星盛商業
E-STAR COMMERCIAL

星盛商業管理股份有限公司
E-STAR COMMERCIAL MANAGEMENT COMPANY LIMITED

(Incorporated in the Cayman Islands with limited liability)
Stock Code: 6668

INTERIM REPORT
2026

CONTENTS

CORPORATE INFORMATION

BOARD OF DIRECTORS

Executive Directors

Mr. Huang De-Lin Benny *(Chairman)*
Mr. Chen Qunsheng *(Chief Executive Officer)*
Mr. Ma Chaoqun *(resigned on 31 March 2026)*

Non-executive Directors

Mr. Huang De'An Tony
Mr. Liu Jun *(resigned on 31 March 2026)*
Ms. Ou Qunping *(appointed on 31 March 2026)*

Independent non-executive Directors

Dr. Zhang Jinghua
Mr. Guo Zengli
Ms. Wan Hoi Lam

COMMITTEES

Audit Committee

Ms. Wan Hoi Lam *(Chairman)*
Mr. Liu Jun *(resigned on 31 March 2026)*
Ms. Ou Qunping *(appointed on 31 March 2026)*
Mr. Guo Zengli

Remuneration Committee

Mr. Guo Zengli *(Chairman)*
Dr. Zhang Jinghua
Mr. Liu Jun *(resigned on 31 March 2026)*
Ms. Ou Qunping *(appointed on 31 March 2026)*

Nomination Committee

Mr. Huang De-Lin Benny *(Chairman)*
Mr. Guo Zengli
Dr. Zhang Jinghua

AUTHORISED REPRESENTATIVES

Mr. Huang De-Lin Benny
Ms. Xu Jing

COMPANY SECRETARY

Ms. Xu Jing

INDEPENDENT AUDITOR

Deloitte Touche Tohmatsu
Registered Public Interest Entity Auditors
35th Floor, One Pacific Place
88 Queensway
Hong Kong

REGISTERED OFFICE

71 Fort Street
PO Box 500
George Town
Grand Cayman
KY1-1106
Cayman Islands

PLACE OF BUSINESS IN HONG KONG

Room 1704, 17/F, Wing On Centre
111 Connaught Road Central
Sheung Wan
Hong Kong

PRINCIPAL PLACE OF BUSINESS IN THE PRC

33rd Floor, Building A
Galaxy World
1 Yabao Road
Longgang District, Shenzhen
Guangdong Province
PRC

PRINCIPAL SHARE REGISTRAR

Appleby Global Services (Cayman) Limited
71 Fort Street
PO Box 500
George Town
Grand Cayman
KY1-1106
Cayman Islands

HONG KONG BRANCH SHARE REGISTRAR

Tricor Investor Services Limited
17/F, Far East Finance Centre
16 Harcourt Road
Hong Kong

PRINCIPAL BANKS

Agricultural Bank of China Limited
UBS AG Hong Kong Branch
Ping An Bank Co., Ltd.

COMPANY'S HONG KONG LEGAL ADVISOR

Eric Chow & Co. in Association with Commerce
& Finance Law Offices

COMPANY'S WEBSITE

www.g-cre.com

MANAGEMENT DISCUSSION & ANALYSIS

OVERVIEW

E-Star Commercial Management Company Limited (the "**Company**", together with its subsidiaries, the "**Group**") is a leading commercial property operational service provider in the Greater Bay Area with a national presence. As of 30 June 2026, the Group provided services for 51 commercial property projects located in 18 cities in China, with an aggregate contracted gross floor area ("**GFA**") of approximately 2.39 million square meters ("**sq.m.**") (excluding the GFA under nine consultancy services projects), approximately 41.8% of which was developed or owned by independent third parties. Among them, 26 retail commercial properties have been opened with an aggregate opened GFA of approximately 1.48 million sq.m..

The Group owns a comprehensive and highly-recognised brand system, primarily including "COCO Park" for city shopping centers (城市型購物中心) targeting consumers in the city, "COCO City" and "iCO" for regional shopping centers (區域型購物中心) targeting consumers within a five-kilometer radius from such shopping centers, "COCO Garden" for community shopping centers (社區型購物中心) targeting consumers within a one-to-three-kilometer radius from such shopping centers and "Top Living (第三空間)" for its high-end home furnishing shopping center.

The Group has been widely recognised in the market for its brand system and operating strength with various honours received. In the first half of 2026, the Group attained awards including "China's Top Ten Commercial Property Developers 2026" (2026中國商業地產運營十強企業) and "China's Top 100 Commercial Property Enterprises 2026" (2026中國商業地產百強企業) by China Index Academy (中指院), "2025 Star Excellence Awards – Star Excellence Awards for Innovative Commercial Property Management Companies" (2025年度星秀榜—運營創新商管企業星秀榜) by Mall China, "2026 CCFA Golden Lily Best Practice Five-Star Case for Shopping Malls" (2026年CCFA金百合購物中心最佳實踐五星案例) by CCFA, "Company of the Year for Operational and Management Excellence" (年度卓越運營管理企業) by Winshang.com and Gelonghui Golden Grid Award - Outstanding ESG Environmentally Friendly Enterprise (格隆匯 • 金格獎—ESG環境友好卓越企業) by Gelonghui. Additionally, Shenzhen Galaxy WORLD • COCO Park (深圳星河WORLD • COCO Park) was awarded the "National Platinum Certificate for Compliance with the Evaluation Standards for Green, Low-Carbon and Sustainable Development of Commercial Complexes and Shopping Centres" (《商業綜合體購物中心綠色低碳與可持續發展評價規範》全國貫標應用鉑金級證書) by Mall China, whilst Shenzhen Longgang Galaxy COCO Park (深圳龍崗星河COCO Park) received the "2026 Outstanding Performance in Overall Retail Commercial Strength Award" (2026 零售商業綜合實力卓越表現) from the Viewpoint Index Research Institute.

BUSINESS REVIEW

The Group is a commercial property operational service provider focusing on improving the results of operations of commercial properties, primarily shopping centers, shopping streets and commercial complex, for property owners through its professional management. Its commercial property operational services comprise:

- market positioning, design and construction consultancy and tenant sourcing services: primarily including market positioning, business planning consultancy, design and construction consultancy and tenant sourcing services;

- operational management services: primarily including formulating operation strategies, conducting marketing and promotional events, tenant management services, property management services and rent collection services;

- property leasing services: including sublease of commercial spaces in the commercial properties managed under the sublease service model to tenants; and

- value-added services: primarily including management of common areas in the shopping centers which customers can rent for a short period for pop-up shops and promotional settings, and management of advertising spaces, such as LED boards and interior and exterior facades of the shopping centers.

The Group provides commercial property operational services under three operational models, namely, the entrusted management service model, the brand and management output service model and the sublease service model. Under different operational models, the Group has different levels of involvement in the management of commercial properties and provides different combinations of services to different customer groups.

BUSINESS REVIEW *(Continued)*

Entrusted management service model

Under this model, it was entrusted by the property owners with full authority to manage the commercial properties. The Group employs the entire management team, including the general project manager and members of functional departments.

- Services: The Group provides (i) market positioning, design and construction consultancy and tenant sourcing services; (ii) operational management services; and (iii) value-added services.

- Customers: The Group's customers include (i) property owners; (ii) tenants; and (iii) relevant customers in respect of value-added services.

- Revenue sources: The Group's revenue sources include (i) fixed fees for positioning, construction consultancy and tenant sourcing services from property owners; (ii) a pre-agreed percentage of the revenue or profit, and/or a fixed fee, for operational management services from property owners; (iii) management fees for operational management services from tenants; and (iv) common area use fees for valued-added services from relevant customers.

- Cost structure: The Group bears the operating costs of managing the commercial property.

The entrusted management service model offers the Group a higher level of autonomy in managing the project, which it believes can achieve better operating results and increase its revenue, and limits its credit risk as certain cash flows may pass through.

Brand and management output service model

Under this model, the Group, as professional managers, manages commercial properties for the property owners. It only employs the core management team for the projects, usually consisting of the general project manager and/or heads of certain functional departments. The property owner is responsible for employing most of the project personnel. The core management team assigned by the Group will lead and supervise the project personnel employed by property owners in managing the project.

- Services: The Group's services include (i) positioning, construction consultancy and tenant sourcing services; and (ii) operational management services.

- Customers: The Group's customers only include property owners.

- Revenue sources: The Group's revenue sources include (i) fixed fees for positioning, construction consultancy and tenant sourcing services from property owners; and (ii) a pre-agreed percentage of the revenue and/or profit, and/or a fixed fee, for operational management services from property owners.

- Cost structure: The Group only bears its staff costs related to the projects, a portion of which will be reimbursed by the property owners, and the property owners bear the operating costs of managing the commercial properties.

Under this model, the Group does not need to inject substantial capital and human resources, which results in a generally higher gross profit margin as compared to the other two models and facilitates its fast geographic expansion.

BUSINESS REVIEW *(Continued)*

Sublease service model

Under this model, the Group leases the commercial property from the property owner and subleases commercial spaces within the commercial property to tenants. The Group is solely responsible for the management and operating results of the commercial property, and employs the entire management team of the project.

- Services: The Group's services include (i) property leasing services; (ii) operational management services; and (iii) value-added services.
- Customers: The Group's customers include (i) tenants; and (ii) relevant customers in respect of value-added services.
- Revenue sources: The Group's revenue sources include (i) rent from tenants; (ii) management fees for operational management services from tenants; and (iii) common area use fees for value-added services from relevant customers.
- Cost structure: The Group bears the operating costs of managing the commercial properties and pays rent to the property owner periodically.

Under the sublease service model, the Group may offer to renovate or decorate the commercial property in accordance with the lease agreement with the property owner. The sublease service model can maximise the Group's income from a project, which at the same time exposes it to higher risks. As a result, the Group takes a very prudent approach in adopting the sublease service model and consider adopting such model for projects with high growth potential.

The table below sets forth the breakdown of the Group's total contracted GFA and number of commercial properties as at the dates by operational model for the period indicated:

	As of 30 June 2026		As of 31 December 2025	
	Number of properties	**Contracted GFA ('000 sq.m.)**	Number of properties	Contracted GFA ('000 sq.m.)
Entrusted management services	**11**	**889**	11	878
Brand and management output services[1]	**33**	**1,029**	33	1,137
Sublease services[1]	**7**	**477**	8	521
Total	**51**	**2,395**	52	2,536

Note:

(1) In the first half of 2026, the Group conducted a comprehensive assessment from the perspective of its interests as a whole and took the initiative to negotiate with the property owners of Zhongshan Tianyi Galaxy COCO City (中山天奕星河COCO City) and completed the rescission of the contract. Meanwhile, the operational model of Changzhou Wujin Hutang Galaxy COCO City (常州武進湖塘星河COCO City) has shifted from sublease services to brand and management output services.

BUSINESS REVIEW *(Continued)*

Projects in Operation

The table below sets forth the opened retail commercial property projects of the Group as at 30 June 2026:

	Commercial property	Location	Opening date (Month-Year)	Shopping Mall (sq.m.)	Car Park (sq.m.)	Total GFA in operation (sq.m.)	Operational model	Property owner
1.	Shenzhen Futian Galaxy COCO Park (North) (深圳福田星河COCO Park(北區))	Shenzhen	September 2006	45,987	21,658	67,645	Entrusted management service	Galaxy Holding Group Co., Ltd.* (星河控股集團有限公司) ("**Galaxy Holding**") and its associates
2.	Shenzhen Galaxy Top Living (深圳星河第三空間)	Shenzhen	May 2007	27,988	–	27,988	Entrusted management service	Galaxy Holding and its associates
3.	Shenzhen Galaxy Center (深圳星河中心)	Shenzhen	April 2008	72,605	–	72,605	Brand and management output service	Galaxy Holding and its associates
4.	Shenzhen Longgang Galaxy COCO Park (深圳龍崗星河COCO Park)	Shenzhen	September 2012	79,506	90,186	169,692	Entrusted management service	Galaxy Holding and its associates
5.	Shenzhen Longhua Galaxy COCO City (深圳龍華星河COCO City)	Shenzhen	November 2014	45,182	123,222	168,404	Entrusted management service	Galaxy Holding and its associates
6.	Shenzhen Longhua Galaxy iCO (深圳龍華星河iCO)	Shenzhen	December 2015	54,037	–	54,037	Brand and management output service	Independent Third Party property developers
7.	Changzhou Galaxy International Phase III Project (常州星河國際三期項目)	Changzhou	August 2016	16,990	–	16,990	Brand and management output service	Galaxy Holding and its associates
8.	Changzhou Wujin Hutang Galaxy COCO City (常州武進湖塘星河COCO City)	Changzhou	August 2016	43,632	–	43,632	Brand and management output service	Galaxy Holding and its associates
9.	Huizhou Galaxy COCO Garden (惠州星河COCO Garden)	Huizhou	September 2017	32,899	9,135	42,034	Brand and management output service	Galaxy Holding and its associates
10.	Ordos Galaxy COCO City (鄂爾多斯星河COCO City)	Ordos	October 2017	81,522	–	81,522	Brand and management output service	Independent Third Party property developers
11.	Shenzhen Galaxy WORLD • COCO Park (深圳星河WORLD • COCO Park)	Shenzhen	September 2018	39,721	–	39,721	Entrusted management service	Galaxy Holding and its associates
12.	Shenzhen Futian Galaxy COCO Park (South) (深圳福田星河COCO Park(南區))	Shenzhen	July 2020	43,239	–	43,239	Entrusted management service	Galaxy Holding and its associates
13.	Shenzhen Longhua Galaxy COCO Garden (深圳龍華星河COCO Garden)	Shenzhen	August 2020	3,618	–	3,618	Brand and management output service	Galaxy Holding and its associates
14.	Shenzhen Shajing Galaxy COCO Garden (深圳沙井星河COCO Garden)	Shenzhen	August 2020	8,557	–	8,557	Brand and management output service	Independent Third Party property developers
15.	Dongguan Galaxy COCO Garden (東莞星河COCO Garden)	Dongguan	October 2021	10,901	–	10,901	Brand and management output service	Independent Third Party property developers
16.	Jiaxing Galaxy COCO City (嘉興星河COCO City)	Jiaxing	July 2022	81,504	–	81,504	Sublease service	Independent Third Party property developers
17.	Guangzhou Nansha Dachong Galaxy COCO Garden (廣州南沙大涌星河COCO Garden)	Guangzhou	October 2022	18,029	–	18,029	Brand and management output service	Galaxy Holding and its associates
18.	Asian Financial Center Project (亞洲金融中心項目)	Guangzhou	November 2022	31,301	937	32,238	Brand and management output service	Galaxy Holding and its associates
19.	Commercial facilities of Shenzhen Galaxy WORLD Industrial Park (深圳星河WORLD產業園底商)	Shenzhen	April 2023	7,515	–	7,515	Brand and management output service	Galaxy Holding and its associates

* *For identification purpose only.*

BUSINESS REVIEW *(Continued)*

Projects in Operation *(Continued)*

	Commercial property	Location	Opening date (Month-Year)	Shopping Mall (sq.m.)	Car Park (sq.m.)	Total GFA in operation (sq.m.)	Operational model	Property owner
20.	Xiamen Galaxy COCO Park (廈門星河COCO Park)	Xiamen	May 2023	73,507	28,834	102,341	Sublease service	Independent Third Party property developers
21.	Rizhao Galaxy iCO (日照星河iCO)	Rizhao	September 2023	56,611	–	56,611	Entrusted management service	Independent Third Party property developers
22.	Guangzhou Nansha Galaxy COCO Park (廣州南沙星河COCO Park)	Guangzhou	December 2023	96,018	–	96,018	Entrusted management service	Galaxy Holding and its associates
23.	Jiangyin Galaxy COCO City (江陰星河COCO City)	Wuxi	December 2023	51,226	–	51,226	Sublease service	Galaxy Holding and its associates
24.	Guangzhou Health Port Galaxy COCO Park (廣州健康港星河COCO Park)	Guangzhou	January 2024	115,802	–	115,802	Brand and management output service	Independent Third Party property developers
25.	Shanghai Pudong Galaxy COCO Garden (上海浦東星河COCO Garden)	Shanghai	May 2024	4,500	–	4,500	Brand and management output service	Galaxy Holding and its associates
26.	Shenzhen Guangming Galaxy COCO City (深圳光明星河COCO City)	Shenzhen	December 2025	60,318	–	60,318	Sublease service	Independent Third Party property developers
	Total			1,202,715	273,972	1,476,687		

The table below sets forth a breakdown of the Group's total contracted GFA as at the dates, and total revenue by geographic region for the period indicated:

	As at/for the six months ended 30 June 2026				As at/for the six months ended 30 June 2025			
		Contracted GFA	**Revenue**			Contracted GFA	Revenue	
Region	**No. of properties**	**sq.m.**	**RMB**	**%**	No. of properties	sq.m.	RMB	%
	(in thousands, except for numbers of properties and percentages)							
Greater Bay Area[1]	**31**	**1,323**	**223,958**	**79.8**	32	1,500	212,938	74.9
– Shenzhen	***20***	***848***	***202,622***	***72.2***	*19*	*777*	*186,135*	*65.5*
Yangtze River Delta[2]	**9**	**347**	**31,077**	**11.1**	9	422	42,499	15.0
Central China region[3]	**1**	**–**	**–**	**–**	1	–	–	–
Other regions[4]	**10**	**725**	**25,446**	**9.1**	10	725	28,792	10.1
Total[5]	**51**	**2,395**	**280,481**	**100.0**	52	2,647	284,229	100.0

Notes:

(1) Includes Shenzhen, Guangzhou, Zhongshan, Huizhou, Dongguan, Zhuhai and Maoming.

(2) Includes Shanghai, Nanjing, Changzhou, Wuxi, Jiaxing and Lu'an.

(3) Includes Wuhan.

(4) Include Jieyang, Tianjin, Ordos, Chengdu, Rizhao, Xiamen and Jining.

(5) Contracted GFA as of 30 June 2026 and 30 June 2025 excluded the GFA of nine and eight consultancy service projects, respectively.

BUSINESS REVIEW *(Continued)*

Projects in Operation *(Continued)*

The table below sets forth average occupancy rate and GFA in operation of retail commercial properties that have commenced operation as at the respective dates:

Product category	Average occupancy rate[1] 30 June 2026 %	30 June 2025 %	Area of shopping centers in operation[2] 30 June 2026 ('000 sq.m.)	30 June 2025 ('000 sq.m.)
COCO Park	**92.8**	93.9	**494**	494
COCO City and iCO	**91.7**	90.9	**474**	576
Others	**95.2**	93.7	**235**	235
Total	**92.8**	92.5	**1,203**	1,305

Notes:

(1) The occupancy rate is calculated based on internal records and is calculated by dividing the actual leased area of retail commercial properties at the end of each relevant period by the available leased area. The occupancy rate is only applicable to retail commercial properties that the Group has provided tenant solicitation services, and the occupancy rate may fluctuate in different periods within a year.

(2) The area excludes car parking area.

WORK PLAN FOR THE SECOND HALF OF THE YEAR

In 2026, E-Star Commercial officially launched a new chapter of its "15th Five-Year Plan" with "Year of Lean Management" as its core theme. The Company has integrated lean management principles throughout its entire operational chain. Focusing on six key areas —"enhancing operational efficiency, revitalizing existing assets, preparing and launching new projects, empowering operations with digital and intelligent technologies, deepening regional expansion, and implementing ESG principles" — the Company will carry out its work to promote the simultaneous improvement of operational quality, asset returns, and brand value.

1. Lean management drives comprehensive quality and efficiency improvements

Adhering to a lean management approach, we continue to strengthen our comprehensive operational management capabilities. Relying on the five-step lean management methodology —"One Strategy per Store; Recruitment and Staffing Optimization; Service Excellence; Digital and Intelligent Efficiency Enhancement; and Social Circle Engagement"— we are fully implementing and advancing these initiatives.

One strategy per store; differentiated breakthroughs: Guided by the goal of maximizing the profitability of individual projects, we formulate tailored operational and cost strategies by category, dynamically track operational metrics, break down and assign specific operational targets, and achieve precise control.

Recruitment and staffing optimization to enhance asset value: We are advancing brand upgrades, revitalizing business formats, and reducing vacant spaces. We actively attract flagship stores and benchmark brands, implement a "one-store-one-strategy" approach, continuously optimize the on-site experience, and drive steady increases in rent and occupancy rates.

WORK PLAN FOR THE SECOND HALF OF THE YEAR *(Continued)*

1. Lean management drives comprehensive quality and efficiency improvements *(Continued)*

Service excellence to strengthen customer loyalty: Establish a comprehensive service system covering merchants, consumers, and members; empower merchants' operations; optimize the shopping environment; deepen member engagement; and continuously enhance customer retention and repeat purchases.

Digital and intelligent efficiency enhancement to empower business decisions: Deepen the application of smart retail systems, expand intelligent use cases, achieve data-driven visualized operations, and enhance the precision of management.

Expanding reach through content to unlock additional traffic: Create distinctive social consumption experiences, enrich themed events and cross-industry collaborations, cultivate private-domain traffic, expand the project's influence, and drive growth in foot traffic and sales.

2. Precision adjustments to unlock new momentum for assets

Through a dual-pronged approach of targeted adjustments and positioning refinement, we are driving a steady rise in the benchmark status of existing projects.

Renovation and revitalization of the former supermarket area in Shenzhen Futian Galaxy COCO Park (North) (深圳福田星河COCO Park (北區)): Focusing on a youth-oriented, trendy, and experiential positioning, we are moving full steam ahead with the renovation and upgrade of the former supermarket area. We optimized the mix of retail formats, introduced high-quality flagship brands and innovative experiential concepts to create a new regional consumer landmark; strictly controlled project progress, quality, and safety to efficiently advance renovation work and brand rollouts; and simultaneously planned grand opening marketing campaigns to ensure a rapid surge in foot traffic following the area's revitalization, thereby enhancing the project's overall value.

Renovation and upgrade of the supermarket area of Shenzhen Longhua Galaxy COCO City (深圳龍華星河COCO City): Centered on convenience, quality, and immersive experiences, the renovation and upgrade of the supermarket area has been completed. The mix of retail formats has been optimized to enhance product quality and service experiences, meeting the needs of the surrounding family customers; construction management has been standardized to ensure the mall's normal operations during the renovation; and brand onboarding and grand opening preparations have been accelerated to establish a new benchmark for convenient local shopping and strengthen the project's core competitiveness.

3. Anchoring key milestones to drive high-quality implementation of new projects

Focusing on the pre-opening goals of new projects, we will make every effort to ensure on-time openings, smooth implementation, and effective operations.

Opening push: Make every effort to ensure the on-time, high-quality, and smooth openings of the two major projects: Phase II of Shenzhen Galaxy WORLD • COCO Park (深圳星河WORLD • COCO Park) and Shenzhen Longgang Galaxy COCO City (深圳龍崗星河COCO City).

Preparation and advancement: Steadily advance all preparatory work for Nanjing Galaxy COCO City (南京星河COCO City), focusing on initial positioning, tenant recruitment, and team building.

Mechanism support: Establish a countdown management mechanism for openings, break down preparatory tasks item by item, clarify responsibilities across all departments, and ensure a closed-loop approach to all tasks to guarantee that "every new project that opens is a success."

WORK PLAN FOR THE SECOND HALF OF THE YEAR *(Continued)*

4. Digital-intelligence integration to empower operational management upgrades

Deepening the integration of smart retail and AI technology, we fully rolled out a new ERP system to drive business operations through technology.

In-depth exploration of smart retail + AI technology: Continuously advance smart retail innovation and deepen the implementation of AI technology across all commercial operation scenarios. Leverage AI algorithms to achieve precision marketing, foot traffic forecasting, brand analysis, and intelligent energy consumption control; optimize integrated online-offline consumption scenarios to enhance convenience and the customer experience; use technology to reduce operating costs and improve operational efficiency, setting a new benchmark for smart commerce.

Full rollout of the new ERP system: We are continuing to advance the full rollout of the new ERP system to achieve integration of business and financial operations, streamlined workflows, and seamless data exchange. We have completed the entire implementation process, including system debugging, data migration, company-wide training, and practical implementation; we have integrated business modules such as investment promotion, operations, finance, cost management, and assets to standardize management processes, ensure accurate data accounting, and provide scientific decision-making support; leveraging the launch of the new ERP system as an opportunity, we are strengthening our management foundation and comprehensively enhancing the refined and digital management at the Company's level.

5. Strengthening regional focus to drive expansion breakthroughs

Focusing on the core regions of the Guangdong-Hong Kong-Macao Greater Bay Area and the Yangtze River Delta, we will concentrate our efforts on four key project categories — benchmark shopping centers, cultural and tourism-oriented commercial projects, non-standard commercial projects, and community-based commercial projects — to deepen our market penetration and consolidate our core business.

Innovative cooperation models: Driven by innovation, we will expand asset-light cooperation through new models such as modular partnerships and end-to-end advisory services, thereby refining our partnership system of diversified channel.

Seizing opportunities with precision: Closely monitoring market changes, precisely identifying high-quality project opportunities, continuously improving expansion outcomes, and consolidating the Company's leading position in commercial management within core regions.

6. Practicing ESG principles to drive sustainable development

We are unwavering in integrating ESG principles throughout the entire commercial operations chain and actively fulfilling our commitment to sustainable development.

Adhering to green and low-carbon principles; anchoring the "dual carbon" action path: We integrate energy conservation and carbon reduction throughout our operations, continuously optimizing environmental performance through refined energy consumption management and the adoption of cutting-edge energy-saving technologies. We continue to deepen the "Sustainable Exploration Initiative," using "Zero-Waste Commercial Districts" and "Circular Cities" as practical platforms to drive the transformation of commercial spaces into green ecological spaces and support urban low-carbon transformation.

Creating long-term value and building a win-win business ecosystem: Centering on the five key directions of "Sustainable Governance, Low-Carbon Operations, Quality Service, People-Centric Approach, and Harmonious Co-Construction," we systematically advance the in-depth implementation of ESG principles across all business scenarios. We focus on employees' professional growth by establishing diverse career development pathways; deepen community engagement to invigorate local vitality; and collaborate with merchants to jointly advocate for sustainable consumption patterns. By connecting business, people, and the city through a sense of responsibility, we continuously infuse enduring and steady positive energy into social progress and urban prosperity.

EVENTS AFTER REPORTING PERIOD

There are no significant events subsequent to 30 June 2026 that have material impact on the Group's operating and financial performance as at the date of this report.

FINANCIAL REVIEW

Revenue

For the six months ended 30 June 2026, the Group's revenue amounted to approximately RMB280.5 million, representing a period-on-period decrease of approximately 1.3%.

The table below sets forth the breakdown of the Group's total revenue by operational model for the periods indicated:

	For the six months ended 30 June			
	2026		2025	
	(Unaudited) RMB'000	%	(Unaudited) RMB'000	%
Entrusted management services	174,305	62.1	185,706	65.3
Brand and management output services	33,647	12.0	34,439	12.1
Sublease services	72,529	25.9	64,084	22.6
Total	280,481	100.0	284,229	100.0

- Entrusted management services: For the six months ended 30 June 2026, revenue from entrusted management services amounted to approximately RMB174.3 million, representing a period-on-period decrease of approximately 6.1% and accounting for approximately 62.1% of the total revenue of the Group. The revenue from entrusted management service decreased primarily due to the operational adjustments implemented to its core projects currently in operation by the Company in consideration of long-term sustainable growth, putting pressure on short-term revenue. Although these adjustments have had a temporary impact on the financial performance in the current period, they lay a structural foundation for steady future development.

- Brand and management output services: For the six months ended 30 June 2026, revenue from brand and management output services amounted to approximately RMB33.6 million, representing a period-on-period decrease of approximately 2.3% and accounting for approximately 12.0% of the total revenue of the Group. The decrease in the revenue from brand and management output services was primarily attributable to the offsetting effects of two factors: the shift of the operational model for Changzhou Wujin Hutang Galaxy COCO City (常州武進湖塘星河COCO City) from sublease services to brand and management output services (positive contribution) and the withdrawal of the Zhongshan Tianyi Galaxy COCO City (中山天奕星河COCO City) project (negative offset).

- Sublease services: For the six months ended 30 June 2026, revenue from sublease services amounted to approximately RMB72.5 million, representing a period-on-period increase of approximately 13.2% and accounting for approximately 25.9% of the total revenue of the Group. The increase in revenue from sublease services was mainly due to the contribution of the operating income from the project of sublease services newly launched (Shenzhen Guangming Galaxy COCO City (深圳光明星河COCO City)), partly offset by the shift of the operational model of Changzhou Wujin Hutang Galaxy COCO City (常州武進湖塘星河COCO City).

FINANCIAL REVIEW *(Continued)*

Cost of Services

For the six months ended 30 June 2026, the Group's cost of services amounted to approximately RMB138.3 million, representing a period-on-period increase of approximately 2.0%, which was mainly due to the increase in operating cost as a result of the project of sublease services newly launched (Shenzhen Guangming Galaxy COCO City (深圳光明星河COCO City)), as well as the shift of the operational model of Changzhou Wujin Hutang Galaxy COCO City (常州武進湖塘星河COCO City) from sublease services to brand and management output service, resulting in the decrease in operating cost. Coupled with the decrease in operating costs of various projects (such as staff costs, environmental expenses and energy costs) through refined operations aimed at reducing costs and improving efficiency, resulting in a slight increase in cost of services.

Gross Profit and Gross Profit Margin

For the six months ended 30 June 2026, the Group's gross profit amounted to approximately RMB142.2 million, representing a period-on-period decrease of approximately 4.4%.

The table below sets forth the gross profit and the respective gross profit margins by operational model for the periods indicated:

	For the six months ended 30 June			
	2026		2025	
	(Unaudited)		(Unaudited)	
	RMB'000	**%**	RMB'000	%
Entrusted management services	**100,792**	**57.8**	107,144	57.7
Brand and management output services	**25,369**	**75.4**	25,835	75.0
Sublease services	**16,001**	**22.1**	15,702	24.5
Total	**142,162**	**50.7**	148,681	52.3

For the six months ended 30 June 2026, the overall gross profit margin amounted to approximately 50.7%, representing a decrease of approximately 1.6 percentage points as compared with approximately 52.3% for the corresponding period of 2025,which was primarily due to an increase in the contribution of revenue from sublease services, which have low gross profit margins, resulting in a slight decline in the overall gross profit margin.

- The gross profit margins of entrusted management services and brand and management output services remained relatively stable as compared to the corresponding period in 2025.

- Sublease services: For the six months ended 30 June 2026, the gross profit margin amounted to approximately 22.1%, representing a decrease of approximately 2.4 percentage points as compared with approximately 24.5% for the corresponding period of 2025. The decrease in the gross profit margin was primarily due to a certain rent-free period for operation granted to tenants of the sublease services project newly launched (Shenzhen Guangming Galaxy COCO City (深圳光明星河COCO City)), resulting in the slight decrease in the gross profit margin of sublease services.

Other Income

For the six months ended 30 June 2026, other income amounted to approximately RMB14.6 million, primarily representing interest income from fixed-term bank deposits.

Other Gains and Losses

For the six months ended 30 June 2026, net other losses amounted to approximately RMB0.2 million, primarily representing gain from fair value changes of financial assets at fair value through profit or loss and foreign exchange loss.

FINANCIAL REVIEW *(Continued)*

Impairment Losses Recognised under Expected Credit Loss Model, Net of Reversal

For the six months ended 30 June 2026, the Group's impairment losses recognised under expected credit loss model amounted to approximately RMB0.5 million (six months ended 30 June 2025: impairment losses recognised under expected credit loss model amounted to approximately RMB0.7 million), mainly due to the change of estimation on future collection of trade receivables according to the facts and circumstances in respect of the projects during the reporting period.

Selling Expenses

For the six months ended 30 June 2026, the Group's selling expenses amounted to approximately RMB7.0 million, representing a period-on-period increase of approximately 5.2%. This was primarily due to the commencement of the operation of Shenzhen Guangming Galaxy COCO City (深圳光明星河COCO City) at the end of last year, which led to an increase in marketing and promotional activities for the project, resulting in higher selling expenses.

Administrative Expenses

For the six months ended 30 June 2026, the Group's administrative expenses amounted to approximately RMB23.0 million, representing a period-on-period decrease of approximately 12.8%, primarily due to the continued optimization of its organizational structure and the enhancement of management effectiveness, resulting in a decrease in administrative expenses.

Finance Costs

The Group's finance costs mainly refer to interest expense on lease liabilities recognised in accordance with HKFRS 16 "Leases" ("**HKFRS 16**") in respect of subleased projects.

For the six months ended 30 June 2026, the Group's finance costs amounted to approximately RMB17.8 million, which was largely unchanged from the same period of the previous year.

Income Tax Expense

For the six months ended 30 June 2026, the Group's effective income tax rate was approximately 22.0%, which was largely unchanged from the same period of the previous year.

Profit for the period

The Group's profit for the six months ended 30 June 2026 amounted to approximately RMB84.4 million, representing a period-on-period decrease of approximately 2.0%. The profit attributable to the owners of the Company amounted to approximately RMB85.1 million, representing a period-on-period decrease of approximately 2.1%.

FINANCIAL REVIEW *(Continued)*

Trade and other receivables

The Group's trade and other receivables primarily arose from trade receivables arising from commercial property operational services within the shopping centers, shopping streets and commercial complexes, rental deposits, receivables from third-party payment platforms, other tax recoverable, prepayments and others. As at 30 June 2026, excluding rental deposits, the current portion of the Group's trade and other receivables amounted to approximately RMB35.4 million, representing a year-on-year decrease of approximately 1.4% as compared with that of approximately RMB35.9 million as at 31 December 2025, which was mainly attributable to the Group's proactive collection efforts on various receivables, resulting in a decrease in trade receivables.

Trade and other payables

The Group's trade and other payables primarily represent amounts due to suppliers/ subcontractors as well as related parties for the purchase of services and goods, receipts on behalf of tenants, deposits received from tenants, salary payables, payables for leasehold improvements and others. As at 30 June 2026, the Group's trade and other payables amounted to approximately RMB239.0 million, representing a decrease of approximately 13.7% as compared with that of RMB276.9 million as at 31 December 2025, primarily due to the decrease in salary payables to employees as a result of the payment of the year-end bonus provided in the previous year, the decrease in the balance of receipts on behalf of tenants as a result of return of receipts on behalf of tenants and was offset by an increase in payables for construction projects resulting from increased renovation expenditures for sublease projects.

Investment properties

The Group's investment properties mainly refer to the right-of-use assets recognised in accordance with HKFRS 16 in respect of subleased projects and renovation expenditures for sublease projects. As at 30 June 2026, the Group's investment properties amounted to approximately RMB799.5 million, which was largely unchanged from that of approximately RMB797.1 million as at 31 December 2025.

Charge of assets

As at 30 June 2026, none of the assets of the Group were being charged.

Contingent liabilities

As at 30 June 2026, the Group did not have any significant contingent liabilities.

Liquidity and capital resources

The Group has maintained stable financial position and sufficient liquidity and bank balances. As at 30 June 2026, the Group's short-term bank deposits, financial assets at fair value through profit or loss, debt instrument at amortised cost and cash and cash equivalents amounted to approximately RMB1,357.2 million, representing an increase of approximately 1.0% as compared with that of approximately RMB1,343.4 million as at 31 December 2025, the increase was principally due to the increase in operating income for the six months ended 30 June 2026, which was offset by renovation expenditures for sublease projects. The management believes that the Group's financial resources and future revenue will be sufficient to support the current working capital requirements and future expansion of the Group.

Bank loans and other borrowings

As at 30 June 2026, the Group had no bank loans and other borrowings (31 December 2025: nil).

FINANCIAL REVIEW *(Continued)*

Gearing ratio

Gearing ratio is calculated based on total liabilities divided by total assets. As at 30 June 2026, gearing ratio was approximately 44.4%, which was largely unchanged as compared with approximately 44.4% as at 31 December 2025.

Foreign exchange risk

The Group primarily operates in Mainland China and its businesses are principally conducted in Renminbi. As at 30 June 2026, the Group's financial assets and liabilities are mainly denominated in Renminbi while the financial assets denominated in currencies other than Renminbi, such as Hong Kong dollars or United States dollars, amounted to approximately USD38.4 million (denominated in U.S. dollars) and approximately HK$99.1 million (denominated in Hong Kong dollars). Fluctuations in the exchange rate of Renminbi against U.S. dollars and Hong Kong dollars may affect the Group's operating results. The management will continue to monitor foreign exchange risk and consider hedging foreign exchange risks at the appropriate time.

Net Proceeds from the Global Offering and Over-allotment Option

A total of 270,640,000 ordinary shares of HK$0.01 each in the share capital of the Company (the "**Share(s)**") were issued at HK$3.86 per Share in connection with the listing of the Shares on the Main Board of The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**") on 26 January 2021, including the Over-allotment Option (as defined in the prospectus of the Company dated 14 January 2021 (the "**Prospectus**")).

The net proceeds from the Global Offering (as defined in the Prospectus) amounted to approximately RMB777.0 million and the additional net proceeds received by the Company from the partial exercise of the Over-allotment Option (as defined in the Prospectus) on 18 February 2021 was approximately RMB64.8 million (collectively, the "**Net Proceeds**").

On 25 August 2022, the Board resolved to change the proposed use of the Net Proceeds to capture the opportunities in the sublease service market and enable the Group to enjoy long-term sustainable revenue from sublease projects. For details, please refer to the interim results announcement of the Company dated 25 August 2022 and the 2022 interim report of the Company, respectively. However, since COVID-19, the PRC real estate market has been experiencing a downturn, which in turn leads to the delay in opening of sublease projects. The number of projects under the sublease service model which would incur lease expenses and renovation costs is lower than originally expected and therefore the Company could not utilize the Net Proceeds according to the original expected timeline. So the Company further announced that the Net Proceeds will only be fully utilized by 31 December 2028. For further details, please refer to the announcement published on 26 February 2026.

FINANCIAL REVIEW *(Continued)*

Net Proceeds from the Global Offering and Over-allotment Option *(Continued)*

As of 30 June 2026, an analysis of the utilisation of Net Proceeds is as follows:

Revised use of Net Proceeds as set out in the announcement of the Company dated 25 August 2022	Approximate % of Net Proceeds	Net Proceeds (RMB million)	Unused Net Proceeds as at 1 January 2026 (RMB million)	Utilised Net Proceeds for the six months ended 30 June 2026 (RMB million)	Utilised Net Proceeds as of 30 June 2026 (RMB million)	Unutilised Net Proceeds as of 30 June 2026 (RMB million)	Expected time of full utilisation
For lease expenses and renovation of retail commercial properties under the sublease service model	75%	631.4	236.2	59.0	454.2	177.2	by end of 31 December 2028
To make minority equity investment in the project companies which own quality commercial properties	10%	84.2	45.2	–	39.0	45.2	by end of 31 December 2028
To upgrade information technology systems to raise the Group's management service quality, reduce labor costs and improve internal control, among which:							
– to enhance intelligent operation data center, which includes real time remote onsite monitoring, tenant's business data analysis, operational early-warning and tenant mix optimization based on tenant's business data analysis	2.5%	21.0	14.6	0.6	7.0	14.0	by end of 31 December 2028
– to improve customers services	2.5%	21.0	12.9	0.4	8.5	12.5	by end of 31 December 2028
For general business purpose and working capital	10%	84.2	–	–	84.2	–	–
Total	100%	841.8	308.9	60.0	592.9	248.9	

The unutilised Net Proceeds have been placed with licensed banks as at the date of this report.

For the unutilised net proceeds of approximately RMB248.9 million as at the end of the reporting period, the Company intends to use them in the same manner and proportions as described in the announcement of the Company dated 25 August 2022 and proposes to use the unutilised Net Proceeds in accordance with the expected timetable disclosed in the table above.

NUMBER OF EMPLOYEES AND REMUNERATION POLICIES

As at 30 June 2026, the total number of employees of the Group was 817 (31 December 2025: 874). Employees are remunerated according to their qualifications and experience, job nature and performance, and under the pay scales aligned with market conditions. As part of the Group's retention strategy, it offers employees performance-based cash bonuses and other incentives in addition to basic salaries including medical scheme, insurance coverage, retirement schemes, share option scheme and award of restricted share units under the restricted share unit scheme adopted by the Company on 4 November 2021.

Except for the share option scheme and award of restricted share units under the restricted share unit scheme adopted by the Company on 4 November 2021, the ultimate controlling Shareholder, Mr. Huang Chu-Long, adopted a share award scheme on 17 April 2023 to encourage and reward the eligible employees (including the Directors) for their contributions to the Group's results and business development. Share awards to certain employees, senior management or directors of the Group or other persons who make significant contribution to the Group were granted on 17 April 2023, resulting in share-based payment expenses of approximately RMB806,000 being included in the aforementioned staff costs for the first half of 2026 (six months ended 30 June 2025: RMB981,000). As at 30 June 2026, the award Shares had been fully vested.

FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

During the six months ended 30 June 2026, save for the expansion plans as set out in the section headed "Future Plans and Use of Proceeds – Use of Proceeds" in the Prospectus, the Group had no specific plan for material investment or acquisition of major capital assets or other businesses.

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

The Group did not have any significant investments, material acquisitions and disposals of subsidiaries, associates and joint ventures during the six months ended 30 June 2026.

PLEDGE OF ASSETS

As of 30 June 2026, none of the assets of the Group were pledged (31 December 2025: nil).

COMPLIANCE WITH MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "**Model Code**") as set out in Appendix C3 to the Rules Governing the Listing of Securities (the "**Listing Rules**") on the Stock Exchange as its own code of conduct for Directors in their dealings in the securities of the Company. Having made specific inquiries with all the Directors, each of the Directors has confirmed that he/she has complied with the required standards as set out in the Model Code for the six months ended 30 June 2026.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares) during the six months ended 30 June 2026.

There were no treasury shares held by the Company as at 30 June 2026 and the date of this report.

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

The Company is committed to maintaining high standard of corporate governance practices and procedures and complying with the statutory and regulatory requirements with an aim to maximising the values and interests of the Shareholders as well as enhancing the transparency and accountability to the stakeholders.

During the six months ended 30 June 2026, the Directors are of the view that the Company had applied the principles of good corporate governance and complied with the code provisions as set out in Part 2 of the Corporate Governance Code as contained in Appendix C1 to the Listing Rules. Further information about the corporate governance practices of the Company will be set out in the interim report of the Company for the six months ended 30 June 2026.

CORPORATE GOVERNANCE AND OTHER INFORMATION

COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE AND LISTING RULES

The Company is committed to maintaining high standard of corporate governance practices and procedures and complying with the statutory and regulatory requirements with an aim to maximising the values and interests of the Shareholders as well as enhancing the transparency and accountability to the stakeholders.

During the six months ended 30 June 2026, the Directors are of the view that the Company had applied the principles of good corporate governance and complied with the code provisions as set out in Part 2 of the Corporate Governance Code as contained in Appendix C1 to the Listing Rules.

COMPLIANCE WITH MODEL CODE FOR SECURITIES TRANSACTIONS BY DIRECTORS

The Company has adopted the Model Code for Securities Transactions by Directors of Listed Issuers (the "**Model Code**") as set out in Appendix C3 to the Listing Rules on the Stock Exchange as its own code of conduct for Directors in their dealings in the securities of the Company. Having made specific inquiries with all the Directors, each of the Directors has confirmed that he/she has complied with the required standards as set out in the Model Code for the six months ended 30 June 2026. The Company's relevant employees, who are likely to be in possession of unpublished inside information of the Company, are also subject to the Model Code. No incident of non-compliance of the Model Code by the relevant employees was noted by the Company during the six months ended 30 June 2026.

CHANGES IN DIRECTORS' INFORMATION

During the six months ended 30 June 2026 and up to the date of this report, changes in the composition of the Board and its committees are set forth below:

1. Mr. Ma Chaoqun has resigned as an executive Director of the Company with effect from 31 March 2026;

2. Mr. Liu Jun has resigned as a non-executive Director of the Company, a member of the Audit Committee and Remuneration Committee with effect from 31 March 2026; and

3. Ms. Ou Qunping has been appointed as a non-executive Director of the Company, a member of the Audit Committee and the Remuneration Committee with effect from 31 March 2026.

Except as disclosed above, upon specific enquiry by the Company and confirmations from Directors, during the six months ended 30 June 2026 and up to the date of this report, there is no change in the information of the Directors which is required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

REVIEW OF INTERIM REPORT

The unaudited interim financial information for the six months ended 30 June 2026 has been reviewed in accordance with Hong Kong Standard on Review Engagements 2410 "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" issued by the Hong Kong Institute of Certified Public Accountants, by Deloitte Touche Tohmatsu, the auditor of the Company. The Audit Committee (comprising Ms. Wan Hoi Lam and Mr. Guo Zengli, each an independent non-executive Director, and Ms. Ou Qunping, a non-executive Director) has reviewed with the management of the Company the accounting principles and practice adopted by the Group and discussed, among others, internal controls, risk management and financial reporting matters including the review of the unaudited condensed consolidated interim results of the Group for the six months ended 30 June 2026 and this interim report.

SHARE CAPITAL

The Company's total issued share capital as at 30 June 2026 was 1,014,516,000 ordinary shares.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company's listed securities (including sale of treasury shares) during the six months ended 30 June 2026.

There were no treasury shares held by the Company as at 30 June 2026 and the date of this report.

DIRECTORS' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ANY OF ITS ASSOCIATED CORPORATIONS

As at 30 June 2026, the Directors and the chief executive of the Company had the following interests or short positions in the shares, underlying shares or debentures of the Company or any of its associated corporations (within the meaning of Part XV of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) (the "**SFO**")), as recorded in the register maintained by the Company pursuant to Section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code:

Interest in shares of the Company

Name of Directors	Capacity/Nature of interest	Number of shares[2]	Approximate percentage of issued share capital[1]
Mr. Huang De-Lin Benny	Interest in a controlled corporation[3]	145,100,000 (L)	
	Beneficial owner	86,000 (L)	
	Total	**145,186,000 (L)**	**14.31%**
Mr. Huang De'An Tony	Beneficial owner	1,791,000 (L)	0.18%
Mr. Chen Qunsheng	Beneficial owner	212,000 (L)	0.02%
Ms. Ou Qunping	Beneficial owner	223,000 (L)	0.02%

Notes:

(1) The calculation is based on the total number of 1,014,516,000 Company's shares in issue as at 30 June 2026.

(2) The letter "L" denotes the person's long position in the shares of the Company.

(3) Such shares are held by Virtue Investment Development Limited (德瑞投資發展有限公司) ("**Virtue Investment**") as entrusted by Mr. Huang Chu-Long ("**Mr. Huang**") to hold such shares of the Company for the purpose of a share incentive scheme to be adopted after the Listing. The entire issued share capital of Virtue Investment is held by Mr. Huang De-Lin Benny, and therefore Mr. Huang De-Lin Benny is deemed or taken to be interested in the shares of the Company held by Virtue Investment under the SFO.

Save as disclosed above, as at 30 June 2026, none of the Directors or the chief executive of the Company had any interests or short positions in any shares, underlying shares or debentures of the Company or its associated corporations (within the meaning of Part XV of the SFO) which (a) were recorded in the register required to be kept by the Company pursuant to section 352 of the SFO; or (b) were required to be notified to the Company and the Stock Exchange pursuant to the Model Code.

INTERESTS AND SHORT POSITIONS OF PERSONS OTHER THAN DIRECTORS AND CHIEF EXECUTIVE OF THE COMPANY IN SHARES AND UNDERLYING SHARES

As at 30 June 2026, the following persons, other than the Directors or the chief executive of the Company, had interests or short positions in the shares or underlying shares of the Company which were recorded in the register required to be kept by the Company under section 336 of the SFO:

Name of Shareholders	Capacity/Nature of interest	Number of shares[2]	Approximate percentage of issued share capital (%)[1]
Mr. Huang	Founder of a discretionary trust[3]	601,000,000 (L)	
	Interest in controlled corporation[4]	145,100,000 (L)	
	Total	**746,100,000 (L)**	**73.54%**
TMF (Cayman) Ltd (“**TMF (Cayman)**”)[3]	Trustee	601,000,000 (L)	59.24%
Long Harmony Holding Limited (“**Long Harmony**”)[3]	Interest in a controlled corporation	601,000,000 (L)	59.24%
Go Star Investment Holding Limited (“**Go Star**”)[3]	Beneficial owner	601,000,000 (L)	59.24%
Virtue Investment[4]	Beneficial owner	145,100,000 (L)	
	Total	**145,100,000 (L)**	**14.30%**

Notes:

(1) The calculation is based on the total number of 1,014,516,000 Company’s shares in issue as at 30 June 2026.

(2) The letter “L” denotes a long position in the shares of the Company.

(3) The entire issued share capital of Go Star is held by Long Harmony, a company incorporated in the BVI by TMF (Cayman), the trustee of the family trust, which is a discretionary trust established by Mr. Huang as the settlor and protector. The beneficiaries of the family trust are Mr. Huang’s family members. Accordingly, each of Mr. Huang, TMF (Cayman) and Long Harmony is deemed to be interested in the shares of the Company held by Go Star under the SFO. Mr. Huang De’An Tony is also a director of Go Star.

(4) The entire issued share capital of Virtue Investment is held by Mr. Huang De-Lin Benny, who was entrusted by Mr. Huang to hold such shares of the Company for the purpose of a share incentive scheme to be adopted after the Listing. Pursuant to the confirmation letter signed by Mr. Huang De-Lin Benny and Mr. Huang, Mr. Huang De-Lin Benny will exercise the voting rights in Virtue Investment or exercise the voting rights in the Company through Virtue Investment in accordance with the instructions of Mr. Huang. Therefore, each of Mr. Huang and Mr. Huang De-Lin Benny is deemed to be interested in the shares of the Company held by Virtue Investment under the SFO.

Save as disclosed above, as at 30 June 2026, the Company had not been notified by any other person (other than the Directors or the chief executive 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.

SHARE INCENTIVE SCHEME

For the purpose of implementing the share incentive scheme to retain talent, promote the long-term sustainable development of the Group and achieve mutual gain for the Company, employees and Shareholders, on 1 August 2019, Virtue Investment was incorporated in the BVI as a special purpose vehicle to hold shares to be granted to eligible grantees under a share incentive scheme to be adopted at least six months after the Listing.

Mr. Huang Chu-long ("**Mr. Huang**"), a controlling shareholder of the Company, adopted the Share Award Scheme. The Share Award Scheme has a term of 10 years from the date of adoption.

On 17 April 2023, Mr. Huang granted a total of 54,800,000 awarded Shares under the Share Award Scheme to 136 eligible participants within the Group and companies controlled by Mr. Huang. As at 30 June 2026, pursuant to the performance targets set by Mr. Huang, 4,900,000 Shares had been vested and the remaining 49,900,000 Shares lapsed.

The Share Award Scheme is a discretionary incentive scheme adopted by Mr. Huang which does not involve issue of new Shares, and thus does not constitute a share scheme of the Company under Chapter 17 of the Listing Rules.

SHARE OPTION SCHEME

The Company adopted a share option scheme (the "**Share Option Scheme**") on 21 December 2020 for the purpose of providing incentives and rewards to eligible participants for the contribution they had or may have made to the Group so as to encourage them to participate in the long-term development of the Group and to share common interests and objectives with the Group and/or to enable the Group to recruit and retain high calibre employees and attract human resources that are valuable to the Group.

As of 30 June 2026, no share options have been granted by the Company pursuant to the Share Option Scheme and there were no outstanding share options under the Share Option Scheme as at 30 June 2026. No share options were exercised, cancelled or lapsed under Chapter 17 of the Listing Rules during the six months ended 30 June 2026.

Given that no share options have been granted as of 30 June 2026, it is not applicable for the Company to set out the number of Shares that may be issued in respect of the share options granted under the Share Option Scheme during six months ended 30 June 2026 divided by the weighted average number of Shares of the relevant class in issue for six months ended 30 June 2026.

The total number of options available for grant under the Share Option Scheme as at 1 January 2026 and 30 June 2026 both were 100,000,000 Shares, both representing approximately 9.86% of the Company's issued share capital as at the respective dates.

RESTRICTED SHARE UNIT ("RSU") SCHEME ("RSU SCHEME")

The Company adopted the restricted share unit Scheme ("**RSU Scheme**") on 4 November 2021 to recognise and acknowledge the contributions which directors, senior management and employees of the Group determined by the Board to be eligible to participate in the RSU Scheme have made or may make to the Group and to reward the eligible participants who have achieved outstanding performance.

No Shares has been purchased under the RSU Scheme during the six months ended 30 June 2026 (six months ended 30 June 2025: nil). Up to 30 June 2026, the Company has purchased an accumulated of 2,027,000 Shares under the RSU Scheme.

As of 30 June 2026, no RSUs have been granted under the RSU Scheme.

INTERIM DIVIDEND AND CLOSURE OF REGISTER OF MEMBERS

The Board declared the payment of an interim dividend of HK8.0 cents per ordinary share for the six months ended 30 June 2026 (six months ended 30 June 2025: HK5.0 cents).

The register of members of the Company will be closed from 27 November 2026, Friday to 30 November 2026, Monday, both days inclusive, during which period no transfer of Shares will be registered. For the purpose of determining the entitlement to the proposed interim dividend for the six months ended 30 June 2026, all transfer documents accompanied by the relevant share certificates must be lodged with the Company's branch share registrar in Hong Kong, Tricor Investor Services Limited, at 17/F, Far East Finance Centre, 16 Harcourt Road, Hong Kong for registration no later than 4:30 p.m. on 26 November 2026, Thursday. It is expected that the proposed interim dividend will be paid on or around 18 December 2026, Friday to the Shareholders whose names appear on the register of members of the Company at the close of business on 30 November 2026, Monday.

On order of the Board
E-Star Commercial Management Company Limited
Huang De-Lin Benny
Chairman

Hong Kong
27 August 2026

Deloitte. 德勤

TO THE BOARD OF DIRECTORS OF
E-STAR COMMERCIAL MANAGEMENT COMPANY LIMITED
星盛商業管理股份有限公司
(incorporated in Cayman Islands with limited liability)

INTRODUCTION

We have reviewed the condensed consolidated financial statements of E-Star Commercial Management Company Limited (the "**Company**") and its subsidiaries (collectively referred to as the "**Group**") set out on pages 24 to 48, which comprise the condensed consolidated statement of financial position as of 30 June 2026 and the related condensed consolidated statement of profit or loss and other comprehensive income, condensed consolidated statement of changes in equity and condensed consolidated statement of cash flows for the six-month period then ended, and notes to the condensed consolidated financial statements. The Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited require the preparation of a report on interim financial information to be in compliance with the relevant provisions thereof and Hong Kong Accounting Standard 34 "Interim Financial Reporting" ("**HKAS 34**") as issued by the Hong Kong Institute of Certified Public Accountants (the "**HKICPA**"). The directors of the Company are responsible for the preparation and presentation of these condensed consolidated financial statements in accordance with HKAS 34. Our responsibility is to express a conclusion on these condensed consolidated financial statements based on our review, and to report our conclusion solely to you, as a body, in accordance with our agreed terms of engagement, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report.

SCOPE OF REVIEW

We conducted our review in accordance with Hong Kong Standard on Review Engagements 2410 "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" as issued by the HKICPA. A review of these condensed consolidated financial statements consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Hong Kong Standards on Auditing and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

CONCLUSION

Based on our review, nothing has come to our attention that causes us to believe that the condensed consolidated financial statements are not prepared, in all material respects, in accordance with HKAS 34.

Deloitte Touche Tohmatsu
Certified Public Accountants

Hong Kong
27 August 2026

CONDENSED CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

		Six months ended 30 June	
	NOTES	2026 RMB'000 (unaudited)	2025 RMB'000 (unaudited)
Revenue	3	280,481	284,229
Cost of services		(138,319)	(135,548)
Gross profit		142,162	148,681
Other income	4	14,555	15,585
Other gains and losses		(248)	(1,131)
Impairment losses recognised under expected credit loss model, net	5	(490)	(707)
Selling expenses		(7,022)	(6,676)
Administrative expenses		(22,985)	(26,346)
Finance costs		(17,779)	(18,451)
Profit before tax		108,193	110,955
Income tax expense	6	(23,841)	(24,902)
Profit and total comprehensive income for the period	8	84,352	86,053
Profit (loss) for the period attributable to:			
– Owners of the Company		85,070	86,896
– Non-controlling interests		(718)	(843)
		84,352	86,053
Earnings per share			
– Basic (RMB cents)	10	8.40	8.58

CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	NOTES	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Non-current assets			
Property and equipment		855	905
Investment properties	11	799,486	797,073
Rental deposits	12	25,542	25,542
Restricted bank balances		9,614	10,086
Finance lease receivables		–	3,813
Deferred tax assets		57,611	56,217
		893,108	893,636
Current assets			
Finance lease receivables		–	817
Trade and other receivables	12	35,408	35,918
Financial assets at fair value through profit or loss ("**FVTPL**")	13(a)	282,105	11
Debt instrument at amortised cost	13(b)	21,003	–
Amounts due from related parties	18	19,206	12,974
Short-term bank deposits		397,534	830,835
Cash and cash equivalents		656,556	512,599
		1,411,812	1,393,154
Current liabilities			
Trade and other payables	14	238,986	276,908
Lease liabilities		28,427	24,705
Contract liabilities		17,066	15,840
Amounts due to related parties	18	17,191	1,963
Tax payable		18,067	17,131
Dividend payable		74,898	–
		394,635	336,547
Net current assets		1,017,177	1,056,607
Total assets less current liabilities		1,910,285	1,950,243
Capital and reserves			
Share capital	15	8,487	8,487
Reserves		1,269,825	1,258,977
Equity attributable to owners of the company		1,278,312	1,267,464
Non-controlling interests		3,695	4,413
Total equity		1,282,007	1,271,877
Non-current liabilities			
Deferred tax liabilities		22,425	21,741
Lease liabilities		605,853	656,625
		628,278	678,366
		1,910,285	1,950,243

CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Attributable to owners of the Company										
	Share capital RMB'000	Share premium RMB'000	Share redemption reserve RMB'000 (note (i))	Shares held for share award scheme RMB'000	Share-based payments reserve RMB'000	Statutory reserve RMB'000 (note (ii))	Other reserve RMB'000 (note (iii))	Retained profits RMB'000	Total RMB'000	Non-controlling interests RMB'000	Total RMB'000
As at 1 January 2026 (audited)	8,487	294,285	51	(5,576)	3,066	122,685	(1,088)	845,554	1,267,464	4,413	1,271,877
Profit (loss) and total comprehensive income (expense) for the period	–	–	–	–	–	–	–	85,070	85,070	(718)	84,352
Dividends recognised as distributions (Note 9)	–	(75,028)	–	–	–	–	–	–	(75,028)	–	(75,028)
Transfer	–	–	–	–	–	7,608	–	(7,608)	–	–	–
Recognition of equity-settled share-based payments	–	–	–	–	806	–	–	–	806	–	806
As at 30 June 2026 (unaudited)	8,487	219,257	51	(5,576)	3,872	130,293	(1,088)	923,016	1,278,312	3,695	1,282,007
As at 1 January 2025 (audited)	8,487	417,451	51	(5,463)	1,831	109,880	(1,088)	715,728	1,246,877	8,807	1,255,684
Profit (loss) and total comprehensive income (expense) for the period	–	–	–	–	–	–	–	86,896	86,896	(843)	86,053
Dividends recognised as distributions (Note 9)	–	(77,108)	–	–	–	–	–	–	(77,108)	–	(77,108)
Transfer	–	–	–	–	–	7,348	–	(7,348)	–	–	–
Recognition of equity-settled share-based payments	–	–	–	–	981	–	–	–	981	–	981
As at 30 June 2025 (unaudited)	8,487	340,343	51	(5,463)	2,812	117,228	(1,088)	795,276	1,257,646	7,964	1,265,610

Notes:

(i) Share redemption reserve records the amounts transferred from share capital upon cancellation of shares redeemed or purchased under the relevant laws in Cayman Islands.

(ii) Pursuant to the relevant laws in the People's Republic of China (the "**PRC**"), a company established in the PRC is required to transfer 10% of its profit after tax to the statutory surplus reserve. Contribution to the statutory surplus reserve is discretionary when the reserve balance reaches 50% of the registered capital of the respective company and can be used to make up for previous years' losses or, expand the existing operations or can be converted into additional capital of the company.

(iii) The other reserve represents the difference between the fair value of the consideration paid and the paid-in capital of 深圳市星河商置集團有限公司 (Shenzhen Galaxy Commercial Property Group Co. Ltd.#) ("**Galaxy Commercial Property Group**") acquired from the then shareholders of Galaxy Commercial Property Group and was accounted for as a deemed distribution to the then shareholders.

The English name of this company is translated from its registered Chinese name for identification purpose only.

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
OPERATING ACTIVITIES		
Profit before tax	**108,193**	110,955
Adjustments for:		
Depreciation of property and equipment	**231**	300
Depreciation of investment properties	**22,676**	23,082
Impairment losses recognised under expected credit loss model, net	**490**	707
Finance costs	**17,779**	18,451
Finance income on the net investment in the lease	**(33)**	(105)
Interest income	**(13,923)**	(14,393)
Fair value gain on financial assets at FVTPL	**(9,013)**	–
Equity-settled share-based payments	**806**	981
Gain on disposal of a subsidiary	**(137)**	–
Loss on disposal of property and equipment	**1**	131
Others	**(130)**	(315)
Operating cash flow before movements in working capital	**126,940**	139,794
Increase in trade and other receivables	**(15,751)**	(4,010)
Increase in contract liabilities	**1,661**	86
Decrease in trade and other payables	**(43,345)**	(50,119)
Increase in amounts due from related parties	**(6,232)**	(2,683)
Increase (decrease) in amounts due to related parties	**15,228**	(4,684)
Decrease in finance lease receivables	**128**	362
Cash generated from operations	**78,629**	78,746
Income tax paid	**(28,050)**	(40,467)
Finance income on the net investment in the lease	**33**	105
NET CASH FROM OPERATING ACTIVITIES	**50,612**	38,384

CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

	NOTE	Six months ended 30 June 2026 RMB'000 (unaudited)	 2025 RMB'000 (unaudited)
INVESTING ACTIVITIES			
Interest received		**37,654**	5,284
Withdrawal of short-term bank deposits		**409,000**	128,000
Withdrawal of restricted bank deposits		**472**	–
Placement of short-term bank deposits		**–**	(333,794)
Purchase of property and equipment		**(182)**	(57)
Payment for leasehold improvement costs in respect of investment properties		**(45,967)**	(39,165)
Net cash outflow on disposal of a subsidiary	7	**(4,276)**	–
Purchase of financial assets at FVTPL		**(273,081)**	–
Purchase of debt instrument at amortised cost		**(20,433)**	–
NET CASH FROM (USED IN) INVESTING ACTIVITIES		**103,187**	(239,732)
FINANCING ACTIVITIES			
Repayment of lease liabilities		**(8,500)**	(10,310)
Interest paid		**(1,342)**	(1,332)
NET CASH USED IN FINANCING ACTIVITIES		**(9,842)**	(11,642)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		**143,957**	(212,990)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE PERIOD		**512,599**	710,599
CASH AND CASH EQUIVALENTS AT END OF THE PERIOD represented by cash and cash equivalents		**656,556**	497,609

1. BASIS OF PREPARATION

The condensed consolidated financial statements have been prepared in accordance with HKAS 34 "Interim Financial Reporting" as issued by the Hong Kong Institute of Certified Public Accountants (the "**HKICPA**") as well as the applicable disclosure requirements of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the "**Stock Exchange**").

2. PRINCIPAL ACCOUNTING POLICIES

The condensed consolidated financial statements have been prepared on the historical cost basis except for certain financial instruments, which are measured at fair value.

The accounting policies and methods of computation used in the condensed consolidated financial statements for the six months ended 30 June 2026 are the same as those presented in the Group's annual consolidated financial statements for the year ended 31 December 2025.

Application of amendments to HKFRS Accounting Standards

In the current interim period, the Group has applied the following amendments to HKFRS Accounting Standards as issued by the HKICPA, for the first time, which are mandatorily effective for the Group's annual period beginning on 1 January 2026 for the preparation of the Group's condensed consolidated financial statements:

Amendments to HKFRS 9 and HKFRS 7	Amendments to the Classification and Measurement of Financial Instruments
Amendments to HKFRS 9 and HKFRS 7	Contracts Referencing Nature-dependent Electricity
Amendments to HKFRS Accounting Standards	Annual Improvements to HKFRS Accounting Standards – Volume 11

The application of the amendments to HKFRS Accounting Standards in the current interim period has had no material impact on the Group's financial positions and performance for the current and prior periods and/or on the disclosures set out in these condensed consolidated financial statements.

3. REVENUE AND SEGMENT INFORMATION

The Group generates revenue primarily from provision of commercial operational services to either owners or tenants in respect of the commercial properties in the PRC under three commercial operational models as described below:

- Entrusted management service model;
- Brand and management output service model; and
- Sublease service model.

A. Revenue

Revenue from commercial property operational services by type of operational model

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
Entrusted management services	**174,305**	185,706
Brand and management output services	**33,647**	34,439
Sublease services	**72,529**	64,084
	280,481	284,229
Comprise of:		
– Revenue from contracts with customers	**250,075**	256,104
– Revenue from leases	**30,406**	28,125
	280,481	284,229

(i) Disaggregation of revenue from contracts with customers

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
Commercial property operational services:		
– Market positioning, design and construction consultancy and tenant sourcing services	**22,076**	20,985
– Operational management services	**186,659**	182,235
– Value-added services (note)	**41,340**	52,884
	250,075	256,104
Timing of revenue recognition:		
– Over time	**249,323**	254,618
– A point in time	**752**	1,486
	250,075	256,104
Type of customers:		
– Property owners	**93,528**	77,521
– Tenants and other customers	**156,547**	178,583
	250,075	256,104

The Group acts as a principal for all of the services rendered except for certain portion of revenue generated from value-added services.

Note: Included in the value-added services, there is an amount of RMB694,000 (six months ended 30 June 2025: RMB886,000) where the Group acts as an agent.

3. REVENUE AND SEGMENT INFORMATION *(Continued)*

A. Revenue *(Continued)*

Revenue from commercial property operational services by type of operational model *(Continued)*

(ii) *Leases*

The revenue from leases arises from the lease agreements entered into between the Group and tenants under sublease service model. The Group enters into lease agreements with the property owners of commercial properties and subleases the commercial spaces within the commercial property to tenants.

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
For operating leases:		
Lease payments that are fixed	**17,217**	16,690
Variable lease payments	**13,156**	11,330
	30,373	28,020
For finance leases:		
Finance income on the net investment in the lease	**33**	105
Total revenue arising from leases	**30,406**	28,125

Included in the operating lease income there is a contingent rental of RMB13,156,000 (six months ended 30 June 2025: RMB11,330,000) for the six months ended 30 June 2026.

3. REVENUE AND SEGMENT INFORMATION *(Continued)*

B. Segment Information

The Group's operations are solely derived from provision of commercial property operational services in the PRC. For the purposes of resources allocation and performance assessment, the chief operating decision maker (i.e. the chief executive of the Group) reviews the overall results and financial position of the Group as a whole. Accordingly, the Group has only one single operating segment and no further analysis of this single segment is presented.

Geographical information

No geographical segment information is presented as the Group's operation is mainly in the Chinese Mainland and all its non-current assets are situated in the Chinese Mainland. All of the Group's revenue from external customers is attributable to the group entities' place of domicile (i.e. the Chinese Mainland).

Information about major customers

Revenue from customers contributing over 10% of the Group's total revenue during both interim periods are as follows:

	Six months ended 30 June	
	2026 **RMB'000** **(unaudited)**	2025 RMB'000 (unaudited)
Customer A (note)	**80,550**	69,679

Note: Customer A represents a group of related parties of the Group. Details of the transactions with these related parties are set out in Note 18.

4. OTHER INCOME

	Six months ended 30 June	
	2026 **RMB'000** **(unaudited)**	2025 RMB'000 (unaudited)
Interest income from cash equivalents and short-term bank deposits	**13,353**	14,393
Interest income from debt instrument at amortised cost	**570**	–
Government grants (note)	**492**	455
Compensation and penalty received from tenants	**140**	737
	14,555	15,585

Note: The government grants refer to unconditional subsidies granted by the government authorities in the Chinese Mainland.

5. IMPAIRMENT LOSSES RECOGNISED UNDER EXPECTED CREDIT LOSS MODEL, NET

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
Net impairment losses recognised under expected credit loss model on trade receivables	**(490)**	(707)

The basis of determining the inputs and assumptions and the estimation techniques used in the condensed consolidated financial statements for the six months ended 30 June 2026 are the same as those followed in the preparation of the Group's consolidated financial statements for the year ended 31 December 2025.

6. INCOME TAX EXPENSE

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
Current tax:		
PRC Enterprise Income Tax ("**EIT**")		
– Current period	**29,843**	29,357
– Under (over) provision in prior year	**51**	(89)
	29,894	29,268
Deferred tax	**(6,053)**	(4,366)
	23,841	24,902

6. INCOME TAX EXPENSE *(Continued)*

Hong Kong

Hong Kong Profits Tax is calculated at 16.5% of the estimated assessable profit for both interim periods.

No provision for taxation in Hong Kong has been made as the Group's income neither arises in, nor is derived from, Hong Kong.

PRC

Under the Law of the PRC on EIT (the "**EIT Law**") and Implementation Regulation of the EIT Law, the tax rate of the entities operating in the PRC is 25% for both interim periods, except for an entity established in the Qianhai Shenzhen-Hong Kong Modern Service Industry Cooperation Zone in the PRC. This entity is currently eligible for the preferential enterprise income tax rate of 15%.

7. DISPOSAL OF A SUBSIDIARY

On 9 March 2026, the Group entered into an equity transfer agreement with 安林珊置業(深圳)有限公司 (Anlinshan Real Estate (Shenzhen) Co., Ltd.) ("**Anlinshan**"), a company incorporated in the PRC and a subsidiary indirectly owned as to 75% and 25% equity interests by Mr. Huang Chu-Long ("**Mr. Huang**"), the controlling shareholder of the Company, and his spouse, respectively, in relation to the disposal of 100% equity interests in the Group's wholly-owned subsidiary 常州市星河商業管理有限公司 (Changzhou Galaxy Commercial Management Co., Ltd.*) ("**Changzhou Commercial Management**") at a cash consideration of RMB5,500,000. The transaction was completed in March 2026.

The net assets of Changzhou Commercial Management at the date of disposal were as follows:

Consideration:	
Cash received during the six months ended 30 June 2026	5,500
Analysis of assets and liabilities over which control was lost:	
Investment properties	34,063
Finance lease receivables	4,502
Deferred tax assets	5,372
Trade and other receivables	15,771
Cash and cash equivalents	9,776
Trade and other payables	(7,762)
Contract liabilities	(435)
Tax payable	(937)
Lease liabilities	(54,987)
Net assets disposed of	5,363
Gain on disposal of a subsidiary:	
Consideration transferred	5,500
Less: Net assets disposed of	(5,363)
	137
Cash outflow arising on the disposal:	
Cash consideration	5,500
Less: Cash and cash equivalents disposed of	(9,776)
	(4,276)

* *For identification purpose only.*

8. PROFIT FOR THE PERIOD

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
Profit for the period is arrived at after charging (crediting):		
Staff costs (including directors' emoluments)		
– Salaries and other benefits	**73,540**	76,827
– Equity-settled share-based payments	**806**	981
– Retirement benefit scheme contributions	**11,795**	11,911
Total staff costs	**86,141**	89,719
Depreciation of property and equipment	**231**	300
Depreciation of investment properties	**22,676**	23,082
	22,907	23,382
Gain on disposal of a subsidiary (included in other gains and losses)	**(137)**	–
Gain on fair value changes of financial assets at FVTPL (included in other gains and losses)	**(9,013)**	–
Loss on disposal of property and equipment (included in other gains and losses)	**1**	131
Net exchange loss (included in other gains and losses)	**9,602**	1,292
Gross rental income from investment properties	**(30,406)**	(28,125)
Less: direct operating expenses incurred for investment properties during the period	**27,183**	27,405
	(3,223)	(720)

9. DIVIDENDS

Dividends recognised as distributions during the period:

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
2025 final dividend of HK8.5 cents per ordinary share	**75,028**	–
2024 final dividend of HK8.3 cents per ordinary share	**–**	77,108
	75,028	77,108

Subsequent to the end of the reporting period, the directors of the Company has declared the payment of an interim dividend of HK8.0 cents per ordinary share for the six months ended 30 June 2026, representing a total amount of approximately HK$81,161,000, of which an amount of approximately HK$162,000 (six months ended 30 June 2025: HK$97,000) related to 2,027,000 (six months ended 30 June 2025: 1,937,000) shares held by the Company under the Company's RSU Scheme (as defined in Note 16).

9. DIVIDENDS *(Continued)*

During the six months ended 30 June 2026, a final dividend of HK8.5 cents per ordinary share for the year ended 31 December 2025, representing a total amount of approximately HK$86,234,000 (equivalent to approximately RMB75,028,000), was declared, of which an amount of approximately HK$172,000 (equivalent to approximately RMB150,000) related to 2,027,000 shares held by the Company under the Company's RSU Scheme. The dividends have been paid on 10 July 2026.

During the six months ended 30 June 2025, a final dividend of HK8.3 cents per ordinary share for the year ended 31 December 2024, representing a total amount of approximately HK$84,205,000 (equivalent to approximately RMB77,108,000), was declared, of which an amount of approximately HK$161,000 (equivalent to approximately RMB147,000) related to 1,937,000 shares held by the Company under the Company's RSU Scheme. The dividends were paid on 10 July 2025.

10. EARNINGS PER SHARE

The calculation of the basic earnings per share attributable to the owners of the Company is based on the following data:

Earnings

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
Earnings for the purpose of calculating basic earnings per share:		
Profit for the period attributable to owners of the Company	**85,070**	86,896

Number of shares

	Six months ended 30 June	
	2026	2025
	'000	'000
	(unaudited)	(unaudited)
Weighted average number of ordinary shares for the purpose of calculating basic earnings per share	**1,012,489**	1,012,579

No diluted earnings per share for both interim periods were presented as there were no potential ordinary shares in issue.

11. INVESTMENT PROPERTIES

During the current interim period, the Group incurred expenditure of RMB59,152,000 for leasehold improvement (six months ended 30 June 2025: RMB26,169,000) in connection with the right-of-use assets under sublease service model. The right-of-use assets arising from leases met the definition of investment property and, accordingly, the Group capitalised the aforementioned expenditure as a part of initial cost of investment properties.

12. TRADE AND OTHER RECEIVABLES

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Trade and other receivables		
– Trade receivables	**11,280**	12,316
– Other receivables	**49,670**	49,144
	60,950	61,460
Analysed as:		
Non-current	**25,542**	25,542
Current	**35,408**	35,918
	60,950	61,460

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Trade receivables		
Contracts with customers		
– Third parties	**34,591**	29,851
– Related parties (note)	**445**	316
Less: Allowance for credit losses	**(23,756)**	(23,266)
	11,280	6,901
Operating lease receivables – third parties	**–**	5,415
	11,280	12,316

Note: The related parties represent a group of related parties of the Group under common control of Mr. Huang, the ultimate controlling shareholder of the Company.

12. TRADE AND OTHER RECEIVABLES *(Continued)*

As at 1 January 2025, the trade receivables in respect of contracts with customers and lease receivables, net of allowance for credit losses, amounted to RMB23,961,000 in total.

The Group grants credit terms of 10 to 30 days to its customers from the date of invoices. The following is an ageing analysis of the trade receivables in respect of contracts with customers, net of allowance of credit losses, presented based on the invoice date at the end of each reporting period:

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
0 – 10 days	**10,936**	11,918
Over 90 days	**344**	398
	11,280	12,316

The following is an ageing analysis of the lease receivables presented based on the revenue recognition date at the end of each reporting period:

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
0 – 10 days	**–**	5,415

Included in the Group's trade receivables in respect of contracts with customers as at 30 June 2026 are past due debtors with aggregate carrying amount of RMB344,000 (2025: RMB398,000), of which an amount of RMB344,000 (2025: RMB398,000) were past due 90 days or more and not considered as default. The Group rebutted the presumption of default under expected credit loss model for the trade receivables in respect of contracts with customers past due over 90 days as the trade debtors had no significant change in credit quality after assessing their trade debtors' background, good repayment records, continuous business relationship with the Group and certain forward-looking information, including but not limited to the reviving economic condition and consumption level in the PRC and the expected consumer traffic of the relevant commercial properties managed by the Group without undue cost or effort. The Group does not hold any collateral over these balances.

12. TRADE AND OTHER RECEIVABLES *(Continued)*

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Other receivables recognised as non-current assets:		
Rental deposits (note (i))	25,542	25,542
Other receivables recognised as current assets:		
Receivables from third-party payment platforms (note (ii))	1,089	1,952
Payments on behalf of tenants (note (iii))	1,682	1,253
Advance to employees (note (iv))	468	293
Other tax recoverable	18,917	16,175
Deposits	305	1,209
Prepayment	1,483	1,075
Others	184	1,645
	24,128	23,602
Total other receivables	49,670	49,144

Notes:

(i) The amount represents rental deposits under sublease service model, which includes RMB15,000,000 (2025: RMB15,000,000) paid to related parties under common control of Mr. Huang.

(ii) Customers usually pay the bills of tenants through third-party payment platforms in the commercial properties managed by the Group. The third party payment platforms normally settle the amounts received, net of handling charges, within a week after trade date. The Group will hold the money on behalf of tenants and repay to them upon monthly settlement. All receivables from third-party payment platforms were aged within one month and not past due.

(iii) The Group may pay the utilities expenses on behalf of tenants before their commencement of operations. These amounts have no specific repayment terms and will normally be settled when the tenants commence their operations.

(iv) The amount represents advancements to employees for the Group's daily operations.

13. FINANCIAL ASSETS AT FVTPL AND DEBT INSTRUMENT AT AMORTISED COST

(a) Financial assets at FVTPL

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Unlisted money market funds (note (i))	86,692	–
Entrusted investment products (note (ii))	84,366	11
Unlisted investment fund (note (iii))	55,287	–
Commodity-linked notes (note (iv))	27,669	–
Equity-linked notes (note (v))	28,091	–
	282,105	11

13. FINANCIAL ASSETS AT FVTPL AND DEBT INSTRUMENT AT AMORTISED COST *(Continued)*

(a) Financial assets at FVTPL *(Continued)*

Notes:

(i) The unlisted money market funds include several financial products that are denominated in United States Dollar ("US$") and Hong Kong Dollar ("HK$") and these financial products were issued by a number of reputable financial institutions. The underlying assets of these financial products are principally cash and cash equivalents and high-quality short-term debt securities issued in the United States.

(ii) The entrusted investment products are integrated financial products that are denominated in US$ and HK$ and these financial products are managed by professional managers of certain reputable financial institutions according to a predetermined investment strategy. The underlying assets of these financial products are principally cash and cash equivalents, money market funds, bonds, bond funds, equity, equity funds and structured products, etc.

(iii) The unlisted investment fund is a portfolio of investments that are denominated in US$ and the portfolio is managed by a reputable asset management company. The fund seeks to invest in a globally diversified portfolio of high-quality private infrastructure equity and debt investments.

(iv) The commodity-linked notes include gold-linked notes and gold ETF-linked notes that are denominated in US$ and these notes were issued by certain globally reputable financial institutions. The principals and returns on these notes are linked to movements in gold prices.

(v) The equity-linked notes that are denominated in US$ were issued by certain globally reputable financial institutions. The returns on these notes are linked to the movements in share prices of certain reputable listed companies in the United States and Hong Kong.

The above financial assets were measured at fair values which were based on the monthly statements provided by the respective financial institutions.

(b) Debt instrument at amortised cost

The amount represents an investment in an unlisted linear zero coupon note (the "Note") that is denominated in US$ and the Note was issued by a reputable financial institution at a discount to principal and it has a maturity date in year 2036. Before the maturity date, the issuer has a right to redeem the Note with a certain price above the outstanding balance on an annual basis. Upon the maturity date, the Group will receive the entire principal amount of the Note. The Note is held by the Group within a business model whose objective is to collect their contractual cashflows which are solely payments of principal and interest on the principal amount outstanding and, hence, the Note is measured at amortised cost.

14. TRADE AND OTHER PAYABLES

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Trade and other payables		
– Trade payables	**35,346**	41,997
– Other payables	**203,640**	234,911
	238,986	276,908

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Trade payables		
Contracts with suppliers		
– Third parties	**30,667**	37,500
– Related parties (note)	**4,679**	4,497
	35,346	41,997

Note: The related parties are companies under common control of Mr. Huang.

14. TRADE AND OTHER PAYABLES *(Continued)*

The credit period granted by suppliers of the Group normally ranges between 30 to 90 days. The following is an ageing analysis of trade payables based on the invoice date at the end of each reporting period:

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
0 – 30 days	35,346	41,997

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Other payables		
Receipts on behalf of tenants (note (i))	47,722	69,319
Deposits received (note (ii))	58,703	63,319
Payables for leasehold improvements included in investment properties	77,562	57,717
Salary payables	10,839	31,231
Accruals and others	4,760	8,170
Other tax payables	4,054	5,155
	203,640	234,911

Notes:

(i) The balance represents funds received centrally by the Group in the commercial properties on behalf of the tenants when they carry out the business activities in the commercial properties and the balance is returned to tenants monthly. It relates to the business activity as mentioned in Note 12(ii).

(ii) The balance mainly represents security deposits received from tenants and suppliers and rental deposits from lessees.

15. SHARE CAPITAL

Details of the Company's ordinary shares are disclosed as follows:

	Number of shares	Share capital HK$'000	Share capital RMB'000
Ordinary shares of HK$0.01 each			
Authorised			
As at 1 January 2025, 30 June 2025, 31 December 2025 and 30 June 2026	2,000,000,000	20,000	16,755
Issued and fully paid			
As at 1 January 2025, 30 June 2025, 31 December 2025 and 30 June 2026	1,014,516,000	10,145	8,487

16. SHARE INCENTIVE SCHEME

Share Option Scheme

The Company adopted a share option scheme (the "**Share Option Scheme**") on 21 December 2020 for the purpose of providing incentives and rewards to eligible participants for their contribution or would be contribution to the Group so as to encourage them to participate in the long-term development of the Group and to share common interests and objectives with the Group and/or to enable the Group to recruit and retain high calibre employees and attract human resources that are valuable to the Group. Any individual, being an employee, executive, director, officer, consultant, advisor, distributor, customer, supplier of the Group or such other person who the board of directors of the Company considers, in their sole discretion, to have contributed or will contribute to the Group is entitled to be offered and granted options.

Without prior approval from the Group's shareholders, (i) the total number of shares in respect of which options may be granted under the Share Option Scheme is not permitted to exceed 10% of the shares in issue on which trading of the share commences on the Stock Exchange; (ii) the number of shares issued and to be issued in respect of which options granted and may be granted to any individual in any twelve-month period is not permitted to exceed 1% of the shares of the Company in issue at any point in time; and (iii) options in excess of 0.1% of the total number of shares of the Company in issue and with a value in excess of HK$5 million may not be granted to substantial shareholders or independent non-executive directors or any of their respective associates, in the twelve-month period up to and including the date of such grant.

Options are exercisable over the vesting periods to be determined and notified by the board of directors of the Company to each grantee, but in no case after the tenth anniversary of the date of grant. The exercise price is determined by the board of directors of the Company, and will not be less than the highest of (i) the closing price of the Company's shares on the date of grant; (ii) the average closing price of the shares for the five business days immediately preceding the date of grant; and (iii) the nominal value of the Company's share.

No minimum period for which the option has to be held before it can be exercised is specified in the Share Option Scheme.

During the six months ended 30 June 2025 and 2026, no options have been granted.

16. SHARE INCENTIVE SCHEME *(Continued)*

Restricted Share Unit Scheme

The Company adopted the Restricted Share Unit Scheme ("**RSU Scheme**") on 4 November 2021 ("**Adoption Date**"). The objective of the RSU Scheme is to recognise the contributions by certain persons, including directors, senior management and employees of the Group determined by the board of directors of the Company (the "**Eligible Participants**") and to provide incentives to recognise and acknowledge the their contributions and reward the eligible participants who have achieved outstanding performance. The RSU Scheme became effective the Adoption Date and, unless otherwise terminated or amended, will remain in force for 10 years.

Without prior approval from the Group's shareholders, (i) the total number of shares in respect of which restricted share unit ("**RSUs**") may be granted under the RSU Scheme may not exceed 5% of the issued share capital of the Company as at Adoption Date; and (ii) the number of share awarded to each Eligible Participants under the RSU Scheme shall not exceed 1% of the issued share capital of the Company as at the Adoption Date. Such 5% scheme limit and 1% individual limit are applicable throughout the ten years term of the RSU Scheme, with no annual limit contemplated.

The board of directors of the Company may, from time to time and at its sole discretion, choose the Eligible Participants to participate in the RSU Scheme and determine the number of RSUs to be awarded with any conditions, restrictions or limitations before the award of RSUs could be vested as it thinks fit, such as vesting date and conditions of the RSUs.

Existing shares may be purchased or new shares may be subscribed to satisfy the RSUs upon vesting and such shares shall be transferred or the cash amount referable to such shares shall be paid to the grantee when such RSUs are vested with the grantee in accordance with the RSU Scheme rules and the conditions of the award of such RSUs (if any).

The board of directors of the Company will issue a grant letter setting out, among others, the number, vesting conditions (if any) and vesting date of the RSUs to an Eligible Participant to be granted. The Eligible Participant may accept the grant of the award of RSUs in such manner as set out in the grant letter. Upon acceptance, the Eligible Participant becomes a grantee in the RSU Scheme. Grantee shall be entitled to receive the RSUs or cash amount referable to the RSUs upon satisfaction of the vesting conditions set out in the grant letter.

As at 30 June 2026, the Company has an accumulated of 2,027,000 shares repurchased under the RSU Scheme.

During the six months ended 30 June 2025 and 2026, no RSUs was granted.

Share Award Scheme

The board of directors of the Company was informed by Mr. Huang that he adopted a share award scheme (the "**Share Award Scheme**") on 17 April 2023. The objective of the Share Award Scheme is to recognise the contributions by certain persons, including directors, senior management and employees of the Group or other persons who make significant contribution to the Group (collectively, the "**Eligible Participants under the Share Award Scheme**") in order to optimise their performance and efficiency for the benefit of the Group, and in particular, to fulfil the strategic targets of the Group. In addition, another objective of the Share Award Scheme is to attract and retain or maintain ongoing business relationships with the Eligible Participants under the Share Award Scheme whose contributions are, or will or are expected to be, beneficial to the Group and the long-term growth and development of the Group.

The Share Award Scheme has a term of 10 years from the date of adoption, and will be funded by Mr. Huang through, among others, transfer of the entrusted Shares held by Virtue Investment Development Limited ("**Virtue Investment**"), a special purpose vehicle set up for the purpose of the Scheme under an entrusted arrangement.

16. SHARE INCENTIVE SCHEME *(Continued)*

Share Award Scheme *(Continued)*

Mr. Huang intends to use 150,000,000 Shares, representing 14.72% of the issued share capital of the Company as at 17 April 2023, held by Virtue Investment under an entrusted arrangement with Mr. Huang De-Lin Benny, the executive director and chairman of the Company, to satisfy the awards to be granted under the Share Award Scheme.

On 17 April 2023, Mr. Huang granted a total of 54,800,000 awarded shares under the Share Award Scheme to 136 Eligible Participants under the Share Award Scheme, of which 19,650,000 awarded shares were granted to the eligible participants within the Group and the rest were granted to eligible participants of companies under common control of Mr. Huang.

The awarded shares can be vested under the vesting requirements that (i) the Group's and the grantees' personal performance requirements are fulfilled, and (ii) certain consideration is paid to specific account within ten working days after the vesting date.

The table below discloses the movements of awarded shares under the Share Award Scheme during the current interim period:

	Number of awarded shares
Outstanding as at 1 January 2026 (audited)	5,220,000
Forfeited during the period	(720,000)
Exercised during the period	(1,850,000)
Lapsed during the period	(2,650,000)
Outstanding as at 30 June 2026 (unaudited)	–

16. SHARE INCENTIVE SCHEME *(Continued)*

Share Award Scheme *(Continued)*

The closing price of the Company's shares immediately before 17 April 2023, the date of grant, was HK$1.48.

The fair values of the awarded shares determined at the date of grant using the Binomial model was HK$9,843,000.

The following assumptions were used to calculate the fair value of awarded shares:

	17 April 2023
Closing price of the Company's share on the date of grant	**HK$1.48**
Exercise price	**HK$1.16**
Expected life	**Ranging from 1.06 to 3.06 years**
Expected volatility	**Ranging from 58.36% to 61.27%**
Expected dividend yield	**6.78%**
Risk-free interest rate	**Ranging from 3.2% to 3.23%**

The Binomial model has been used to estimate the fair value of the awarded shares. The variables and assumptions used in computing the fair value of the awarded shares were based on the valuer's best estimate. Changes in variables and assumptions may result in changes in the fair value of the awarded shares.

At the end of each interim period, the Group revises its estimates of the number of shares that are expected to vest ultimately. The impact of the revision of the estimates, if any, is recognised in profit and loss, with a corresponding adjustment to the share-based payment reserve.

The Group recognised an expense of RMB806,000 (six months ended 30 June 2025: RMB981,000) in relation to awarded shares granted by the Company for the six months ended 30 June 2026.

17. CAPITAL COMMITMENTS

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Capital expenditure in respect of acquisition of property and equipment contracted for but not provided in the condensed consolidated financial statements	**19,347**	53,141

18. RELATED PARTY TRANSACTIONS

Save as disclosed elsewhere in these condensed consolidated financial statements, the Group had the following significant transactions and balances with related parties:

(a) Related party balances

(i) Amounts due from related parties

Details of amounts due from related parties are stated as follows:

Nature of related parties

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Fellow subsidiaries (note)	**19,206**	12,974

Note: The related parties are companies under common control of Mr. Huang.

The entire balance of amounts due from related parties is trade in nature and mainly arises from commercial property operational services for fellow subsidiaries.

(ii) Amounts due to related parties

Nature of related parties

	30 June 2026 RMB'000 (unaudited)	31 December 2025 RMB'000 (audited)
Fellow subsidiaries (note)	**17,191**	1,963

Note: The related parties are companies under common control of Mr. Huang.

The entire balance of amounts due to related parties is trade in nature and mainly arises from the Group's ordinary course of business.

18. RELATED PARTY TRANSACTIONS *(Continued)*

(b) Related parties transactions

In additional to the transactions or information disclosed elsewhere in these condensed consolidated financial statements, the Group entered into the following material transactions with related parties, which are fellow subsidiaries under common control of Mr. Huang and a joint venture of the Group.

	Six months ended 30 June	
	2026 RMB'000 (unaudited)	2025 RMB'000 (unaudited)
Related parties		
Revenue:		
– Commercial property operational and related services (note (i))	**78,350**	60,825
– Tenant management services (note (ii))	**2,200**	8,854
	80,550	69,679
Expense:		
– Property management and related services (note (iii))	**1,338**	1,389
– Expenses relating to short-term leases for office and other premises	**2,061**	1,961
– Interest expenses on lease liabilities (note (iv))	**507**	1,589
– Rental expense relating to sublease service model (note (v))	**1,818**	762
	5,724	5,701
A joint venture		
Revenue:		
– Commercial property operational and related services (note (i))	**617**	1,814

Notes:

(i) This category includes market positioning, design and construction consultancy, tenant sourcing services, operational management and property leasing services.

(ii) This category includes operational management services and value-added services.

(iii) This category includes property management services, catering services and hotel accommodation services.

(iv) The lease repayments of RMB1,563,000 (six months ended 30 June 2025: RMB3,035,000) were made for the six months ended 30 June 2026. Included in the lease repayments there were interest paid of RMB507,000 (six months ended 30 June 2025: RMB1,589,000) for the six months ended 30 June 2026.

(v) This category includes variable lease payments for operating lease of a project under sublease service model.

Under the entrusted management service model, the Group has used five offices in the shopping centres owned by fellow subsidiaries for free during both interim periods.

18. RELATED PARTY TRANSACTIONS *(Continued)*

(b) Related parties transactions *(Continued)*

Compensation of key management personnel

The remuneration of directors of the Company and other members of key management of the Group during both interim periods were as follows:

	Six months ended 30 June	
	2026	2025
	RMB'000	RMB'000
	(unaudited)	(unaudited)
Short-term benefits	**2,543**	4,574
Equity-settled share-based payments	**–**	121
Retirement benefits scheme contributions	**93**	159
	2,636	4,854

Fair value measurement of financial instruments

There were no transfers between Level 1, 2 and 3 during the interim period.

Fair value of the Group's financial assets and liabilities that are not measured at fair value on a recurring basis

The management of the Group considers that the carrying amounts of financial assets and financial liabilities measured at amortised cost in the condensed consolidated financial statements approximate their fair values.

星盛商業
E-STAR COMMERCIAL