: RMB62,799,000) constituted Continuing Connected Transactions, which were governed by the Sales of Medical Supplies Framework Agreements dated 8 February 2024 entered into by the Company and CR Healthcare (excluding the hospitals of the Group) and the member hospitals of Aerospace Medical for fiscal year 2025, and the cooperation agreement dated 19 June 2025 entered into between the Company and Chongqing Energy Healthcare Group for fiscal year 2025 and were subject to Relevant Requirements. The Relevant Requirements with respect to these transactions had been complied with.

- D The corresponding related party transactions constituted Continuing Connected Transactions, which were governed by the pharmaceuticals, medical device and medical consumables supply framework agreement dated 18 November 2022 and its supplemental framework agreement dated 26 April 2024 entered into between the Company and China Resources (Holdings) Company Limited for fiscal year 2025, and were subject to the Relevant Requirements. The Relevant Requirements with respect to these transactions had been complied with.

- E The corresponding related party transactions constituted Continuing Connected Transactions, which were governed by the original strategic cooperation agreement dated 18 November 2022 entered into between the Company and China Resources Bank of Zhuhai Co., Ltd. ("CR Bank") and China Resources SZITIC Trust Co., Ltd. ("CR Trust") for fiscal year 2025, and were subject to the Relevant Requirements. The Relevant Requirements with respect to these transactions had been complied with.

38. 關聯方交易 (續)

附註：

- A 相關關聯方交易構成持續關連交易，已於2025年財政年度按本公司與華潤（集團）有限公司於2025年12月4日訂立的健康管理服務框架協議執行，並須遵守相關要求；而該等交易已遵守相關要求。

於2024年財政年度相關關聯方交易構成香港聯交所證券上市規則（「上市規則」）第14A章所定義的持續關連交易（「關連交易」），但根據上市規則第14A.76(1)條獲完全豁免遵守有關披露及其他規定，包括公告、通函及獨立股東批准規定以及年報（「相關要求」）。

- B 相關關聯方交易構成持續關連交易，已於2025年財政年度按本公司與華潤醫藥集團於2022年12月29日訂立的供應鏈合作框架協議及於2024年4月26日訂立的補充合作框架協議執行，並須遵守相關要求；而該等交易已遵守相關要求。

- C 於2025年為數人民幣48,876,000元（2024年：人民幣62,799,000元）的相關關聯方交易構成持續關連交易，已於2025年財政年度按本公司與華潤健康（不含本集團下屬醫院）及航天醫療下屬醫院於2024年2月8日訂立的醫療物資銷售框架協議以及本公司與重慶能投健康於2025年6月19日訂立的醫療物資銷售框架協議執行，並須遵守相關要求；而該等交易已遵守相關要求。

- D 相關關聯方交易構成持續關連交易，已於2025年財政年度按本公司與華潤（集團）有限公司於2022年11月18日訂立的藥品、醫療器械及醫用耗材供應框架協議及於2024年4月26日訂立的補充框架協議執行，並須遵守相關要求；而該等交易已遵守相關要求。

- E 相關關聯方交易構成持續關連交易，已於2025年財政年度按本公司與珠海華潤銀行股份有限公司（「華潤銀行」）及華潤深國投信託有限公司（「華潤信託」）於2022年11月18日訂立的原戰略合作協議執行，並須遵守相關要求；而該等交易已遵守相關要求。

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綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

38. RELATED PARTY TRANSACTIONS

(continued)

Notes: (continued)

F The corresponding related transactions amounting to RMB25,795,000 in 2025 (2024: RMB26,512,000) constituted Continuing Connected Transactions, which were governed by the 2025–2027 IT Services Annual Agreement dated 30 December 2024 entered by CR Hospital Investment and CR Digital for fiscal year 2025, and were subject to the Relevant Requirements, and such relevant requirements had been complied with.

The corresponding related transactions amounting to RMB5,887,000 in 2025 (2024: RMB4,064,000) constituted Continuing Connected Transactions, which were governed by the business travel services framework agreement dated 30 December 2024 entered by CR Hospital Investment and CR Digital for fiscal year 2025, and were subject to the Relevant Requirements, and such relevant requirements had been complied with.

The corresponding related transactions amounting to RMB2,088,000 in 2025 (2024: RMB2,654,000) constituted Continuing Connected Transactions, which were governed by the Logistics Services Framework Agreement dated 8 February 2024 entered by the Company's subsidiary, Beijing Wanrong Yikang Medical Pharmaceutical Co., Ltd. ("WRYK"), and CR Pharmaceutical Commercial for fiscal year 2025, and were subject to the Relevant Requirements, and such relevant requirements had been complied with.

The corresponding related transactions amounting to RMB2,581,000 in 2025 (2024: RMB4,511,000) constituted Continuing Connected Transactions, which were governed by the Aerospace Medical Procurement of Consultation Services Framework Agreement dated 8 February 2024 entered by the Company and Aerospace Medical for fiscal year 2025, and were subject to the Relevant Requirements, and such relevant requirements had been complied with.

The corresponding related transactions amounting to RMB39,389,000 (2024: RMB32,164,000) in 2025 constitute Continuing Connected Transactions, which were governed by the Property Management Services Framework Agreement dated 25 March 2024 entered by the Company and CR Mixc Group, and were subject to the Relevant Requirements, and such relevant requirements had been complied with.

G The Group's addition to right-of-use assets as a result of new leases entered into with the subsidiaries controlled by CR Co. during the year amounted to RMB6,841,000 (2024: RMB6,281,000). In addition, rental expenses of RMB553,000 (2024: RMB1,485,000) was incurred during the year, the amount of which was not included in the lease liabilities.

H The corresponding related party transactions constituted Continuing Connected Transactions as defined in Chapter 14A of the Listing Rules ("Connected Transaction(s)") but were fully exempted from the relevant disclosures and other requirements, including, announcements, circulars and independent shareholders' approval requirements and annual reports in accordance with the Rules Governing the Listing of Securities on the Hong Kong Stock Exchange (the "Listing Rules") (the "Relevant Requirements") pursuant to rule 14A.90 of the Listing Rules.

38. 關聯方交易 (續)

附註：(續)

F 於2025年為數人民幣25,795,000元(2024年：人民幣26,512,000元)的相關關聯方交易構成持續關連交易，已於2025年財政年度按華潤醫院投資與華潤數科於2024年12月30日訂立的2025–2027信息化服務年度協議執行，並須遵守相關要求；而該等交易已遵守相關要求。

2025年的相應關聯交易總額為人民幣5,887,000元(2024年：人民幣4,064,000元)，構成持續關聯交易，受華潤醫院投資和華潤數科於2024年12月30日簽訂的2025財年商務旅行服務框架協議管轄，並遵守相關要求，且已遵守相關要求。

於2025年為數人民幣2,088,000元(2024年：人民幣2,654,000元)的相關關聯方交易構成持續關連交易，已於2025年財政年度按本公司附屬公司北京萬榮億康醫藥有限公司(「萬榮億康」)與華潤醫藥商業於2024年2月8日訂立的物流服務框架協議執行，並須遵守相關要求；而該等交易已遵守相關要求。

於2025年為數人民幣2,581,000元(2024年：人民幣4,511,000元)的相關關聯方交易構成持續關連交易，已於2025年財政年度按本公司與航天醫療於2024年2月8日訂立的航天醫療諮詢服務採購框架協議執行，並須遵守相關要求；而該等交易已遵守相關要求。

於2025年為數人民幣39,389,000元(2024年：人民幣32,164,000元)的相關關聯方交易構成持續關連交易，已於2025年財政年度按本公司與華潤萬象生活集團於2024年3月25日訂立的物業管理服務框架協議執行，並須遵守相關要求；而該等交易已遵守相關要求。

G 年內，由於與中國華潤所控制的附屬公司訂立新租約，本集團添置使用權資產，為人民幣6,841,000元(2024年：人民幣6,281,000元)。此外，年內產生租金開支人民幣553,000元(2024年：人民幣1,485,000元)，其金額並無計入租賃負債。

H 相關關聯方交易構成香港聯交所證券上市規則(「上市規則」)第14A章所定義的持續關連交易(「關連交易」)，但根據上市規則第14A.90條獲完全豁免遵守有關披露及其他規定，包括公告、通函及獨立股東批准規定以及年報(「相關要求」)。

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38. RELATED PARTY TRANSACTIONS

(continued)

Notes: (continued)

- I Among the total outstanding amounts due from related parties as of 31 December 2025 which are trade in nature, RMB17,141,000 (2024: RMB6,328,000) were management service charge receivable, which were governed by the continuing connected transaction cooperation agreements entered into between the Company and CR Pharmaceutical Group, and were subject to Relevant Requirements. The Relevant Requirements with respect to these transactions had been complied with.
- J Among the total outstanding amounts due from related parties as of 31 December 2025 which are non-trade in nature, RMB838,000 (2024: RMB1,291,000) were deposits paid pursuant to the lease agreements entered into between the CRM Lessees (subsidiaries of the Company) as lessees and CR Land Hongjing Fengtai Branch (a branch company of a subsidiary of CR Land) as lessor. The corresponding related party transactions were subject to the Relevant Requirements but were exempt from circular and independent shareholders' approval pursuant to rule 14A.76(2) of the Listing Rules, and such relevant requirements had been complied with. Other remaining amounts as of 31 December 2025 were incurred in relation to the transactions with connected parties of the Company which were fully exempted from the Relevant Requirements.
- K Among the total outstanding amounts due to related parties as of 2025 which are non-trade in nature, RMB569,000 (2024: RMB511,000) was expenditure on property management fees, while the remaining amounts were incurred in relation to a connected transaction under the agreement of the Subscription Agreement entered into by Wugang Hospital and Runjia Property Services (Wuhan) Co., Ltd., which is subject to the relevant requirements but were exempt from circular and independent shareholders' approval pursuant to rule 14A.76(2) of the Listing Rules, and such relevant requirements had been complied with. Other remaining amounts as of 31 December 2025 were incurred in relation to the transactions with connected parties of the Company which were fully exempted from the Relevant Requirements.

38. 關聯方交易 (續)

附註：(續)

- I 於2025年12月31日之貿易性質未清償應收關聯方款項總額當中的人民幣17,141,000元(2024年：人民幣6,328,000元)為應收管理服務費，乃按本公司與華潤醫藥集團訂立的持續關聯交易合作協議執行，並須遵守相關要求；而該等交易已遵守相關要求。
- J 於2025年12月31日之非貿易性質未清償應收關聯方款項總額當中的人民幣838,000元(2024年：人民幣1,291,000元)，乃根據華潤醫療承租方(為本公司附屬公司，作為承租方)與華潤置地弘景豐台分公司(為華潤置地下屬附屬公司之分公司，作為出租方)訂立的租賃協議所支付的按金。相關關聯方交易須遵守相關要求，但根據上市規則第14A.76(2)條獲豁免遵守通函及獨立股東批准之要求；而該等交易已遵守相關要求。於2025年12月31日的其他餘額乃根據本公司與關連人士之交易產生，而有關交易獲完全豁免遵守相關要求。
- K 於2025年之非貿易性質未清償應付關聯方款項總額當中的人民幣569,000元(2024年：人民幣511,000元)乃物業管理費支出，而餘額乃就武鋼總醫院與潤加物業服務(武漢)有限公司所訂立的認購協議項下的關連交易而產生，須遵守相關要求，但根據上市規則第14A.76(2)條獲豁免遵守通函及獨立股東批准之要求；而該等交易已遵守相關要求。於2025年12月31日的其他餘額乃就本公司與關連人士之交易產生，而有關交易獲完全豁免遵守相關要求。

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39. FINANCIAL INSTRUMENTS BY CATEGORY

The carrying amounts of each of the categories of financial instruments as at the end of the reporting period are as follows:

2025

Financial assets

		Financial assets at FVTPL – Mandatorily measured as such 以公允價值計量且其變動計入損益的金融資產 — 強制以此計量 RMB'000 人民幣千元	Financial assets at amortised cost 按攤銷成本計量的金融資產 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
Receivables from IOT hospitals	來自 IOT 醫院之應收款項	–	6,745	6,745
Trade and bills receivables	應收貿易款項及應收票據	–	1,244,156	1,244,156
Financial assets included in prepayments, deposits and other receivables	計入預付款項、保證金及其他應收款項的金融資產	–	231,287	231,287
Amounts due from related parties	應收關聯方款項	–	44,364	44,364
Financial assets at FVTPL	以公允價值計量且其變動計入損益的金融資產	38,972	–	38,972
Restricted and pledged bank deposits	限制性和已抵押銀行存款	–	90,998	90,998
Cash and cash equivalents	現金及現金等價物	–	939,620	939,620
		38,972	2,557,170	2,596,142

39. 按分類金融工具

於報告期末各類別金融工具的賬面值如下：

2025 年

金融資產

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39. FINANCIAL INSTRUMENTS BY CATEGORY (continued)

2025 (continued)

Financial liabilities

39. 按分類金融工具 (續)

2025 年 (續)

金融負債

		Financial liabilities at amortised cost 按攤銷成本計量的金融負債 RMB'000 人民幣千元
Trade and bills payables	應付貿易款項及應付票據	1,662,199
Financial liabilities included in other payables and accruals	計入其他應付款項及應計費用 的金融負債	1,428,507
Amounts due to related parties	應付關聯方款項	486,308
Interest-bearing bank borrowings	計息銀行借款	660,773
Lease liabilities	租賃負債	192,323
		4,430,110

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39. FINANCIAL INSTRUMENTS BY CATEGORY (continued)

2024

Financial assets

39. 按分類金融工具 (續)

2024 年

金融資產

		Financial assets at FVTPL – Mandatorily measured as such 以公允價值計量且其變動計入損益的金融資產 — 強制以此計量 RMB'000 人民幣千元	Financial assets at amortised cost 按攤銷成本計量的金融資產 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
Receivables from IOT hospitals	來自 IOT 醫院之應收款項	–	8,231	8,231
Trade and bills receivables	應收貿易款項及應收票據	–	1,412,156	1,412,156
Financial assets included in prepayments, deposits and other receivables	計入預付款項、保證金及其他應收款項的金融資產	–	385,910	385,910
Amounts due from related parties	應收關聯方款項	–	39,730	39,730
Financial assets at FVTPL	以公允價值計量且其變動計入損益的金融資產	34,855	–	34,855
Restricted and pledged bank deposits	限制性和已抵押銀行存款	–	76,453	76,453
Cash and cash equivalents	現金及現金等價物	–	977,333	977,333
		34,855	2,899,813	2,934,668

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39. FINANCIAL INSTRUMENTS BY CATEGORY (continued)

2024 (continued)

Financial liabilities

		Financial liabilities at amortised cost 按攤銷成本計量的金融負債 RMB'000 人民幣千元
Trade and bills payables	應付貿易款項及應付票據	1,696,260
Financial liabilities included in other payables and accruals	計入其他應付款項及應計費用的金融負債	1,487,474
Amounts due to related parties	應付關聯方款項	435,403
Interest-bearing bank borrowings	計息銀行借款	1,436,417
Lease liabilities	租賃負債	159,185
		5,214,739

40. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS

Management has assessed that the fair values of cash and cash equivalents, restricted and pledged bank deposits, trade and bills receivables, financial assets included in prepayments, deposits and other receivables, balances with related parties, the current portion of other financial assets at amortised cost, trade and bills payables, financial liabilities included in other payables and accruals and the current portion of interest-bearing bank borrowings approximate to their carrying amounts largely due to the short term maturities of these instruments.

39. 按分類金融工具 (續)

2024 年 (續)

金融負債

40. 金融工具的公允價值及公允價值層級

管理層評估了現金及現金等價物、限制性和已抵押銀行存款、應收貿易款項及應收票據、計入預付款項、保證金及其他應收款項的金融資產、與關聯方的結餘、其他按攤銷成本計量的金融資產的流動部分、應付貿易款項及應付票據、計入其他應付款項及應計費用的金融負債以及計息銀行借款的流動部分，由於這些工具到期期限較短，所以其公允價值接近賬面值。

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40. FAIR VALUE AND FAIR VALUE HIERARCHY OF FINANCIAL INSTRUMENTS (continued)

The fair values of the financial assets and liabilities are included at the amount at which the instrument could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale. The following methods and assumptions were used to estimate the fair values:

The fair values of receivables from IOT hospitals, the non-current portion of other financial assets at amortised cost and interest-bearing bank borrowings have been calculated by discounting the expected future cash flows using rates currently available for instruments with similar terms, credit risk and remaining maturities. The directors of the Company consider there is no significant difference between the carrying amounts of these financial assets and financial liabilities and their fair values.

The fair value of the listed financial asset at FVTPL is based on quoted market prices.

The fair value measurement of the Group's financial assets at FVTPL at the end of the reporting period falls into level 1 of the fair value hierarchy.

The Group did not have any financial liabilities measured at fair value as at 31 December 2025 (2024: Nil).

During the year, there were no transfers of fair value measurements between Level 1 and Level 2 and no transfers into or out of Level 3 for both financial assets and financial liabilities (2024: Nil).

40. 金融工具的公允價值及公允價值層級 (續)

金融資產及負債的公允價值按當前交易（強制或清算出售除外）中雙方自願交換工具的金額入賬。以下方法和假設被用於評估公允價值：

來自IOT醫院之應收款項及其他按攤銷成本計量的金融資產及計息銀行借款的非流動部分的公允價值，乃採用具有類似條款、信貸風險及剩餘到期期限的工具現時可得利率貼現預期未來現金流量來計算。本公司董事認為該等金融資產及金融負債的賬面值與彼等的公允價值並無重大差異。

以公允價值計量且其變動計入損益的上市金融資產的公允價值基於市場報價。

本集團以公允價值計量且其變動計入損益的金融資產於報告期末的公允價值計量屬公允價值層級的第一級。

於2025年12月31日，本集團並無任何以公允價值計量的金融負債（2024年：無）。

年內，金融資產和金融負債在第一級和第二級之間不存在公允價值計量的轉撥，也沒有進出第三級的轉撥（2024年：無）。

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41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's principal financial instruments comprise cash and cash equivalents, restricted and pledged bank deposits, other financial assets at amortised cost, financial assets at FVTPL and interest-bearing bank borrowings. The main purpose of these financial instruments is to finance the Group's operations. The Group has various other financial assets and liabilities such as receivables from IOT hospitals, trade and bills receivables, financial assets included in prepayments, deposits and other receivables, balances with related parties, trade and bills payables, financial liabilities included in other payables and accruals, and lease liabilities, which mainly arise directly from its operations.

The main risks arising from the Group's financial instruments are interest rate risk, foreign currency risk, credit risk, liquidity risk and equity price risk. The board of directors reviews and agrees policies for managing each of these risks and they are summarised below.

41. 財務風險管理目標及政策

本集團的主要金融工具包括現金及現金等價物、限制性和已抵押銀行存款、其他按攤銷成本計量的金融資產、以公允價值計量且其變動計入損益的金融資產以及計息銀行借款。這些金融工具的主要目的是為本集團的運營提供資金。本集團還有其他各種金融資產和負債，例如來自IOT醫院之應收款項、應收貿易款項及應收票據、計入預付款項、保證金及其他應收款項的金融資產、與關聯方的結餘、應付貿易款項及應付票據、計入其他應付款項及應計費用的金融負債，以及租賃負債，主要直接來自其經營活動。

本集團金融工具產生的主要風險是利率風險、外匯風險、信貸風險、流動資金風險及權益價格風險。董事會審查並同意管理每種風險的政策，現概述如下。

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41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Interest rate risk

The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's interest-bearing bank borrowings with floating interest rates. The Group does not use derivative financial instruments to hedge its interest rate risk. The Group mitigates this risk by closely monitoring the movements in interest rates and reviewing its available credit facilities and their utilisation regularly.

The following table demonstrates the sensitivity to a reasonably possible change in interest rates, with all other variables held constant, of the Group's profit before tax (through the impact on interest-bearing bank borrowings).

41. 財務風險管理目標及政策 (續)

利率風險

本集團承受的市場利率變動風險主要與本集團具有浮動利率的計息銀行借款有關。本集團並無使用衍生金融工具對沖其利率風險。本集團通過密切監控利率變動並定期審查其可用信貸額度及其使用情況來減輕這種風險。

下表顯示了在所有其他變量保持不變的情況下，本集團的稅前利潤（通過影響計息銀行借款）對利率合理可能變動的敏感性。

		Increase/ (decrease) in basis points 基點 增加／(減少)	(Decrease)/ increase in profit before tax 稅前利潤 (減少)／增加 RMB'000 人民幣千元
2025	2025年		
Interest-bearing bank borrowings	計息銀行借款	50	—
Interest-bearing bank borrowings	計息銀行借款	(50)	—
2024	2024年		
Interest-bearing bank borrowings	計息銀行借款	50	(3,724)
Interest-bearing bank borrowings	計息銀行借款	(50)	3,724

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41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Foreign currency risk

The Group has transactional currency exposures. Such exposures mainly arise from operating and financing transactions of operating units in currencies other than the unit's functional currencies.

The following table demonstrates the sensitivity at the end of the reporting period to a reasonably possible change in HK\$ exchange rates, with all other variables held constant, of the Group's profit before tax (due to changes in the fair values of monetary assets and liabilities).

		Increase/ (decrease) in HK\$ rate 港元匯率 增加／(減少) %	Increase/ (decrease) in profit before tax 稅前利潤 增加／(減少) RMB'000 人民幣千元
2025	2025年		
If the RMB weakens against the HK\$	如人民幣兌港元貶值	5	1,370
If the RMB strengthens against the HK\$	如人民幣兌港元升值	(5)	(1,370)
2024	2024年		
If the RMB weakens against the HK\$	如人民幣兌港元貶值	5	1,070
If the RMB strengthens against the HK\$	如人民幣兌港元升值	(5)	(1,070)

Credit risk

The Group mainly transacts with recognised and creditworthy third parties. Receivable balances are monitored on an ongoing basis and the Group's exposure to bad debts increased during the year mainly due to acquisition/consolidation of hospitals, which are subject to tighter regulation of medical insurance.

41. 財務風險管理目標及政策 (續)

外匯風險

本集團有交易貨幣風險。此類風險主要來自經營單位以其功能貨幣以外的貨幣進行的經營和融資交易。

下表顯示了在所有其他變量保持不變的情況下，本集團稅前利潤（因貨幣資產和負債的公允價值變動）於報告期末對港元匯率合理可能變動的敏感性。

信貸風險

本集團主要與認可及信譽良好的第三方進行交易。應收款項餘額會受到持續監控，而本集團的壞賬風險於本年主要因收購／合併醫院而有所增加，這些醫院面臨更嚴格的醫療保險規管。

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41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Maximum exposure and year-end staging

The tables below show the credit quality and the maximum exposure to credit risk based on the Group's credit policy, which is mainly based on past due information unless other information is available without undue cost or effort, and year-end staging classification as at 31 December. The amounts presented are gross carrying amounts for financial assets.

As at 31 December 2025

41. 財務風險管理目標及政策 (續)

最高風險及年結階段

下表載列基於本集團信貸政策的信貸質量及最高信貸風險，主要基於逾期資料(除非其他資料可在無須付出不必要成本或努力的情況下獲得)，及於12月31日的年結階段分類。所呈列的有關金額指金融資產總賬面值。

於2025年12月31日

		12-month ECLs 12個月 預期信貸 虧損	Lifetime ECLs 全期預期信貸虧損			
		Stage 1 第1階段 RMB'000 人民幣千元	Stage 2 第2階段 RMB'000 人民幣千元	Stage 3 第3階段 RMB'000 人民幣千元	Simplified approach 簡化方法 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
Receivables from IOT hospitals	來自IOT醫院之應收款項					
— Not yet past due	— 尚未逾期	6,745	14,443	—	—	21,188
Trade receivables*	應收貿易款項*	—	—	—	1,487,974	1,487,974
Bills receivables	應收票據					
— Not yet past due	— 尚未逾期	1,265	—	—	—	1,265
Contract assets*	合約資產*	—	—	—	8,393	8,393
Financial assets included in prepayments, deposits and other receivables	計入預付款項、保證金及 其他應收款項的金融資產					
— Normal**	— 一般**	231,287	—	—	—	231,287
— Doubtful**	— 呆壞**	—	—	91,369	—	91,369
Amounts due from related parties	應收關聯方款項					
— Normal**	— 一般**	24,362	—	—	20,002	44,364
Pledged and restricted deposit	已抵押和限制性存款					
— Not yet past due	— 尚未逾期	90,998	—	—	—	90,998
Cash and cash equivalents	現金及現金等價物					
— Not yet past due	— 尚未逾期	939,620	—	—	—	939,620
		1,294,277	14,443	91,369	1,516,369	2,916,458

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綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Maximum exposure and year-end staging (continued)

As at 31 December 2024

41. 財務風險管理目標及政策 (續)

最高風險及年結階段 (續)

於2024年12月31日

		12-month ECLs 12個月 預期信貸 虧損	Lifetime ECLs 全期預期信貸虧損			
		Stage 1 第1階段 RMB'000 人民幣千元	Stage 2 第2階段 RMB'000 人民幣千元	Stage 3 第3階段 RMB'000 人民幣千元	Simplified approach 簡化方法 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
Receivables from IOT hospitals	來自IOT醫院之應收款項					
— Not yet past due	— 尚未逾期	8,231	14,443	—	—	22,674
Trade receivables*	應收貿易款項*	—	—	—	1,642,018	1,642,018
Bills receivables	應收票據					
— Not yet past due	— 尚未逾期	182	—	—	—	182
Contract assets*	合約資產*	—	—	—	5,093	5,093
Financial assets included in prepayments, deposits and other receivables	計入預付款項、保證金及 其他應收款項的金融資產					
— Normal**	— 一般**	385,910	—	—	—	385,910
— Doubtful**	— 呆壞**	—	—	92,966	—	92,966
Amounts due from related parties	應收關聯方款項					
— Normal**	— 一般**	16,296	—	—	23,434	39,730
Pledged and restricted deposit	已抵押和限制性存款					
— Not yet past due	— 尚未逾期	76,453	—	—	—	76,453
Cash and cash equivalents	現金及現金等價物					
— Not yet past due	— 尚未逾期	977,333	—	—	—	977,333
		1,464,405	14,443	92,966	1,670,545	3,242,359

* For trade receivables and contract assets to which the Group applies the simplified approach for impairment, information based on the provision matrix is disclosed in notes 24 and 25 to the financial statements.

** The credit quality of the financial assets included in prepayments, deposits and other receivables and amounts due from related companies is considered to be "normal" when they are not past due and there is no information indicating that the financial assets had a significant increase in credit risk since initial recognition. Otherwise, the credit quality of the financial assets is considered to be "doubtful".

* 就本集團應用簡化減值方法的應收貿易款項及合約資產，基於撥備矩陣的資料分別於財務報表附註24及25披露。

** 計入預付款項、保證金及其他應收款項的金融資產以及應收關聯公司款項如未逾期，並且沒有資料表明該金融資產自初始確認以來信貸風險顯著增加，其信貸質量被視為「一般」。否則，金融資產的信貸質量被視為「呆壞」。

Further quantitative data in respect of the Group's exposure to credit risk arising from trade receivables are disclosed in note 24 to the financial statements.

有關本集團因應收貿易款項而產生的信貸風險的進一步量化數據在財務報表附註24中披露。

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41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting financial obligations due to shortage of funds. The Group's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Group monitors its risk to a shortage of funds by considering the maturities of both its financial liabilities and financial assets. Note 2.1 explains management's plan in managing the liquidity needs of the Group to enable it to continue to meet its obligations as they fall due.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank borrowings. The Group aims to maintain sufficient cash and cash equivalents to meet its liquidity requirements.

The maturity profile of the Group's financial liabilities as at the end of the reporting period, based on the contractual undiscounted payments, is as follows:

41. 財務風險管理目標及政策 (續)

流動資金風險

流動資金風險指本集團因資金短缺而難以履行財務責任的風險。本集團面臨的流動資金風險主要來自金融資產和負債的到期日錯配。本集團通過考慮金融負債和金融資產的到期日來監控資金短缺的風險。附註2.1說明管理層管理本集團流動資金需要，使其能應付到期責任的計劃。

本集團的目標是通過使用銀行借款在資金的連續性和靈活性之間保持平衡。本集團旨在維持足夠的現金及現金等價物，以滿足其流動資金需求。

根據合同未貼現付款，報告期末本集團金融負債的到期情況如下：

		2025 2025年			Total 合計
		On demand/ less than 1 year 按要求/ 少於1年 RMB'000 人民幣千元	1 to 5 years 1至5年 RMB'000 人民幣千元	Over 5 years 5年以上 RMB'000 人民幣千元	
Trade and bills payables	應付貿易款項及應付票據	1,662,199	-	-	1,662,199
Financial liabilities included in other payables and accruals	計入其他應付款項及應計 費用的金融負債	1,428,507	-	-	1,428,507
Amounts due to related parties	應付關聯方款項	486,308	-	-	486,308
Interest-bearing bank borrowings	計息銀行借款	662,521	-	-	662,521
Lease liabilities	租賃負債	58,995	105,798	26,314	191,107
Other liabilities	其他負債	-	19,400	2,587	21,987
		4,298,530	125,198	28,901	4,452,629

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41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Liquidity risk (continued)

		2024 2024年			
		On demand/ less than 1 year 按要求／ 少於1年 RMB'000 人民幣千元	1 to 5 years 1至5年 RMB'000 人民幣千元	Over 5 years 5年以上 RMB'000 人民幣千元	Total 合計 RMB'000 人民幣千元
Trade and bills payables	應付貿易款項及應付票據	1,696,260	–	–	1,696,260
Financial liabilities included in other payables and accruals	計入其他應付款項及應計 費用的金融負債	1,487,474	–	–	1,487,474
Amounts due to related parties	應付關聯方款項	435,403	–	–	435,403
Interest-bearing bank borrowings	計息銀行借款	734,704	741,739	–	1,476,443
Lease liabilities	租賃負債	58,459	103,929	11,721	174,109
Other liabilities	其他負債	–	19,400	6,467	25,867
		4,412,300	865,068	18,188	5,295,556

Equity price risk

Equity price risk is the risk that the fair values of equity securities decrease as a result of changes in the levels of equity indices and the value of individual securities. The Group is exposed to equity price risk arising from an equity investment included in financial assets at FVTPL (note 21) as at 31 December 2025. The Group's listed investment is listed on the Hong Kong Stock Exchange and is valued at a quoted market price at the end of the reporting period.

權益價格風險

權益價格風險為由於權益指數和個別證券價值的變動導致的權益證券公允價值下跌的風險。本集團的權益價格風險敞口源自於2025年12月31日計入以公允價值計量且其變動計入損益的金融資產的股本投資(附註21)。本集團的上市投資於香港聯交所上市，且於報告期末以市場報價估值。

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41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Equity price risk (continued)

The following table demonstrates the sensitivity to every 5% change in the fair value of the equity investment, with all other variables held constant and before any impact on tax, based on its carrying amount at the end of the reporting period.

41. 財務風險管理目標及政策 (續)

權益價格風險 (續)

下表描述了在所有其他變量保持不變且於稅務影響前，基於股本投資在報告期末的賬面值，股本投資的公允價值每變動5%的敏感度分析。

		Carrying amount of equity investment 股本投資 賬面值 RMB'000 人民幣千元	Increase/ (decrease) in profit before tax 稅前利潤 增加／(減少) RMB'000 人民幣千元
2025	2025年		
Investment listed in: Hong Kong – Financial assets at FVTPL	投資，上市於： 香港 — 以公允價值計量且 其變動計入損益的 金融資產	38,972	1,949/(1,949)
2024	2024年		
Investment listed in: Hong Kong – Financial assets at FVTPL	投資，上市於： 香港 — 以公允價值計量且 其變動計入損益的 金融資產	34,855	1,743/(1,743)

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(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

41. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Capital Management

The primary objectives of the Group's capital management are to safeguard the Group's ability to continue as a going concern and to maintain healthy capital ratios in order to support its business and maximise shareholders' value.

The Group manages its capital structure and makes adjustments to it in light of changes in economic conditions and the risk characteristics of the underlying assets. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares.

The Group monitors its capital structure on the basis of interest-bearing bank borrowings divided by total assets. The adjusted gearing ratio of the Group as at 31 December 2025 was 5.1% (2024: 10.8%). There were no changes in the Group's approach to capital management for the years ended 31 December 2025 and 2024.

41. 財務風險管理目標及政策 (續)

資本管理

本集團資金管理的主要目標為確保本集團持續經營能力，維持穩健資本比率，以支持業務並盡量擴大股東價值。

本集團管理資本結構，並視乎經濟狀況的變動及相關資產的風險特徵作出調整。為維持或調整資本結構，本集團可能調整向股東派付的股息、退回股東資金或發行新股份。

本集團根據有息銀行借款除以總資產的比例監控其資本結構。本集團於2025年12月31日的經調整槓桿比率為5.1% (2024年：10.8%)。截至2025年12月31日及2024年12月31日止年度，本集團的資本管理方法並無變動。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

42. PARTICULARS OF THE PRINCIPAL SUBSIDIARIES OF THE COMPANY

42. 本公司主要附屬公司的詳情

Name 名稱	Place of incorporation/ registration and business 註冊成立／註冊 及營業地點	Paid-up capital/ registered capital 實收資本／ 註冊資本	Percentage of equity interest attributable to the Company 本公司應佔股權之百分比		Principal activities 主要業務
			2025 2025年 %	2024 2024年 %	
China Resources Hospital Management & Consulting Co., Ltd. 華潤醫院管理諮詢有限公司	PRC/Chinese Mainland ⁽¹⁾⁽²⁾ 中國／中國內地 ⁽¹⁾⁽²⁾	RMB500,000,000 人民幣500,000,000元	100.00	100.00	Investment holding and hospital management 投資控股及醫院管理
Jian Gong Hospital 健宮醫院	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB420,552,600 人民幣420,552,600元	80.00	80.00	General healthcare services 綜合醫療服務
WRYK 萬榮億康	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB3,000,000 人民幣3,000,000元	100.00	100.00	GPO business GPO業務
Beijing Phoenix Jiayi Medical Devices Co., Ltd. 北京鳳凰佳益醫療器械有限公司	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB4,000,000 人民幣4,000,000元	100.00	100.00	GPO business GPO業務
China Resources Lianyi Health Technology (Beijing) Co., Ltd. 華潤聯醫健康科技(北京)有限公司	PRC/Chinese Mainland ⁽¹⁾⁽²⁾ 中國／中國內地 ⁽¹⁾⁽²⁾	RMB5,000,000 人民幣5,000,000元	100.00	100.00	Hospital management 醫院管理服務
Shenzhen Yukangrun Hospital Management Co., Ltd. 深圳市裕康潤醫院管理有限公司	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB10,000 人民幣10,000元	100.00	100.00	Investment holding 投資控股
China Resource Hospital Investment (China) Co., Ltd. 華潤醫院投資(中國)有限公司	PRC/Chinese Mainland ⁽¹⁾⁽²⁾ 中國／中國內地 ⁽¹⁾⁽²⁾	RMB263,461,452/ USD100,000,000 人民幣263,461,452元／ 100,000,000美元	100.00	100.00	Hospital management services 醫院管理服務

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42. PARTICULARS OF THE PRINCIPAL SUBSIDIARIES OF THE COMPANY

(continued)

42. 本公司主要附屬公司的詳情 (續)

Name 名稱	Place of incorporation/ registration and business 註冊成立／註冊 及營業地點	Paid-up capital/ registered capital 實收資本／ 註冊資本	Percentage of equity interest attributable to the Company 本公司應佔股權之百分比		Principal activities 主要業務
			2025 2025年 %	2024 2024年 %	
China Resources Hospital Management Co., Ltd. 華潤醫院管理有限公司	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB18,675,000/ USD10,000,000 人民幣18,675,000元／ 10,000,000美元	100.00	100.00	Hospital management services 醫院管理服務
China Resources Hospital Holding Company 華潤醫院控股有限公司	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB216,231,800/ RMB752,000,000 人民幣216,231,800元／ 人民幣752,000,000元	100.00	100.00	Hospital management services 醫院管理服務
Run Neng 潤能	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB318,818,000 人民幣318,818,000元	65.00	65.00	Hospital management services 醫院管理服務
Jinan Bei Cheng Hospital 濟南北城醫院	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB338,000,000 人民幣338,000,000元	100.00	100.00	General healthcare services 綜合醫療服務
Huairong Hospital [#] 淮礦醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB118,548,005/ RMB124,700,000 人民幣118,548,005元／ 人民幣124,700,000元	100.00	100.00	General healthcare services 綜合醫療服務
Beijing CEEC Hospital [#] 北京中能建醫院 [#]	PRC/Chinese Mainland 中國／中國內地	Nil/RMB300,000 零／ 人民幣300,000元	65.00	65.00	General healthcare services 綜合醫療服務
Guangdong CEEC Power Hospital [#] 廣東中能建電力醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB10,300,000/ RMB17,680,000 人民幣10,300,000元／ 人民幣17,680,000元	65.00	65.00	General healthcare services 綜合醫療服務

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42. PARTICULARS OF THE PRINCIPAL SUBSIDIARIES OF THE COMPANY

(continued)

42. 本公司主要附屬公司的詳情 (續)

Name 名稱	Place of incorporation/ registration and business 註冊成立／註冊 及營業地點	Paid-up capital/ registered capital 實收資本／ 註冊資本	Percentage of equity interest attributable to the Company 本公司應佔股權之百分比		Principal activities 主要業務
			2025 2025年 %	2024 2024年 %	
Guangxi Hydropower Hospital [#] 廣西水電醫院 [#]	PRC/Chinese Mainland 中國／中國內地	Nil/ RMB25,000,000 零／ 人民幣25,000,000元	65.00	65.00	General healthcare services 綜合醫療服務
Huai'an Huaiyin Hospital Investment and Management Co., Ltd. 淮安市淮陰醫院投資管理 有限公司	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB700,000,000 人民幣700,000,000元	80.00	80.00	Hospital management services 醫院管理服務
Huai'an City Huaiyin Hospital Company Limited 淮安市淮陰醫院有限公司	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB43,631,500 人民幣43,631,500元	80.00	80.00	General healthcare services 綜合醫療服務
Guangdong 999 Brain Hospital [#] 廣東三九腦科醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB83,600,000/ RMB588,000,000 人民幣83,600,000元／ 人民幣588,000,000元	100.00	100.00	General healthcare services 綜合醫療服務
Xuzhou Mining Hospital [#] 徐州市礦山醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB103,000,000/ RMB135,040,000 人民幣103,000,000元／ 人民幣135,040,000元	100.00	100.00	General healthcare services 綜合醫療服務
CR Wugang 華潤武鋼	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB433,041,528 人民幣433,041,528元	51.00	51.00	Hospital management services 醫院管理服務
China Resources Wugang General Hospital [#] 華潤武鋼總醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB10,000,000 人民幣10,000,000元	51.00	51.00	General healthcare services 綜合醫療服務

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42. PARTICULARS OF THE PRINCIPAL SUBSIDIARIES OF THE COMPANY

(continued)

42. 本公司主要附屬公司的詳情

(續)

Name 名稱	Place of incorporation/ registration and business 註冊成立／註冊 及營業地點	Paid-up capital/ registered capital 實收資本／ 註冊資本	Percentage of equity interest attributable to the Company 本公司應佔股權之百分比		Principal activities 主要業務
			2025 2025年 %	2024 2024年 %	
Wuhan Iron and Steel (Group) Corporation No. 2 Staff Hospital [#] 武漢鋼鐵(集團)公司 第二職工醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB10,000,000 人民幣10,000,000元	51.00	51.00	General healthcare services 綜合醫療服務
Liaoning Healthcare Industry Group Co., Ltd. 遼寧省健康產業集團有限公司	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB2,737,241,644/ RMB3,090,962,200 人民幣2,737,241,644元／ 人民幣3,090,962,200元	76.10	76.10	Hospital management 醫院管理
Fushun Mining Bureau General Hospital of Liaoning Health Industry Group [#] 遼寧省健康產業集團撫礦總醫院 [#]	PRC/Chinese Mainland 中國／中國內地	Nil/ RMB485,000,000 零／ 人民幣485,000,000元	76.10	76.10	Provision of general healthcare services 提供綜合醫療服務
Benxi Iron and Steel General Hospital of Liaoning Health Industry Group [#] 遼寧省健康產業集團本鋼總醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB28,916,602/ RMB334,430,000 人民幣28,916,602元／ 人民幣334,430,000元	76.10	76.10	Provision of general healthcare services 提供綜合醫療服務
Tie Coal Group General Hospital of Liaoning Health Industry Group [#] 遼寧省健康產業集團鐵煤總醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB451,163,693/ RMB541,770,000 人民幣451,163,693元／ 人民幣541,770,000元	76.10	76.10	Provision of general healthcare services 提供綜合醫療服務
Liaoning Healthcare Industry Group Shenmei General Hospital [#] 遼寧省健康產業集團沈煤總醫院 [#]	PRC/Chinese Mainland 中國／中國內地	Nil/ RMB15,180,000 零／ 人民幣15,180,000元	76.10	76.10	Provision of general healthcare services 提供綜合醫療服務

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

42. PARTICULARS OF THE PRINCIPAL SUBSIDIARIES OF THE COMPANY

(continued)

42. 本公司主要附屬公司的詳情 (續)

Name 名稱	Place of incorporation/ registration and business 註冊成立／註冊 及營業地點	Paid-up capital/ registered capital 實收資本／ 註冊資本	Percentage of equity interest attributable to the Company 本公司應佔股權之百分比		Principal activities 主要業務
			2025 2025年 %	2024 2024年 %	
Fuxin Mining General Hospital of Liaoning Health Industry Group [#] 遼寧省健康產業集團 阜新礦總醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB128,830,000/ RMB566,839,300 人民幣128,830,000元／ 人民幣566,839,300元	76.10	76.10	Provision of general healthcare services 提供綜合醫療服務
157 Hospital of Liaoning Health Industry Group [#] 遼寧省健康產業集團一五七醫院 [#]	PRC/Chinese Mainland 中國／中國內地	Nil/ RMB22,030,000 零／ 人民幣22,030,000元	76.10	76.10	Provision of general healthcare services 提供綜合醫療服務
General Hospital of Pingxiang Mining Industry Group Co., Ltd. [#] 萍鄉礦業集團有限責任公司 總醫院 [#]	PRC/Chinese Mainland ⁽²⁾ 中國／中國內地 ⁽²⁾	RMB50,000,000 人民幣50,000,000元	80.00	80.00	Provision of general healthcare services 提供綜合醫療服務
Fengcheng Mining Bureau General Hospital [#] 豐城礦務局總醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB20,000,000 人民幣20,000,000元	80.00	80.00	Provision of general healthcare services 提供綜合醫療服務
Leping Mining Bureau First Staff Hospital [#] 樂平礦務局第一職工醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB5,295,712/ RMB50,320,000 人民幣5,295,712元／ 人民幣50,320,000元	80.00	80.00	Provision of general healthcare services 提供綜合醫療服務
Ruizhou Hospital [#] 瑞州醫院 [#]	PRC/Chinese Mainland 中國／中國內地	RMB32,960,000 人民幣32,960,000元	80.00	80.00	Provision of general healthcare services 提供綜合醫療服務

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

42. PARTICULARS OF THE PRINCIPAL SUBSIDIARIES OF THE COMPANY

(continued)

- (1) These subsidiaries are registered as wholly-foreign-owned enterprises under PRC law.
- (2) These subsidiaries are registered as companies with limited liability under PRC Law.
- # These institutions, as not-for-profit hospitals, cannot be registered as companies under PRC law. The sponsors of these not-for-profit hospitals have respective obligations to contribute the start-up capital to such hospitals. Such start-up capital, once contributed, shall not be withdrawn by the sponsors. Given the charity nature of the not-for-profit hospitals, the legal income of such hospitals shall only be used in line with its purpose and within its business scope, and where applicable, in accordance with the articles of association of such hospitals, therefore, the net income is not distributable to its sponsors as dividends, which is different from a shareholder who owns the equity interests of a company.

The above subsidiaries are indirectly held by the Company.

The above table lists the subsidiaries of the Company which, in the opinion of the directors, principally affected the results for the year or formed a substantial portion of the net assets of the Group. To give details of other subsidiaries would, in the opinion of the directors, result in particulars of excessive length.

43. NON-ADJUSTING EVENTS AFTER THE REPORTING PERIOD

After the end of the reporting period, the directors proposed a final dividend. Further details are disclosed in note 13.

42. 本公司主要附屬公司的詳情 (續)

- (1) 該等附屬公司根據中國法律註冊為外商獨資企業。
- (2) 該等附屬公司根據中國法律註冊為有限責任公司。
- # 該等機構作為非營利醫院，不可根據中國法律登記作為公司。該等非營利醫院的舉辦人各有義務向該等醫院注入初始資本。初始資本一經注入，舉辦人即不可提取。基於非營利醫院的慈善性質，該等醫院的法定收入只可遵照其目的在業務範圍內及（如適用）根據有關醫院的組織章程細則使用，因此，收入淨額不可分派予舉辦人作為股息，與擁有一間公司股權的股東不同。

上述附屬公司乃由本公司間接持有。

上表載列董事認為主要影響本集團本年度業績或構成本集團資產淨值的主要部分的本公司附屬公司。董事認為，提供其他附屬公司詳情將導致資料過於冗贅。

43. 報告期後非調整事項

於報告期末後，董事建議派發末期股息。進一步詳情於附註13披露。

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

44. STATEMENT OF FINANCIAL POSITION OF THE COMPANY

Information about the statement of financial position of the Company at the end of the reporting period is as follows:

44. 本公司財務狀況報表

以下為本公司截至報告期末之財務狀況報表資料：

		2025 2025年 RMB'000 人民幣千元	2024 2024年 RMB'000 人民幣千元
NON-CURRENT ASSETS	非流動資產		
Property, plant and equipment	物業、廠房及設備	5	9
Investments in subsidiaries	於附屬公司的投資	6,141,740	6,141,740
Right-of-use assets	使用權資產	1,858	2,983
Amounts due from subsidiaries	應收附屬公司款項	3,682,351	3,521,753
Total non-current assets	非流動資產總額	9,825,954	9,666,485
CURRENT ASSET	流動資產		
Cash and cash equivalents	現金及現金等價物	34,774	30,881
CURRENT LIABILITIES	流動負債		
Other payables and accruals	其他應付款項及應計費用	1,341	850
Amounts due to subsidiaries	應付附屬公司款項	4,955,654	4,861,570
Interest-bearing bank borrowings	計息銀行借款	200,454	–
Lease liabilities	租賃負債	1,059	1,019
Total current liabilities	流動負債總額	5,158,508	4,863,439
NET CURRENT LIABILITIES	流動負債淨額	(5,123,734)	(4,832,558)
TOTAL ASSETS LESS CURRENT LIABILITIES	總資產減流動負債	4,702,220	4,833,927
NON-CURRENT LIABILITY	非流動負債		
Lease liabilities	租賃負債	914	1,973
NET ASSETS	資產淨值	4,701,306	4,831,954
EQUITY	權益		
Share capital	股本	267	267
Reserves (note)	儲備 (附註)	4,701,039	4,831,687
Total equity	總權益	4,701,306	4,831,954

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

綜合財務報表附註

(Expressed in RMB unless otherwise indicated) (除另有指明者外，以人民幣列示)

44. STATEMENT OF FINANCIAL POSITION OF THE COMPANY (continued)

Note:

A summary of the Company's reserves is as follows:

44. 本公司財務狀況報表 (續)

附註：

本公司的儲備概要如下：

		Share premium account 股份溢價賬 RMB'000 人民幣千元	Capital reserve 資本公積 RMB'000 人民幣千元	Treasury share reserve 庫存股份 RMB'000 人民幣千元	Accumulated losses 累計虧損 RMB'000 人民幣千元	Total 總計 RMB'000 人民幣千元
At 1 January 2024	於2024年1月1日	5,572,218	(6,260)	(206,578)	(357,184)	5,002,196
Total comprehensive income for the year	年度全面收入總額	-	-	-	(31,379)	(31,379)
Final 2023 dividend	2023年末期股息	(75,915)	-	-	-	(75,915)
Interim dividend	中期股息	(63,215)	-	-	-	(63,215)
At 31 December 2024 and 1 January 2025	於2024年12月31日及2025年1月1日	5,433,088	(6,260)	(206,578)	(388,563)	4,831,687
Total comprehensive income for the year	年度全面收入總額	-	-	-	36,239	36,239
Final 2024 dividend	2024年末期股息	(103,672)	-	-	-	(103,672)
Interim dividend	中期股息	(63,215)	-	-	-	(63,215)
At 31 December 2025	於2025年12月31日	5,266,201	(6,260)	(206,578)	(352,324)	4,701,039

45. APPROVAL OF THE FINANCIAL STATEMENTS

The financial statements were approved and authorised for issue by the board of directors on 24 March 2026.

45. 財務報表批准

財務報表於2026年3月24日獲董事會批准及授權發出。

FINANCIAL SUMMARY — IN ACCORDANCE WITH IFRS ACCOUNTING STANDARDS

財務摘要 — 根據國際財務報告會計準則

		For the year ended 31 December 截至12月31日止年度				
		2025 2025年	2024 2024年	2023 2023年	2022 2022年 (restated) (重列)	2021 2021年
		RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
CONSOLIDATED RESULTS	綜合業績					
Revenue	收益	9,175,645	9,854,790	10,107,500	7,901,287	4,447,477
Profit before tax	稅前利潤	747,665	838,670	492,921	422,941	270,475
Income tax (expenses)/ credit	所得稅(費用)/ 抵免	(191,567)	(166,923)	(165,031)	(94,660)	155,389
Profit for the year	年度利潤	556,098	671,747	327,890	328,281	425,864
Attributable to:	以下人士應佔：					
Owners of the parent	母公司擁有人	495,944	565,875	257,680	265,855	417,915
Non-controlling interests	非控股權益	60,154	105,872	70,210	62,426	7,949
		556,098	671,747	327,890	328,281	425,864

		As at 31 December 於12月31日				
		2025 2025年	2024 2024年	2023 2023年	2022 2022年 (restated) (重列)	2021 2021年
		RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元	RMB'000 人民幣千元
ASSETS AND LIABILITIES	資產及負債					
Total assets	總資產	12,914,476	13,318,150	13,654,192	17,817,574	10,467,602
Total liabilities	總負債	(5,026,841)	(5,820,082)	(6,641,126)	(7,163,674)	(3,621,157)
		7,887,635	7,498,068	7,013,066	10,653,900	6,846,445
Attributable to:	以下人士應佔：					
Owners of the parent	母公司擁有人	6,552,620	6,213,536	5,812,061	9,506,211	6,450,776
Non-controlling interests	非控股權益	1,335,015	1,284,532	1,201,005	1,147,689	395,669
		7,887,635	7,498,068	7,013,066	10,653,900	6,846,445

The Group completed certain business combinations under common control in June 2023. The financial statements for the year ended 31 December 2022 have been restated to include the combining entities from the date when the Group and the combining entities first came under common control (i.e. 2 June 2022).

本集團於2023年6月完成若干共同控制下的業務合併。截至2022年12月31日止年度的財務報表已經重列，以包括自合併實體首次受共同控制日期（即2022年6月2日）以來的合併實體。

“2022 CR Bank Strategic Cooperation Agreement”	the strategic cooperation agreement entered into between the Company and CR Bank on November 18, 2022
“2022 CR Trust Strategic Cooperation Agreement”	the strategic cooperation agreement entered into between the Company and CR Trust on November 18, 2022
“2023 IT Services Annual Agreement”	the information technology services annual agreement entered into between CR Hospital Management & Consulting and CR Digital Holdings on January 11, 2023, pursuant to which the CR Digital Holdings together with its subsidiaries should provide the relevant information technology services to the Group and its Sponsored Hospitals during the term thereof
“2024 CRM Lessees”	CR Hospital Management & Consulting, China Resources Hospital Management Co., Ltd.* (華潤醫院管理有限公司), CR Hospital Investment, Runneng Medical and CR Lianyi
“2024 IT Services Annual Agreement”	the information technology services annual agreement entered into between CR Hospital Investment and CR Digital Holdings on February 8, 2024, pursuant to which the CR Digital Holdings together with its subsidiaries shall provide the relevant information technology services to the Group and its Sponsored Hospitals during the term thereof
“2024 Lease Agreements”	the lease agreements entered into between CR Land Hongjing Fengtai Branch with each of the 2024 CRM Lessees on May 29, 2024
“2025 CRM Lessees”	CR Hospital Investment, Runneng Medical and CR Lianyi
“2025 Lease Agreements”	the CR Hospital Investment Lease Agreement, the Runneng Medical Lease Agreement and the CR Lianyi Lease Agreement
“2025-2027 IT Services Annual Agreement”	the information technology services annual agreement entered into between CR Hospital Investment and CR Digital Holdings on December 30, 2024, pursuant to which the CR Digital Holdings Group shall provide the relevant information technology services to the Group and its Sponsored Hospitals during the term thereof
“2026-2027 Property Management Services Framework Agreement”	the property management services framework agreement entered into between the Company and Runying Property on December 29, 2025
“2026-2028 CR Bank Strategic Cooperation Agreement”	the strategic cooperation agreement entered into between the Company and CR Bank on December 5, 2025
“2026-2028 CR Healthcare Sales of Medical Supplies Framework Agreement”	the sales of medical supplies framework agreement entered into between the Company and CR Healthcare on December 5, 2025
“2026-2028 CR Trust Strategic Cooperation Agreement”	the strategic cooperation agreement entered into between the Company and CR Trust on December 5, 2025

DEFINITIONS

釋義

「2022華潤銀行戰略合作協議」	指	本公司與華潤銀行於2022年11月18日簽訂的戰略合作協議
「2022華潤信託戰略合作協議」	指	本公司與華潤信託於2022年11月18日簽訂的戰略合作協議
「2023信息化服務年度協議」	指	華潤醫院管理諮詢與華潤數科於2023年1月11日簽訂之信息化服務年度協議，據此華潤數科及其附屬公司於該協議期內向本集團及下屬舉辦權醫院提供相關的信息化服務
「2024華潤醫療承租方」	指	華潤醫管諮詢、華潤醫院管理有限公司、華潤醫院投資、潤能醫療及華潤聯醫
「2024信息化服務年度協議」	指	華潤醫院投資與華潤數科於2024年2月8日簽訂之信息化服務年度協議，據此華潤數科及其附屬公司於協議期內將向本集團及下屬舉辦權醫院提供相關的信息化服務
「2024租賃協議」	指	2024華潤醫療承租方與華潤置地弘景豐台分公司於2024年5月29日簽訂的租賃協議
「2025華潤醫療承租方」	指	華潤醫院投資、潤能醫療及華潤聯醫
「2025租賃協議」	指	華潤醫院投資租賃協議、潤能醫療租賃協議及華潤聯醫租賃協議
「2025-2027年信息化服務年度協議」	指	華潤醫院投資與華潤數科於2024年12月30日簽訂之信息化服務年度協議，據此華潤數科集團於協議期內將向本集團及下屬舉辦權醫院提供相關的信息化服務
「2026-2027物業管理服務框架協議」	指	本公司與潤楹物業於2025年12月29日簽署之物業管理服務框架協議
「2026-2028華潤銀行戰略合作協議」	指	本公司與華潤銀行於2025年12月5日簽訂的戰略合作協議
「2026-2028華潤健康醫療物資銷售框架協議」	指	本公司與華潤健康於2025年12月5日簽署的醫療物資銷售框架協議
「2026-2028華潤信託戰略合作協議」	指	本公司與華潤信託於2025年12月5日簽訂的戰略合作協議

“2026-2028 CRH PMM Framework Agreement”	the pharmaceuticals, medical devices and medical consumables framework agreement entered into between the Company and CRH on December 4, 2025
“2026-2028 Supply Chain Management Services Framework Agreement”	the supply chain management services framework agreement entered into between the Company and CR Healthcare on December 5, 2025, pursuant to which the Group shall provide supply chain management services to the hospitals of CR Healthcare (excluding the hospitals of the Group) during the term thereof
“Aerospace Medical”	Beijing Aerospace Medical Co., Ltd.* (北京航天醫療有限公司), a company established in the PRC with limited liability, which CRC beneficially owns 51% of its equity materials
“Aerospace Medical Procurement of Consultation Services Framework Agreement”	the consultation services framework agreement entered into between the Company and Aerospace Medical on February 8, 2024
“Aerospace Medical Sales of Medical Supplies Framework Agreement”	the sales of medical supplies framework agreement entered into between the Company and Aerospace Medical on February 8, 2024
“Annual Caps”	the revised annual cap for the year ended December 31, 2024 and the proposed annual cap for the year ending December 31, 2025 for the transactions contemplated under the Supply Chain Cooperation Framework Agreement as agreed in the Supplemental Cooperation Framework Agreement
“Articles of Association” or “Articles”	the articles of association of our Company adopted on September 30, 2013 and as amended from time to time
“Audit Committee”	the audit committee of the Board
“Bengang Hospital”	Liaoning Province Health Industry Group Bengang General Hospital* (遼寧省健康產業集團本鋼總醫院), a Sponsored Hospital under the Group
“Bengang Property Services Agreement”	the property services agreement entered into between Bengang Hospital and Runjia Property Service (Shenyang) on July 31, 2023
“Board” or “Board of Directors”	the board of Directors of our Company
“Business Travel Services Framework Agreement”	the business travel services framework agreement relating to the provision of certain business travel services dated December 30, 2024 entered into between the Company and CR Digital
“BVI”	the British Virgin Islands
“CG Code”	Corporate Governance Code as set out in Appendix C1 to the Listing Rules
“Chairman”	the chairman of our Board
“Chief Executive Officer”	the chief executive officer of the Company

DEFINITIONS

釋義

「2026–2028年華潤集團藥品、醫療器械及醫用耗材框架協議」	指	本公司與華潤集團公司於2025年12月4日簽訂的藥品、醫療器械及醫用耗材框架協議
「2026–2028供應鏈管理服務框架協議」	指	本公司與華潤健康於2025年12月5日簽訂之供應鏈管理服務框架協議，據此本集團於該協議期限內將向華潤健康下屬醫院（不含本集團下屬醫院）提供供應鏈管理服務
「航天醫療」	指	北京航天醫療有限公司，一間於中國註冊成立的有限公司，由中國華潤擁有51%股權
「航天醫療諮詢服務採購框架協議」	指	本公司與航天醫療於2024年2月8日簽署的諮詢服務框架協議
「航天醫療醫療物資銷售框架協議」	指	本公司與航天醫療於2024年2月8日簽署的醫療物資銷售框架協議
「年度上限」	指	補充合作框架協議所協定供應鏈合作框架協議項下擬進行交易截至2024年12月31日止年度之經修訂年度上限及截至2025年12月31日止年度之建議年度上限
「組織章程細則」、「章程細則」或「細則」	指	本公司於2013年9月30日採納並不時修訂的組織章程細則
「審核委員會」	指	董事會審核委員會
「本鋼總醫院」	指	遼寧省健康產業集團本鋼總醫院，本集團下屬的一家舉辦權醫院
「本鋼物業服務協議」	指	本鋼總醫院與潤佳物業服務（瀋陽）於2023年7月31日簽署的物業服務合同
「董事會」	指	本公司董事會
「商務旅遊服務框架協議」	指	本公司與華潤數字科技就提供若干商務旅遊服務訂立日期為2024年12月30日的商務旅遊服務框架協議；
「英屬維京群島」	指	英屬維爾京群島
「企業管治守則」	指	上市規則附錄C1所載的企業管治守則
「董事長」	指	董事會董事長
「總裁」	指	本公司總裁

“Chief Financial Officer”	the chief financial officer of the Company
“China” or “PRC”	the People’s Republic of China excluding, for the purpose of this report, Taiwan, the Macau Special Administrative Region and Hong Kong
“China Resources Group”	CRC and its subsidiaries
“Chongqing Energy Healthcare”	Chongqing Energy Investment Healthcare Industry Co., Ltd.* (重慶能投健康產業有限公司), a company incorporated in the PRC with limited liability
“Chongqing Energy Healthcare Group”	Chongqing Energy Healthcare and its subsidiaries
“Companies Ordinance”	the Companies Ordinance (Chapter 622 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
“Company” or “our Company” or “China Resources Medical”	China Resources Medical Holdings Company Limited (華潤醫療控股有限公司), a company incorporated in the Cayman Islands with limited liability on February 28, 2013
“Controlling Shareholder(s)”	has the meaning ascribed thereto under the Listing Rules, or where the context requires, refers to CRC or CRH or CR Healthcare (as the case may be)
“Cooperation Framework Agreement”	the Existing Cooperation Framework Agreement, as supplemented by the Supplemental Cooperation Framework Agreement
“Cooperation Framework Agreement 2026/2028”	the Cooperation Framework Agreement 2026/2028 entered into between CR Pharmaceutical and CR Medical on December 16, 2025 in respect of the Supply Chain Management Services
“CR Bank”	China Resources Bank of Guangdong Co., Ltd. (formerly known as China Resources Bank of Zhuhai Co., Ltd.), a municipal commercial bank headquarters in Zhuhai and a subsidiary of CRC
“CR Bank Group”	CR Bank and its subsidiaries
“CRC”	China Resources Company Limited* (中國華潤有限公司), a company established in the PRC with limited liability and a state-owned enterprise under the supervision of the State-owned Assets Supervision and Administration Commission of the State Council in the PRC
“CR Digital”	China Resources Digital Company Limited* (華潤數字科技有限公司), formerly known as Resolink Software Systems (Shenzhen) Company Limited* (潤聯軟件系統(深圳)有限公司), a company incorporated in the PRC with limited liability, and an indirect wholly-owned subsidiary of CRC

DEFINITIONS

釋義

「首席財務官」	指	本公司首席財務官
「中國」	指	中華人民共和國；就本報告而言，不包括台灣、澳門特別行政區及香港
「華潤集團」	指	中國華潤及其附屬公司
「重慶能投健康」	指	重慶能投健康產業有限公司，一間於中國註冊成立的有限公司
「重慶能投健康集團」	指	重慶能投健康及其附屬公司
「公司條例」	指	經不時修訂、補充或以其他方式修改的香港法例第622章公司條例
「本公司」或「華潤醫療」	指	華潤醫療控股有限公司，一間於2013年2月28日在開曼群島註冊成立的有限責任公司
「控股股東」	指	具有上市規則所賦予該詞的涵義，視乎文義而定，指中國華潤或華潤集團公司或華潤健康（視有關情況而定）
「合作框架協議」	指	現有合作框架協議，經補充合作框架協議所補充
「2026/2028 合作框架協議」	指	華潤醫藥及華潤醫療就供應鏈管理服務於2025年12月16日訂立之2026/2028 合作框架協議
「華潤銀行」	指	廣東華潤銀行股份有限公司（前稱珠海華潤銀行股份有限公司），一家總部位於珠海市的城市商業銀行，並為中國華潤之附屬公司
「華潤銀行集團」	指	華潤銀行及其附屬公司
「中國華潤」	指	中國華潤有限公司，一家於中國註冊成立的有限公司，為受中國國務院國有資產監督管理委員會監管的國有企業
「華潤數字科技」	指	華潤數字科技有限公司（前稱潤聯軟件系統（深圳）有限公司），一間於中國註冊成立的有限公司，為中國華潤的間接全資附屬公司

“CR Digital Holdings”	China Resources Digital Holdings Company Limited* (華潤數科控股有限公司), a company incorporated in the PRC with limited liability and a wholly-owned subsidiary of CRC, the controlling shareholder of CR Digital and directly holds the entire equity interests in CR Digital
“CR Digital Holdings Group”	CR Digital Holdings together with its subsidiaries
“CR Healthcare”	China Resources Healthcare Group Limited, a company incorporated in Hong Kong with limited liability, and a subsidiary of CRH
“CR Healthcare Group”	CR Healthcare and its subsidiaries
“CR Healthcare Sales of Medical Supplies Framework Agreement”	the sales of medical supplies framework agreement entered into between the Company and CR Healthcare on February 8, 2024
“CRH”	China Resources (Holdings) Company Limited, a company incorporated in Hong Kong with limited liability, which is a wholly-owned subsidiary of CRC and the indirect holding company of CR Healthcare
“CR Hospital Holdings”	China Resources Hospital Holdings Company, a company established in the PRC with limited liability and a subsidiary of the Company
“CR Hospital Investment”	China Resources Hospital Investment (China) Co., Ltd.* (華潤醫院投資(中國)有限公司), a company established in the PRC with limited liability and a wholly owned subsidiary of the Company
“CR Hospital Investment Lease Agreement”	the lease agreement dated May 29, 2025 entered into between CR Hospital Investment and CR Land Hongjing Fengtai Branch
“CR Hospital Management & Consulting”	China Resources Hospital Management & Consulting Co. Ltd.* (華潤醫院管理諮詢有限公司) (formerly known as Beijing Phoenix United Hospital Management Consulting Co. Ltd., Beijing Phoenix United Hospital Management Co., Ltd. and Beijing Phoenix United Hospital Management Joint Stock Co., Ltd.), a limited liability company established under the laws of the PRC on November 6, 2007, and a wholly-owned subsidiary of our Company
“CR Land”	China Resources Land Limited, a company incorporated in the Cayman Islands with limited liability, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 1109), and a subsidiary of CRH
“CR Land Hongjing Fengtai Branch”	the Fengtai branch of China Resources Land Hongjing (Beijing) Real Estate Development Co., Ltd.* (華潤置地弘景(北京)房地產開發有限公司豐台分公司), a branch established in Fengtai District, Beijing by China Resources Land Hongjing (Beijing) Real Estate Development Co., Ltd., which is a subsidiary of CR Land

DEFINITIONS

釋義

「華潤數科」	指	華潤數科控股有限公司，一間於中國註冊成立的有限公司，並為中國華潤之全資附屬公司，為華潤數字科技的控股股東，直接全資持有華潤數字科技
「華潤數科集團」	指	華潤數科連同其附屬公司
「華潤健康」	指	華潤健康集團有限公司，一間於香港註冊成立的有限公司，並為華潤集團公司之附屬公司
「華潤健康集團」	指	華潤健康及其附屬公司
「華潤健康醫療物資銷售 框架協議」	指	本公司與華潤健康於2024年2月8日簽署的醫療物資銷售框架協議
「華潤集團公司」	指	華潤(集團)有限公司，一間於香港註冊成立的有限公司，為中國華潤的全資附屬公司及華潤健康的間接控股公司
「華潤醫院控股」	指	華潤醫院控股有限公司，一家於中國註冊成立的有限公司，並為本公司之附屬公司
「華潤醫院投資」	指	華潤醫院投資(中國)有限公司，一家於中國成立之有限責任公司，本公司之全資附屬公司
「華潤醫院投資租賃協議」	指	華潤醫院投資及華潤置地弘景豐台分公司於2025年5月29日簽訂的租賃協議
「華潤醫院管理諮詢」	指	華潤醫院管理諮詢有限公司(前稱北京鳳凰聯合醫院管理諮詢有限公司、北京鳳凰聯合醫院管理有限公司及北京鳳凰聯合醫院管理股份有限公司)，一間於2007年11月6日根據中國法律成立的有限責任公司，為本公司全資附屬公司
「華潤置地」	指	華潤置地有限公司，一間於開曼群島註冊成立的有限責任公司，其股份於聯交所主板上市(股份代號：1109)，並為華潤集團公司之附屬公司
「華潤置地弘景豐台分公司」	指	華潤置地弘景(北京)房地產開發有限公司豐台分公司，為華潤置地附屬公司華潤置地弘景(北京)房地產開發有限公司於北京市豐台區設立之分公司

“CR Lianyi”	China Resources Lianyi Health Technology (Beijing) Co., Ltd.* (華潤聯醫健康科技(北京)有限公司) (formerly known as Beijing Phoenix Lianyi Supply Chain Management Co., Ltd.* (北京鳳凰聯醫供應鏈管理有限公司)), a company incorporated in the PRC with limited liability and a wholly-owned subsidiary of the Company
“CR Lianyi Lease Agreement”	the lease agreement dated May 29, 2025 entered into between CR Lianyi and CR Land Hongjing Fengtai Branch
“CR Mixc”	China Resources Mixc Lifestyle Ltd., a company incorporated in the Cayman Islands with limited liability, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 1209), and a subsidiary of CR Land as well as CRH
“CR Pharmaceutical”	China Resources Pharmaceutical Group Limited, a company incorporated in Hong Kong with limited liability, the shares of which are listed on the Main Board of the Stock Exchange (stock code: 3320), and a subsidiary of CRH
“CR Pharmaceutical Commercial”	China Resources Pharmaceutical Commercial Group Company Limited, a company incorporated in the PRC with limited liability, which is a subsidiary owned as to approximately 80.13% by CR Pharmaceutical
“CR Pharmaceutical Commercial Group”	CR Pharmaceutical Commercial together with its subsidiaries
“CR Pharmaceutical Group”	CR Pharmaceutical and its subsidiaries
“CR Power”	China Resources Power Holdings Company Limited, a company incorporated in Hong Kong with limited liability, the shares of which are listed and traded on the Main Board of the Stock Exchange (stock code: 836)
“CRH PMM Framework Agreement”	the pharmaceuticals, medical devices and medical consumables framework agreement entered into between the Company and CRH on November 18, 2022
“CRH PMM Supplemental Framework Agreement”	the pharmaceuticals, medical devices and medical consumables supplemental framework agreement entered into between the Company and CRH on April 26, 2024
“CR Trust”	China Resources SZITIC Trust Co., Ltd.* (華潤深國投信託有限公司), a company incorporated in the PRC with limited liability and a subsidiary of CRH
“CR Trust Group”	CR Trust and its subsidiaries
“Director(s)”	the directors of our Company or any of them

DEFINITIONS

釋義

「華潤聯醫」	指	華潤聯醫健康科技(北京)有限公司(前稱北京鳳凰聯醫供應鏈管理有限公司)，一間於中國註冊成立的有限責任公司，為本公司之全資附屬公司
「華潤聯醫租賃協議」	指	華潤聯醫及華潤置地弘景豐台分公司於2025年5月29日簽訂的租賃協議
「華潤萬象生活」	指	華潤萬象生活有限公司，一間於開曼群島註冊成立的有限責任公司，其股份於聯交所主板上市(股份代號：1209)，並為華潤置地及華潤集團公司之附屬公司
「華潤醫藥」	指	華潤醫藥集團有限公司，一間於香港註冊成立的有限公司，其股份於聯交所主板上市(股份代號：3320)，並為華潤集團公司之附屬公司
「華潤醫藥商業」	指	華潤醫藥商業集團有限公司，一間於中國註冊成立的有限責任公司，並為由華潤醫藥持股約80.13%之附屬公司
「華潤醫藥商業集團」	指	華潤醫藥商業連同其附屬公司
「華潤醫藥集團」	指	華潤醫藥及其附屬公司
「華潤電力」	指	華潤電力控股有限公司，一間於香港註冊成立的有限責任公司，其已發行股份於聯交所主板上市及買賣(股份代號：836)
「華潤集團藥品、醫療器械及醫用耗材框架協議」	指	本公司與華潤集團公司於2022年11月18日簽訂的藥品、醫療器械及醫用耗材框架協議
「華潤集團藥品、醫療器械及醫用耗材補充框架協議」	指	本公司與華潤集團公司於2024年4月26日簽訂的藥品、醫療器械及醫用耗材補充框架協議
「華潤信託」	指	華潤深國投信託有限公司，一家於中國註冊成立的有限公司，並為華潤集團公司之附屬公司
「華潤信託集團」	指	華潤信託及其附屬公司
「董事」	指	本公司全體董事或任何一位董事

“Eligible Persons”	any of the (i) key management personnel including the Directors and senior management of the Group; (ii) employed experts as nominated by the Board; and (iii) core employees of the Group
“Existing Cooperation Framework Agreement”	the cooperation framework agreement entered into between CR Pharmaceutical and the Company on December 29, 2022, as amended and supplemented by the supplemental cooperation framework agreement dated April 26, 2024 in respect of the Supply Chain Management Services
“Fukuang General Hospital Property Services Agreement”	the property services agreement entered into between Fushun Mining Bureau General Hospital of Liaoning Health Industry Group* (遼寧省健康產業集團撫礦總醫院) and Runjia Property Service (Shenyang) on September 1, 2023
“FY2023”	the financial year ended December 31, 2023
“FY2024”	the financial year ended December 31, 2024
“FY2025” or “Reporting Period”	the financial year ended December 31, 2025
“Group”, “our Group”, “we” or “us”	our Company and its subsidiaries
“Healthcare Management Services Framework Agreement”	the healthcare management services framework agreement entered into between the Company and CRH on December 4, 2025
“HK\$” or “HKD”	Hong Kong dollars, the lawful currency of Hong Kong
“Hong Kong”	the Hong Kong Special Administrative Region of the PRC
“Huaikuang Hospital”	Huaibei Miner General Hospital* (淮北礦工總醫院)
“Huaiyin Hospital”	Huai’an City Huaiyin Hospital Company Limited* (淮安市淮陰醫院有限公司), a company established in the PRC with limited liability
“Hubei Runkang”	Hubei Runkang Healthcare Management Company Limited, a company incorporated in the PRC with limited liability and a subsidiary of the Company
“IAS”	International Accounting Standards
“IFRSs”	International Financial Reporting Standards
“IOT”	the “invest-operate-transfer” model
“IOT Hospitals”	third-party hospitals and clinics, which we manage and operate under the IOT model

DEFINITIONS

釋義

「合資格人士」	指	任何 (i) 主要管理人員，包括本集團的董事及高級管理層；(ii) 由董事會提名的受聘專家；及 (iii) 本集團的核心僱員
「現有合作框架協議」	指	華潤醫藥與本公司就供應鏈管理服務於2022年12月29日簽署的合作框架協議，經日期為2024年4月26日的補充合作框架協議所修訂及補充
「撫礦總醫院物業服務協議」	指	遼寧省健康產業集團撫礦總醫院與潤佳物業服務(瀋陽)於2023年9月1日簽署之物業服務協議
「2023年財政年度」	指	截至2023年12月31日止財政年度
「2024年財政年度」	指	截至2024年12月31日止財政年度
「2025年財政年度」或 「報告期」	指	截至2025年12月31日止財政年度
「本集團」	指	本公司及其附屬公司
「健康管理服務框架協議」	指	本公司與華潤集團公司於2025年12月4日簽訂的健康管理服務框架協議
「港元」	指	港元，香港法定貨幣
「香港」	指	中國香港特別行政區
「淮礦醫院」	指	淮北礦工總醫院
「淮陰醫院」	指	淮安市淮陰醫院有限公司，一間於中國成立的有限公司
「湖北潤康」	指	湖北潤康醫療管理有限責任公司，一家於中國註冊成立的有限公司，並為本公司之附屬公司
「國際會計準則」	指	國際會計準則
「國際財務報告準則」	指	國際財務報告準則
「IOT」	指	「投資 — 營運 — 移交」模式
「IOT醫院」	指	本集團採用IOT模式管理和營運的第三方醫院及診所

“Jing Mei Group”	Beijing Jing Mei Group Company Limited* (北京京煤集團有限責任公司), a company established in the PRC with limited liability. Jing Mei Group is a wholly-owned subsidiary of Beijing Energy Holding Company Limited* (北京能源集團有限責任公司), which currently holds the entire interest in and the sponsorship of Jing Mei Hospital and its affiliated medical institutes
“Jing Mei Hospital”	Jing Mei Hospital* (北京京煤集團總醫院)
“Jing Mei Hospital Group”	collectively, Jing Mei Hospital and its affiliated hospitals and community clinics
“Listing Rules”	the Rules Governing the Listing of Securities on the Stock Exchange
“Logistics Services Framework Agreement”	the logistics services framework agreement entered into between WRYK and CR Pharmaceutical Commercial on February 8, 2024, pursuant to which the CR Pharmaceutical Commercial Group shall provide logistics services to the Group during the term thereof
“members of CRH Group”	members of CRH and its subsidiaries (other than the Company)
“Model Code”	The Model Code for Securities Transactions by Directors of Listed Issuers set out in Appendix C3 to the Listing Rules
“New Wugang Property Services Agreement”	the property services agreement entered into between Wugang Hospital and Runjia Property Service (Wuhan) on February 8, 2024
“Nomination Committee”	the nomination committee of the Board
“Original Wugang Property Services Agreement”	the property services agreement entered into between Wugang Hospital and Runjia Property Service (Wuhan) on November 4, 2022
“OT”	the “operate-transfer” model
“OT Hospital”	third-party hospital which we manage and operate under the OT model
“Parties”	CR Pharmaceutical and the Company, being the parties to each of the Supply Chain Cooperation Framework Agreement and the Supplemental Cooperation Framework Agreement
“PMM”	pharmaceuticals, medical device and medical consumables
“PMM Items”	pharmaceuticals, medical device, medical consumables and non-medical supply
“Properties”	Units 1401, 1403, 1403A, 1405, 1406, 1406A, 1406B, 1406C, 1407, 1407A, 1407B and 1502B on the 14th and 15th floor of China Resources Kunlun Center Office Building (which is located at No. 5, Courtyard No. 9, Fuyi Street, Fengtai District, Beijing), with a total leasable gross floor area of 3,122.68 sq. m.

DEFINITIONS

釋義

「京煤集團」	指	北京京煤集團有限責任公司，一家於中國成立之有限責任公司。京煤集團是北京能源集團有限責任公司的全資子公司，彼目前持有京煤醫院及下屬醫療機構的全部產權及舉辦權
「京煤醫院」	指	北京京煤集團總醫院
「京煤醫院集團」	指	京煤醫院及其附屬的一級醫院和社區診所的統稱
「上市規則」	指	聯交所證券上市規則
「物流服務框架協議」	指	萬榮億康與華潤醫藥商業於2024年2月8日簽訂之物流服務框架協議，據此華潤醫藥商業集團於該協議期限內將向本集團提供物流服務
「華潤集團成員公司」	指	華潤集團公司的成員公司（不包括本公司）
「標準守則」	指	上市規則附錄C3所載上市發行人董事進行證券交易的標準守則
「新武鋼物業服務協議」	指	武鋼醫院與潤加物業服務（武漢）於2024年2月8日簽署的物業服務協議
「提名委員會」	指	董事會提名委員會
「原武鋼物業服務協議」	指	武鋼醫院與潤加物業服務（武漢）於2022年11月4日簽署的物業服務協議
「OT」	指	「營運 — 移交」模式
「OT醫院」	指	本集團採用OT模式管理和營運的第三方醫院
「訂約方」	指	華潤醫藥及本公司，即供應鏈合作框架協議及補充合作框架協議各自之訂約方
「藥品、醫療器械及醫用耗材」	指	藥品、醫療器械及醫用耗材
「藥品、醫療器械及醫用耗材項目」	指	藥品、醫療器械、醫用耗材及非醫用供應品
「該等物業」	指	位於北京市豐台區福宜街9號院5號樓華潤崑崙中心寫字樓14層之1401、1403、1403A、1405、1406、1406A、1406B、1406C、1407、1407A、1407B單位及15層之1502B單位，總計可出租建築面積為3,122.68平方米

“Property Management Services Framework Agreement”	the property management services framework agreement entered into between the Company and CR Mixc on March 25, 2024
“Remuneration Committee”	the remuneration committee of the Board
“RMB”	Renminbi, the lawful currency of the PRC
“Runjia Property Service (Shenyang)”	Runjia Property Service (Shenyang) Co. Ltd.* (潤加物業服務(瀋陽)有限公司), a company incorporated in the PRC with limited liability and a wholly-owned subsidiary of CR Mixc
“Runjia Property Service (Wuhan)”	Runjia Property Service (Wuhan) Co. Ltd.* (潤加物業服務(武漢)有限公司), a company incorporated in the PRC with limited liability and a wholly-owned subsidiary of CR Mixc
“Runneng Medical”	Runneng Medical Management Co., Ltd.* (潤能醫療管理有限公司), a company incorporated in the PRC with limited liability and a subsidiary of the Company
“Runneng Medical Lease Agreement”	the lease agreement dated May 29, 2025 entered into between Runneng Medical and CR Land Hongjing Fengtai Branch
“Runying Property”	Runying Property Technology Service Co., Ltd.* (潤楹物業科技服務有限公司), a company incorporated in the PRC with limited liability and a wholly-owned subsidiary of CR Mixc
“Runying Property Group”	Runying Property and its subsidiaries
“Sales of Medical Supplies Framework Agreement”	the framework agreement dated June 19, 2025 in relation to the sales of medical supplies entered into between the Company and Chongqing Energy Healthcare
“SAR”	Special Administrative Region of the PRC
“SFO”	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
“Share(s)”	share(s) with par value of HK\$0.00025 each in the capital of our Company
“Shareholder(s)”	holder(s) of the Share(s)
“Share Award Scheme”	the share award scheme of the Company adopted by the Board pursuant to a resolution passed by the Board on July 7, 2014, as amended by the Board on May 25, 2015 and August 31, 2018, respectively
“Shenmei General Hospital Property Services Agreement”	the property services agreement entered into between Liaoning Healthcare Industry Group Shenmei General Hospital* (遼寧省健康產業集團沈煤總醫院) and Runjia Property Service (Shenyang) on August 1, 2023

DEFINITIONS

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「物業管理服務框架協議」	指	本公司與華潤萬象生活於2024年3月25日簽署之物業管理服務框架協議
「薪酬委員會」	指	董事會薪酬委員會
「人民幣」	指	人民幣，中國法定貨幣
「潤佳物業服務(瀋陽)」	指	潤佳物業服務(瀋陽)有限公司，一間於中國註冊成立的有限公司，並為華潤萬象生活之全資附屬公司
「潤加物業服務(武漢)」	指	潤加物業服務(武漢)有限公司，一間於中國註冊成立的有限公司，並為華潤萬象生活之全資附屬公司
「潤能醫療」	指	潤能醫療管理有限公司，一間於中國註冊成立的有限責任公司，本公司之附屬公司
「潤能醫療租賃協議」	指	潤能醫療及華潤置地弘景豐台分公司於2025年5月29日簽訂的租賃協議
「潤楹物業」	指	潤楹物業科技服務有限公司，一間於中國註冊成立的有限責任公司，並為華潤萬象生活之全資附屬公司
「潤楹物業集團」	指	潤楹物業連同其附屬公司
「醫療物資銷售框架協議」	指	本公司與重慶能投健康於2025年6月19日簽署的醫療物資銷售框架協議
「特別行政區」	指	中國的特別行政區
「證券及期貨條例」	指	香港法例第571章證券及期貨條例(經不時修訂、補充或以其他方式修改)
「股份」	指	本公司股本中每股面值0.00025港元的股份
「股東」	指	股份持有人
「股份獎勵計劃」	指	董事會根據董事會於2014年7月7日通過的一項決議案所採納的本公司股份獎勵計劃，經董事會分別於2015年5月25日及2018年8月31日修訂
「沈煤總醫院物業服務協議」	指	遼寧省健康產業集團沈煤總醫院與潤佳物業服務(瀋陽)於2023年8月1日簽署之物業服務協議

“Sponsored Hospital(s)”	the hospital(s) in the PRC whose sponsor is the Company or its subsidiary(ies)
“Stock Exchange”	the Stock Exchange of Hong Kong Limited
“Supplemental Cooperation Framework Agreement”	the supplemental cooperation framework agreement entered into between the Company and CR Pharmaceutical on April 26, 2024 in respect of supplemental particulars agreed in relation to the supply chain management services to be provided under Supply Chain Cooperation Framework Agreement
“Supply Chain Cooperation Framework Agreement”	the cooperation framework agreement entered into between CR Pharmaceutical and the Company on December 29, 2022 in respect of the supply chain management services
“Supply Chain Management Services”	the supply chain management services to be provided by the Group to CR Pharmaceutical Group under the Cooperation Framework Agreement 2026/2028
“Supply Chain Management Services Framework Agreement”	the supply chain management services framework agreement entered into between the Company and CR Healthcare on February 8, 2024, pursuant to which the Group shall provide supply chain management services to the hospitals of CR Healthcare (excluding the hospitals of the Group) during the term thereof
“Target Entities I”	the medical institutions affiliated to CR Healthcare
“Target Entities II”	the medical and nursing institutions affiliated to Chongqing Energy Healthcare
“Tiemei General Hospital Property Services Agreement”	the property services agreement entered into between Tie Coal Group General Hospital of Liaoning Health Industry Group* (遼寧省健康產業集團鐵煤總醫院) and Runjia Property Service (Shenyang) on July 1, 2023
“U.S. dollar”	United States dollar, the lawful currency of the United States of America
“WRYK”	Beijing Wan Rong Yi Kang Medical Co. Ltd.* (北京萬榮億康醫藥有限公司), a company incorporated in the PRC with limited liability and a wholly-owned subsidiary of the Company
“Wugang Hospital”	China Resources Wugang General Hospital* (華潤武鋼總醫院), a sponsored hospital under the Group
“Wugang Hospital Group”	collectively, Wugang Hospital, Wuhan Iron and Steel (Group) Corporation No. 2 Staff Hospital* (武漢鋼鐵(集團)公司第二職工醫院) and certain affiliated hospitals and community clinics

DEFINITIONS

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「舉辦權醫院」	指	其舉辦人為本公司或其附屬公司的中國醫院
「聯交所」	指	香港聯合交易所有限公司
「補充合作框架協議」	指	本公司與華潤醫藥就根據供應鏈合作框架協議所提供的供應鏈管理服務所協定補充詳情於2024年4月26日訂立的補充合作框架協議
「供應鏈合作框架協議」	指	華潤醫藥與本公司就供應鏈管理服務於2022年12月29日簽署的合作框架協議
「供應鏈管理服務」	指	本集團根據2026/2028合作框架協議向華潤醫藥集團提供的供應鏈管理服務
「供應鏈管理服務框架協議」	指	本公司與華潤健康於2024年2月8日簽訂之供應鏈管理服務框架協議，據此本集團於該協議期限內將向華潤健康下屬醫院（不含本集團下屬醫院）提供供應鏈管理服務
「目標機構I」	指	華潤健康下屬醫療機構
「目標機構II」	指	重慶能投健康所屬醫養機構
「鐵煤總醫院物業服務協議」	指	遼寧省健康產業集團鐵煤總醫院與潤佳物業服務（瀋陽）於2023年7月1日簽署之物業服務協議
「美元」	指	美元，美利堅合眾國法定貨幣
「萬榮億康」	指	北京萬榮億康醫藥有限公司，一間於中國註冊成立的有限責任公司，並為本公司之全資附屬公司
「武鋼醫院」	指	華潤武鋼總醫院，本集團下屬的舉辦權醫院
「武鋼醫院集團」	指	武鋼醫院、武漢鋼鐵（集團）公司第二職工醫院及其附屬的多家醫院及社區診所的統稱

“Xukuang Hospital Property Services Agreement”	the property services agreement entered into between Xuzhou Mining Hospital* (徐州市礦山醫院) and Runjia Property Service (Shanghai) Co. Ltd.* (潤加物業服務(上海)有限公司), a wholly-owned subsidiary of CR Mixc, on January 1, 2023
“Yan Hua Hospital”	Yan Hua Hospital* (北京燕化醫院)
“Yan Hua Hospital Investment Management Agreement”	the hospital investment management agreement dated February 4, 2008, which was supplemented in April 2008, December 2010, June 2011, July 2013, September 2013 and October 2013, and were entered into between CR Hospital Management & Consulting, Yan Hua Hospital and Yan Hua Phoenix
“Yan Hua IOT Agreement”	the hospital management right and investment framework agreement dated February 1, 2008 and the hospital investment management agreement dated February 4, 2008, both of which were supplemented in April 2008, December 2010, June 2011, June 2013, July 2013, September 2013 and October 2013, entered into by CR Hospital Management & Consulting with Yan Hua Hospital Group and Yan Hua Phoenix
“Yan Hua Phoenix”	Beijing Yan Hua Phoenix Healthcare Asset Management Co., Ltd.* (北京燕化鳳凰醫療資產管理有限公司), a limited liability company incorporated under the laws of the PRC on July 18, 2005
“Yanhua Parties”	Yan Hua Phoenix and Yan Hua Hospital

* Denotes English translation of the name of a Chinese entity is provided for identification purpose only.

In this report, the terms “associate”, “connected person”, “connected transaction”, “subsidiary” and “substantial shareholder” shall have the same meanings ascribed thereto under in the Listing Rules, unless the context otherwise requires.

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「徐礦醫院物業服務協議」	指	徐州市礦山醫院與潤加物業服務(上海)有限公司(華潤萬象生活下屬之全資附屬公司)於2023年1月1日簽署之物業服務協議
「燕化醫院」	指	北京燕化醫院
「燕化醫院投資管理協議」	指	由華潤醫院管理諮詢、燕化醫院以及燕化鳳凰簽訂的日期為2008年2月4日的醫院投資管理協議，於2008年4月、2010年12月、2011年6月、2013年7月、2013年9月及2013年10月經補充
「燕化IOT協議」	指	由華潤醫院管理諮詢、燕化醫院集團以及燕化鳳凰簽訂的日期為2008年2月1日的醫院管理權利與投資框架協議，及日期為2008年2月4日的醫院投資管理協議的統稱，於2008年4月、2010年12月、2011年6月、2013年6月、2013年7月、2013年9月及2013年10月經補充
「燕化鳳凰」	指	北京燕化鳳凰醫療資產管理有限公司，一間於2005年7月18日根據中國法律註冊成立的有限責任公司
「燕化方」	指	燕化鳳凰及燕化醫院

在本報告中，除文義另有所指外，「聯繫人」、「關連人士」、「關連交易」、「附屬公司」及「主要股東」應具有上市規則所賦予該等詞彙的相同涵義。



華潤醫療控股有限公司

China Resources Medical Holdings Company Limited



This annual report is printed on environmental friendly paper
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