

# 碧桂園服務控股有限公司

Country Garden Services Holdings Company Limited

(Incorporated in the Cayman Islands with limited liability)

Stock Code : 6098

*Serving you a better life*

服務成就美好生活

2025 INTERIM REPORT







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# Corporate Information

## BOARD OF DIRECTORS

### Executive Directors

Mr. Xu Binhuai (*President*)

Mr. Xiao Hua

### Non-executive Director

Ms. Yang Huiyan (*Chairman*)

### Independent Non-executive Directors

Mr. Mei Wenjue

Mr. Rui Meng

Mr. Chen Weiru

Mr. Zhao Jun

## AUDIT COMMITTEE

Mr. Rui Meng (*Chairman*)

Mr. Mei Wenjue

Mr. Chen Weiru

Mr. Zhao Jun

## REMUNERATION COMMITTEE

Mr. Chen Weiru (*Chairman*)

Ms. Yang Huiyan

Mr. Mei Wenjue

## NOMINATION COMMITTEE

Ms. Yang Huiyan (*Chairman*)

Mr. Rui Meng

Mr. Chen Weiru

Mr. Zhao Jun

## ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE

Mr. Xu Binhuai (*Chairman*)

Mr. Xiao Hua

Ms. Yang Huiyan

Mr. Chen Weiru

Mr. Zhao Jun

## DEBT RECOVERY COMMITTEE\*

Mr. Xu Binhuai (*Chairman*)

Mr. Xiao Hua

Mr. Rui Meng

## JOINT COMPANY SECRETARIES

Mr. Chen Dilin

Mr. Leung Chong Shun (*Solicitor in Hong Kong*)

## AUTHORISED REPRESENTATIVES

Mr. Xu Binhuai

Mr. Chen Dilin

## REGISTERED OFFICE

Cricket Square, Hutchins Drive

P.O. Box 2681

Grand Cayman

KY1-1111

Cayman Islands

## PRINCIPAL PLACE OF BUSINESS IN HONG KONG

4th Floor, Ruttonjee House

Ruttonjee Centre

11 Duddell Street

Central

Hong Kong

## HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN THE PRC

West Building of Country Garden Office

Beijiao Town

Shunde District, Foshan

Guangdong Province

PRC

## CAYMAN ISLANDS PRINCIPAL SHARE REGISTRAR AND TRANSFER OFFICE

Conyers Trust Company (Cayman) Limited

Cricket Square, Hutchins Drive

P.O. Box 2681

Grand Cayman

KY1-1111

Cayman Islands

## HONG KONG BRANCH SHARE REGISTRAR

Tricor Investor Services Limited

17/F, Far East Finance Centre

16 Harcourt Road, Hong Kong

## AUDITORS

Deloitte Touche Tohmatsu

Registered Public Interest Entity Auditor

35/F, One Pacific Place

88 Queensway, Hong Kong

\* In addition to the Directors presented, there are another two members that are core management of the Company





## LEGAL ADVISERS

*As to Hong Kong laws:*

WOO KWAN LEE & LO

26/F, Jardine House, 1 Connaught Place, Central  
Hong Kong

PILLSBURY WINTHROP SHAW PITTMAN LLP

Suite 1704, 17/F, Alexandra House, 18 Chater Road,  
Central  
Hong Kong

*As to PRC laws:*

Beijing Dacheng Law Offices, LLP (Shanghai)

9th/24th/25th Floor, Shanghai World Financial Center  
No.100 Century Avenue, Shanghai, China

AllBright Law Offices

12/F, Shanghai Tower, No. 501 Yincheng Middle Road  
Pudong New Area, Shanghai

## PRINCIPAL BANKERS

Bank of China (Hong Kong) Limited

Industrial and Commercial Bank of China (Asia) Limited

The Hongkong and Shanghai Banking Corporation Limited

## COMPANY WEBSITE

[www.bgyfw.com](http://www.bgyfw.com)

## STOCK CODE

6098

## LISTING DATE

19 June 2018

# Awards and Honours

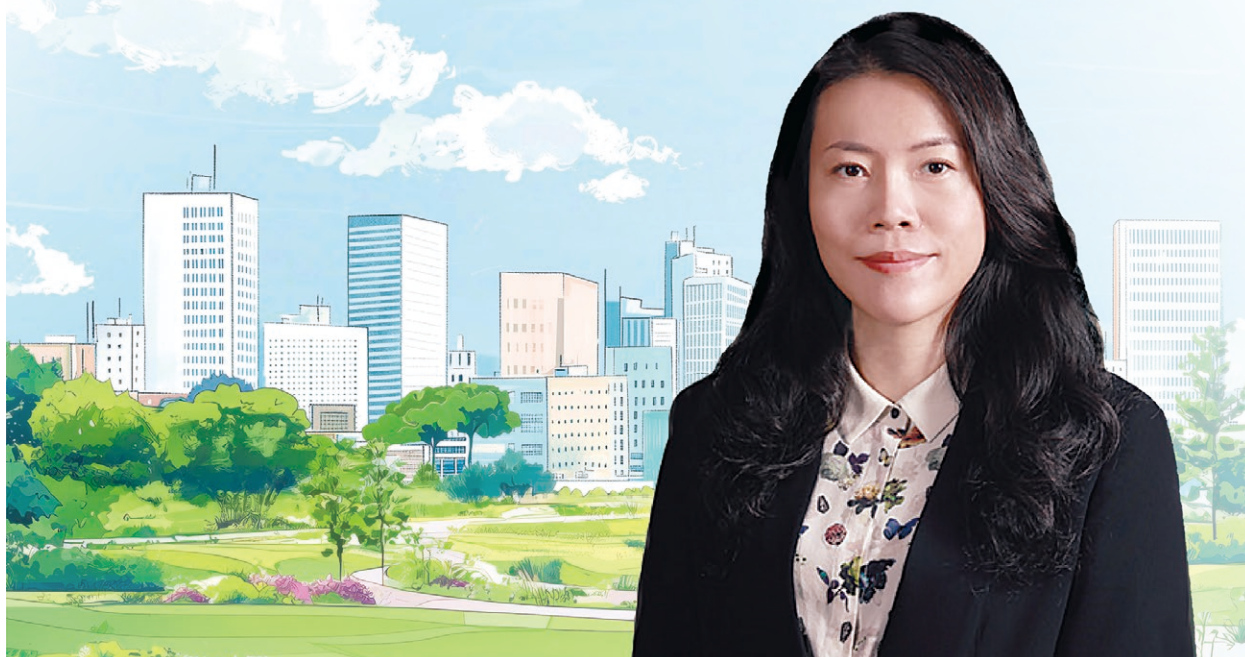




## THE LIST OF AWARDS AND HONOURS FOR THE FIRST HALF OF 2025

| No. | Honours  | Awarding entity  |
|-----|--|--|
| 1   | 2025 TOP 100 Property Management Companies in China  | Beijing China Index Academy  |
| 2   | 2025 First in TOP 500 Property Management Companies in China in terms of Comprehensive Strength      | CRIC Property Management, China Property Management Research Institution   |
| 3   | 2025 First in TOP 20 Listed Property Management Companies in China                                   | CRIC Property Management, CRIC (Shanghai) Information Technology Co., Ltd. |
| 4   | 2025 First in Property Management Companies in China in terms of Comprehensive Strength              | YIHAN, YIHAN Property Management Research                                  |
| 5   | 2025 First in TOP 100 Property Management Companies in China in terms of Comprehensive Strength      | CPM Think Tank   |
| 6   | 2025 Outstanding Property Management Companies in China in terms of ESG Development                  | Beijing China Index Academy  |
| 7   | 2025 TOP 10 of the TOP 100 Property Management Companies in China in terms of Service Scale          | Beijing China Index Academy  |
| 8   | 2025 TOP 10 of the TOP 100 Property Management Companies in China in terms of Business Performance   | Beijing China Index Academy  |
| 9   | 2025 Annual Property Management Companies with Sense of Social Responsibility in China               | Beijing China Index Academy  |
| 10  | 2025 Leading Property Management Companies in China in terms of Marketisation of Business            | Beijing China Index Academy  |
| 11  | 2025 Leading Companies in China in terms of Property Technology Empowerment                          | Beijing China Index Academy  |
| 12  | 2025 Leading Companies in China in terms of Smart City Service                                       | Beijing China Index Academy  |
| 13  | 2025 Outstanding Companies in China in terms of Commercial Property Service Capability               | Beijing China Index Academy  |
| 14  | 2025 China's Model Property Service Companies for Public Property                                    | YIHAN, YIHAN Property Management Research                                  |
| 15  | 2025 China's Model Property Management Companies for Industrial Park                                 | YIHAN, YIHAN Property Management Research                                  |
| 16  | 2025 China's Model Property Service Companies for Red Property Service                               | YIHAN, YIHAN Property Management Research                                  |
| 17  | 2025 China's Model Property Management Companies for Characteristic Properties                       | YIHAN, YIHAN Property Management Research                                  |
| 18  | 2025 China's Model Property Service Smart Service Sample Enterprise                                  | YIHAN, YIHAN Property Management Research                                  |
| 19  | 2025 Leading Companies in China in terms of Residential Property Service                             | CRIC Property Management, China Property Management Research Institution   |
| 20  | 2025 Leading Companies in China in terms of Commercial Property Service                              | CRIC Property Management, China Property Management Research Institution   |
| 21  | 2025 Leading Property Management Companies in China in terms of Social Responsibility Contribution   | CRIC Property Management, China Property Management Research Institution   |
| 22  | 2025 Leading Companies in China in terms of Smart Property Service                                   | CRIC Property Management, China Property Management Research Institution   |
| 23  | 2025 Leading Listed Property Management Companies in China in terms of ESG Sustainable Development   | CRIC Property Management, CRIC (Shanghai) Information Technology Co., Ltd. |
| 24  | 2025 TOP 20 Listed Property Management Companies in China in terms of Value-added Service Capability | CRIC Property Management, CRIC (Shanghai) Information Technology Co., Ltd. |
| 25  | 2025 Top 100 China Property Management Companies by Brand Value                                      | CRIC Property Management, China Property Management Research Institution   |
| 26  | 2025 Leading Companies in China in terms of Property Management Quality                              | CRIC Property Management, China Property Management Research Institution   |
| 27  | 2025 First in TOP 20 Listed Property Management Companies in China's Property Management Industry    | CPM Think Tank   |
| 28  | 2025 TOP 5 Listed Property Management Companies in China in terms of Firm Scale                      | CPM Think Tank   |
| 29  | 2025 TOP 5 Listed Property Management Companies in China in terms of Market Value                    | CPM Think Tank   |
| 30  | 2025 TOP 10 Property Companies for City Services in China  | CPM Think Tank   |

# Chairman's Statement



Dear Shareholders,

The board of directors of the Company respectfully and diligently reports that for the six months ended 30 June 2025, the Group recorded a revenue of approximately RMB23,185.5 million, with gross profit of approximately RMB4,299.1 million, net profit of approximately RMB1,002.6 million, and core net profit\* attributable to the owners of the Company of approximately RMB1,567.7 million. The basic earnings per share were approximately RMB29.82 cents.

The current industry is undergoing a profound transformation, marked by intense market consolidation and unprecedentedly fierce competition. Standardized services guided by policies have become an unbreakable survival rule, while refined operations are indeed the lifeline for development. Meanwhile, the industry also rode on waves of favorable policies and embraced the tide of “artificial intelligence + property management”, sailing into a new channel of high-quality development. The country’s blueprint for the modernization of property management services has not only set the direction for industry development but also endowed top property companies with more development opportunities. Amid the backdrop of the times, CG Services views challenges as opportunities and competition as a refining furnace, as we firmly believe that only by returning to the industry’s origin of “service orientation and value creation”, building core competitiveness including efficient and refined operation systems, digital construction and AI applications, delivering quality services to clients and empowering industry development with leading capabilities, can we anchor our direction and steadily navigate through turbulent changes in the industry.

\* Core net profit attributable to the owners of the Company excluding expenses of share options, unrealised gains or losses from financial assets at fair value through profit or loss, amortisation charges of intangible assets – contracts and customer relationships, insurance brokerage licenses and brands arising from mergers and acquisitions and impairment of goodwill and other intangible assets, impairment of loans to third parties pledged by equities, losses from disposal of subsidiaries, expected losses on external guarantee, impairment of receivables from related parties and fair value gains of contingent consideration related to performance guarantees.



Looking back at the first half of the year, the whole Company worked together with concerted efforts, deeply cultivating our core capabilities with strategic determination, and achieved stable operating results. The combined revenue of the core property management segment achieved a growth of approximately 5.5% compared to the same period last year, with its percentage of total revenue amounting to approximately 69.2%. It continued to serve as a cornerstone in the revenue structure of the Company. Through high degree of market-oriented operations, we were able to maintain a low proportion of related-party revenue at approximately 1.1%, leading among top property management enterprises. Still waters run deep, and firm foundation reaches far. We remained steadfast in our strategic direction and anchored in residential property management business as the core, while constantly strengthening our core competencies and building competitive moats in increasingly diversified and specialized property service sectors. In the first half of the year, we achieved high-quality development achievements in market expansion, with new contracted area from third-party business expansion increased by approximately 66.0% compared to the same period last year. In such market expansion, residential and commercial office business sector contributed approximately 71.0%. Meanwhile, we nurtured strategic businesses and proactively expanded into specialized development businesses including Integrated Facility Management (IFM). As for value-added services, we established a professional team to achieve independent market-oriented deployment and development, driving both scale expansion and quality improvement.

In the first half of the year, in line with the core trend of the industry shifting from scale expansion to quality improvement, we have maintained our efforts in building an efficient and lean operational system, aiming to lay a solid foundation in property management service business. We invested approximately RMB259 million in the renovation and upgrading of community recreational facilities and old facilities so as to improve the experience of clients. We promoted the in-depth implementation of service grading across 942 projects in 37 cities nationwide. While redefining the value of our services through service grading, we deeply integrated the digital operation model to focus on key demands from clients, persistently enhance service responsiveness and customer experience, with a view to delivering quality services that match their value, thereby elevating customer satisfaction.

We deeply understand that as the industry's competitive focus shifts to quality and service efficiency, technology empowerment is the key to building core corporate competitiveness. To this end, the Group has comprehensively upgraded its digital operational system. On the data side, continued efforts have been made to enhance data platform development, deepen data governance, consolidate and improve security system, striving to safeguard customer privacy and security. On the operations side, the independently developed "No. 0 Assistant (零號助理)" has been supporting rapid business analysis and accurate decision-making and helping upgrade operational efficiency. On the service side, using big data and AI models to generate scenario-based complaint tags, we can drive rapid response and targeted resource investment for improvements. Nearly 100 units of our independently developed cleaning robot "No. 0 Resident (零號居民)" has been put into use at projects, achieving unified operational standards and improved operational efficiency, and we plan to deploy this robot on a larger scale in Southern China during the year. Our digital transformation is systematically reshaping operational processes and service touchpoints, becoming the Company's strategic pivot for responding to industry changes and achieving high-quality development.

We injected the integration of sustainable development into our DNA, bravely shouldering the social responsibility entrusted to us by our times. To this end, we advance on two tracks simultaneously: on one hand, we cultivate community service diligently, and through ongoing innovation and quality service, carefully building safe, inclusive, harmonious, green and livable homes, and taking the lead in establishing a sustainable residential community certification system around these five dimensions, providing an innovative model for community sustainable development. On the other hand, at the group level, we firmly practice green operations, deeply integrating ESG management into daily operational processes and comprehensively implementing energy conservation and emission reduction initiatives. The Group has long received high recognition from international ESG rating agencies for its sustainable development practices and has maintained its leading position within the industry.



## CHAIRMAN'S STATEMENT

CG Services insisted on the Party leadership as the core engine of property management. At the more than 8,000 projects under our management, frontline workers create extraordinary stories with their inspiring actions every day. Whether responding to emergency incidents or tackling extreme weather such as floods and typhoons, they always take solid actions to build a safety defense line for communities and safeguard the security of thousands of households. In the first half of the year, we have extensively mobilized flood relief, care and support, community civilization construction, and volunteer services for a total of 18,413 sessions, delivering warmth to thousands of households. Meanwhile, we organized more than 4,000 Party and community volunteer teams to carry out community public service activities, serving over 400,000 people, and winning 38 provincial and municipal Party and community honors. In the future, CG Services will remain unwavering in using Party building efforts to energize the organization and interpret responsibility through action.

Looking ahead, we will always uphold our original intention of “employee-oriented, customer first”, guided by the strategy of “stabilizing the situation, ensuring growth, and seeking breakthroughs.” While consolidating our operational foundation, we will deepen our focus on quality living scenarios and continue to enhance our capabilities of residential property service contextualisation. We will rely on our digital operational system, deeply integrating AI large models and IoT technology to innovate service processes, create innovative applications, enhance customer experience, and ensure customer safety. At the same time, we will continue to strengthen our management and talent foundation to stimulate organizational vitality. We will adhere to the dual drivers of technological innovation and service upgrades, seizing the opportunities presented by the development of artificial intelligence, not only driving our own transformation but also contributing wisdom and strength to the changes and high-quality development of the industry.

Finally, on behalf of the board of directors, I would like to express my sincerest gratitude to the management team and all our colleagues, especially our frontline employees! It is your dedication accompanied by starlight, your moving forward against storms and heavy rain, and your persistence through winter cold and summer heat that brings peace of mind and safety to our customers. At the same time, we sincerely thank our shareholders and all sectors of society for their long-term trust and strong support, which has allowed us to move forward steadily amid the changes of the industry. A journey of a thousand miles begins with a single step. On our journey to the future, we will build a service moat with quality, define a new paradigm of the development of property management with responsibility, and construct a smart service ecosystem with innovation, thereby providing safe and comfortable community services for thousands of customers, and creating sustainable values for the society!

To create a better society with our existence.

To shape a prosperous future through our conscience and social responsibility awareness.

**Yang Huiyan**

*Chairman of the Board*

Foshan, China, 27 August 2025





# Management Discussion and Analysis



## BUSINESS REVIEW

The Group is a leading integrated service provider in the PRC covering diversified business forms, including services to residential properties, commercial properties, office buildings, industrial parks, multi-purpose complexes, government buildings, hospitals, schools and other public facilities, such as airport terminals, highway service stations and cultural scenic areas. We have gained satisfaction from industry-leading customers and brand reputation with quality services, as well as high recognition in a number of sub-segments of the industry. We have won well-recognized awards in the industry including “2025 Leading Property Management Companies in China in terms of Marketisation of Business” (2025中國物業管理行業市場化運營領先企業) and “2025 Leading Companies in China in terms of Property Technology Empowerment” (2025中國物業科技賦能領先企業) granted by China Index Academy; “2025 First in Property Management Companies in China in terms of Comprehensive Strength” (2025中國物業企業綜合實力第1名) and “2025 China’s Model Property Service Companies for Red Property Service” (2025中國物業服務紅色物業樣本標竿企業) granted by YIHAN (億翰智庫); and “2025 Leading Property Management Companies in China in terms of Social Responsibility Contribution” (2025中國物業社會責任貢獻領先企業) and “2025 Leading Listed Property Management Companies in China in terms of ESG Sustainable Development” (2025中國物業管理上市公司ESG可持續發展領先企業) granted by CRIC Property Management.

The major business sectors of the Group include: (i) property management services, (ii) community value-added services, (iii) value-added services to non-property owners, (iv) the “Three Supplies and Property Management” business, (v) city services and (vi) commercial operational services, which constitute part of our comprehensive services to customers that cover the full range of the value chain in property management.

### Property Management Services

We provide property owners, residents and property developers with a series of property management services, including security, cleaning, green landscaping, gardening, repair and maintenance, and other services. During the six months ended 30 June 2025 (the “**Period**”), property management services recorded a revenue of approximately RMB13,605.8 million, representing a year-on-year increase of approximately 6.7% as compared to the same period of last year, and its percentage of total revenue amounted to approximately 58.7%.

## MANAGEMENT DISCUSSION AND ANALYSIS

The scale of the Group's property management business has been steadily expanding. As at 30 June 2025, apart from the "Three Supplies and Property Management" business, our revenue-bearing GFA was approximately 1,063.3 million sq.m.. In addition, the revenue-bearing GFA of the property management services of the "Three Supplies and Property Management" business was approximately 90.1 million sq.m.. We manage a total of 8,108 property projects, which cover 31 provinces, municipalities, autonomous regions in Mainland China and the Hong Kong Special Administrative Region and overseas, focusing on five key economically developed city clusters, including the Pearl River Delta, the Yangtze River Delta, the middle reaches of the Yangtze River, the Beijing-Tianjin-Hebei Region and the Chengdu-Chongqing Region in China. Among them, the percentage of the revenue-bearing GFA of projects in first and second-tier cities amounted to approximately 40.2%.

Customer satisfaction is an important foundation for the sustainable development of the Group. We have continued to build an efficient and lean operation system to support the stability of the basic foundation of services and property management. During the Period, based on customers' actual needs, we invested approximately RMB259 million in the renovation and upgrading of community recreational facilities and old facilities so as to improve the experience of clients. We promoted the in-depth implementation of service grading across 942 projects in 37 cities nationwide. Through differentiated operation strategies and resource allocation, we have accurately matched service demands with resource models. Furthermore, we have improved operational efficiency by digitalizing work orders, digitalizing cleaning services and adopting human-machine collaboration, so as to promote the improvement of capacity for healthy and sustainable development of the Group.

The Group actively invested in the development of core capabilities such as digital R&D and innovation, artificial intelligence and the Internet of Things (IoT), committed to empowering services with technology and continuously improving our service quality, operating efficiency and customer experience. During the Period, we promoted the reshaping of a new decision-making paradigm through data intelligence, continuously strengthened the development of data platforms, conducted in-depth data governance, consolidated and improved the security system, and committed to protecting customers' privacy and security. The Group obtained the first-ever PIA (Personal Information Protection Impact Assessment) Two-Star Certification for information security within the industry. As an industry-leading mobile intelligent agent, "No. 0 Assistant" (零號助理) empowered business operations by enabling rapid analysis and accurate decision-making in daily operations. We accelerated the R&D and promotion of human-machine collaboration products focusing on the large-scale application of the cleaning robot "No. 0 Resident" as the core, creating a new service model of human-machine collaboration. We and Tencent jointly launched a property management fee auto-deduction solution based on WeChat Pay, delivering a more convenient payment experience for customers. In addition, we have established a full life-cycle digital supervision system for elevator maintenance, achieving the management and control of nearly 160,000 elevators with a coverage rate of approximately 96.28%. During the Period, complaints per 100 elevators decreased by approximately 30% year-on-year. Meanwhile, we have developed an industry-leading digital market expansion tool, comprehensively covering the entire business process from project leads to contract signing, and helping increase the efficiency of business opportunity follow-up by approximately 20% compared to the period before the tool was used.

We consistently adhered to the high-quality expansion strategy highlighting the focus on residential properties as the core. During the Period, the annualized revenue from property projects newly contracted and admitted in within our residential and commercial and office buildings sectors of the Group accounted for approximately 71.4%. In terms of service products, we have initially implemented a point-to-area expansion model for old residential communities, and deployed new projects in 11 cities including Beijing, Shanghai and Wuhan. In addition, we actively enhanced our service capabilities and built professional service qualifications, achieving key breakthroughs in the market expansion of Integrated Facilities Management (IFM) projects. During the Period, we successfully secured IFM projects including those for industrial parks of factories and mines under China National Coal Group, the new campus of the School of Music of The Chinese University of Hong Kong, Shenzhen and the bid sections of China Mobile in Shaoguan, Guangdong Province and Shaanxi Province. The service scope covers comprehensive logistics services such as property management, conference services, venue management and corporate administration, aiming to help clients focus on the development of their core businesses, reduce management costs and optimize service experience.





### Community Value-added Services

We are committed to becoming an “integrated whole-cycle community living services operator”. By focusing on the family growth cycle of property owners, the property value cycle and the mature development cycle of communities, we strive to provide property owners with comprehensive community living services to meet their needs for asset value preservation and appreciation and daily living needs, so as to enable property owners to experience the beauty of property management services. Based on the community and property service scenarios, we continuously build community value-added service businesses that satisfy customers, and possess differentiation and marketization capabilities, and drive the shift in our business structure from resource-based businesses to market-oriented businesses, thereby driving the scale expansion and quality improvement of our community value-added services.

Five major businesses have formed in our community value-added services sector: (i) home services — providing property owners with safe, convenient, professional and considerate full-range home services through a standardized operation system; (ii) community media services — establishing deep connection between consumers and brands through the community media matrix; (iii) local living services (including home decoration intermediate services) — setting up local consumption scenarios for customers and continuously adapting to the needs of property owners to customize diversified life services; (iv) real estate brokerage services — serving the needs of property owners for asset management and further developing second-hand property rental and sale; and (v) community area services — making full use of community space resources and carrying out business with the aim of providing convenience to the life of property owners and improving their sense of happiness in their living.

During the Period, the Group’s revenue from the Group’s community value-added services was approximately RMB2,103.9 million, representing a year-on-year increase of approximately 5.3% as compared to the same period of last year, and its percentage of total revenue of the Group was approximately 9.1%. We focused on building core competencies in the liquor business under the “property services + professional attitude” community partner model, continuously exploring private domain scenarios within the community to improve product competitiveness and customer reach. We accumulated a total of nearly 4,200 customers during the Period, with a repeat purchase rate of approximately 65%. We continued to make efforts in the new energy business. Our self-operated brand, “Smart Enjoy Charging Downstairs” (智享樓下充電), provides property owners with safer and more convenient two-wheeler charging services through self-operated equipment. Our business scale continued to grow, and by the end of the first half of 2025, we had cumulatively operated a total of approximately 600,000 charging sockets in more than 5,000 communities across the country, with the cumulative number of registered users exceeding 5.5 million and cumulative service instances exceeding 100 million. User engagement also increased, with the number of monthly active users exceeding 2 million. Additionally, we accelerated our expansion into external markets, promoting cities upgrading and industrial standardization. We provided one-stop site management charging solutions for market-oriented projects. Through unified platform operation tools and management standards, we improved owners’ satisfaction with charging services while enhancing site operational efficiency.

### Value-added Services to Non-Property Owners

During the Period, the revenue from value-added services to non-property owners was approximately RMB292.3 million, representing a year-on-year decrease of approximately 17.8% as compared to the same period last year, and its percentage of the Group’s total revenue further decreased to approximately 1.3%. The value-added services to non-property owners we provide mainly include (i) management consultancy services to property developers for their presale activities, as well as consultancy services for properties managed by other property management companies; (ii) cleaning services, green landscaping, repair and maintenance services to property developers at the pre-delivery stage; (iii) sales and leasing agency services of unsold parking spaces and properties; and (iv) elevator products installation, supporting services and other services.

## MANAGEMENT DISCUSSION AND ANALYSIS

### “Three Supplies and Property Management” Business

The Group established a joint venture in 2018 and began to undergo the separation and transfer of property management and heat supply under the “Three Supplies and Property Management” reform. As of 30 June 2025, the revenue-bearing GFA of the property management services of the “Three Supplies and Property Management” business was approximately 90.1 million sq.m.. During the Period, the revenue from the property management business was approximately RMB4,156.0 million, and the revenue from the heat supply business was approximately RMB915.7 million.

During the Period, our brand reputation and comprehensive strength continued to grow, which were underscored by multiple honors, such as “The 15th among the Top 100 Chinese Property Service Enterprises in Comprehensive Strength in 2025” awarded by CPM Think Tank and CPM Research Institute. At the operational level, we have innovatively enriched community cultural activities and expanded community space operation, achieving higher quality and efficiency in safety management, quality control, smart operations, and customer service. Furthermore, leveraging our brand advantages and technological capabilities, we have actively explored high-quality project resources and continuously expanded our business scale, achieving new breakthroughs in market development. During the Period, we signed 315 new contracted projects with a total contract amount of approximately RMB1,787 million.

### City Services

The Group focuses on core sectors such as intelligent operation and maintenance of urban (ecological) environments, solid waste disposal and resource utilization, environmental protection governance, green technology services, manufacturing and leasing of environmental industry technology equipment and industrial services. The Group also provides comprehensive environmental protection governance solutions covering environmental protection design, construction & renovation, and intelligent operation for urban development, industrial upgrading, and livable communities. During the Period, our city services recorded a revenue of approximately RMB1,778.5 million, representing a year-on-year decrease of approximately 18.0% as compared to the same period of last year, and its percentage of the Group's total revenue decreased to approximately 7.7%.

### Commercial Operational Services

The Group provides shopping malls, neighborhood commercial centers, office buildings and other projects with full-chain services such as business planning consulting, tenant sourcing, operation and planning services, mainly including (i) conducting commercial operation and management of the properties owned by leasing developers or property owners; (ii) providing property market research and positioning services to property developers at the investment stage; (iii) providing market research and positioning, business planning consulting, tenant solicitation and opening preparation services to property developers or owners at the preparation stage before the opening of the properties; and (iv) providing tenant solicitation, operation and management services to property owners or tenants at the stage of property operation.

During the Period, the commercial operational management business segment of the Group achieved a total revenue of approximately RMB296.8 million. Our commercial operational services formed various product line matrix, including city-grade full-service shopping mall “Bele city” (碧樂城), regional shopping mall “Bele one” (碧樂匯) and community neighbourhood commercial center “Bele time” (碧樂時光). During the Period, we have taken full advantage of our own high-quality commercial operational capabilities, huge brand resources library and other advantages and kept promoting third-party business expansion, thereby securing landmark projects including Bele City in Boxing, Binzhou, Shandong (山東濱州博興碧樂城), Bele One in Cixian, Handan, Hebei (河北邯鄲磁縣碧樂匯), and Bele One in Sanhe, Langfang, Hebei (河北廊坊三河碧樂匯).





## PROSPECTS AND FUTURE PLANS

### **Deepening the grading of property management services to build a digital-based efficient operating and management system**

The high customer recognition and satisfaction are the fundamental driving forces behind the sustainable development of CG Services. We always prioritize the needs of property owners, adhering to the guiding principle of “Property owner-oriented” and fulfilling our service commitment to “Catering for property owners’ urgent needs; addressing property owners’ concerns”. By continuously optimizing our service grading mechanism and deeply integrating digital operational models, we built an “end-to-end online closed-loop management system” for property owners’ demands. By standardizing and controlling the operation chain, we realized the standardization of property service processes and operational procedures. Meanwhile, we focused on customers’ key demands to continuously improve service response efficiency and customers’ experience, striving to provide high-quality services that offer excellent value for their money and create a more livable and harmonious community atmosphere.

In the future, we will continue to deepen our service grading, redefine the value of services through service grading, upgrade the ecosystem of service products, cover more diverse markets, and enhance the value experience in areas including basic property services, spatial scenarios and lifestyle services, thereby driving improvements in lean operational levels and customer response speed. We will continue to build a highly efficient operation system. By integrating lean operations with a diversified workforce model, we will break through efficiency boundaries; through establishing hierarchical and categorized operation strategies, we will establish operation models adapted to multiple types of projects to stimulate the development momentum of each project. With digital upgrading as the core link, we will continuously expand the depth and breadth of business operations, enabling each project to become a “healthy development unit” and accumulating momentum for long-term value growth.

### **Focusing on the core lifestyle needs of property owners, we have built key business capabilities to drive the market-oriented development of community value-added services**

CG Services is committed to becoming an “integrated whole-cycle community living services”, providing property owners with all-scenario, full-chain and entire-life-cycle community life services. Focusing on the core lifestyle needs of property owners, we have already established market-oriented businesses including integrated marketing, liquor, home decoration intermediate and new energy in the community. Simultaneously, the Group is also actively incubating businesses such as near-field retail, home services, community insurance, and real estate agency, bringing convenience to the vast number of community residents while redefining the value experience of property services.

Moving forward, we will continue developing premium community value-added services. While addressing various core needs of property owners, we will actively explore business models and directions, build core business capabilities, strengthen team building, achieve lean operations, and drive the transformation of our business structure from resource-based operations to market-oriented operations, thereby fueling the scale expansion and quality enhancement of our overall community value-added services business.

### **Empowering property services with technology to deliver more thoughtful services and more precise operation**

With artificial intelligence technology entering the stage of large-scale commercial application, the property services industry is undergoing a disruptive transformation. CG Services has consistently driven digital transformation, empowering services with technology to comprehensively enhance customer experience, service quality and operational efficiency. We will continue to strengthen our data foundation, advance data governance, and enable smart decision-making in operational management in a real-time manner under the support of the universal data. Furthermore, we will actively embrace and promote the in-depth application of artificial intelligence in property management scenarios such as customer services, facility management, security monitoring and energy consumption optimization, enhancing the technological and intelligent level of our services and striving to become a leader in smart community services.

The cleaning robot, as an intelligent equipment in property management service, integrates a range of advanced technologies, thereby significantly improving the efficiency and quality of property cleaning operations. We have deployed nearly 100 self-developed “No. 0 Resident” cleaning robots across our projects, which has initially enhanced both cleaning efficiency and quality. In the second half of 2025, we will continue to advance the R&D and adoption of “No. 0 Resident” and plan to achieve large-scale deployment across projects in Southern China during the year, further promoting standardized operations and efficiency improvements under the validated human-machine collaboration model.

## FINANCIAL REVIEW

### Revenue

The Group's revenue is mainly derived from (i) property management services, (ii) community value-added services, (iii) value-added services to non-property owners, (iv) "Three Supplies and Property Management" business, (v) city services and (vi) commercial operational services. For the six months ended 30 June 2025, the total revenue increased by approximately 10.2% to approximately RMB23,185.5 million from approximately RMB21,046.2 million for the six months ended 30 June 2024. Such increase was mainly attributable to the comprehensive impact of the continued growth in the revenue from property management services, community value-added services, and the "Three Supplies and Property Management" business of the Group, representing an increase of 14.9% in total as compared to that for the same period in 2024 as offset by the decrease in revenue from value-added services to non-property owners as a result of proactive suppression of the Group's transaction amounts with customers whose credit risks have significantly increased (the **"High-Risk Customers"**) and the decline in revenues from city services and commercial operational services. Specific revenue by business is shown below:

#### (I) Property management services

During the Period, the revenue from property management services increased by approximately 6.7% to approximately RMB13,605.8 million from approximately RMB12,751.9 million for the six months ended 30 June 2024, accounting for approximately 58.7% of the total revenue (for the same period in 2024: approximately 60.6%).

The following table sets out the breakdown of the revenue-bearing GFA of the properties developed by Country Garden Real Estate Group and the properties developed by independent third-party property developers for the dates indicated:

|   | As of 30 June 2025                  |       | As of 30 June 2024                  |       |
|---|-------------------------------------|-------|-------------------------------------|-------|
|   | Revenue-bearing GFA<br>('000 sq.m.) | (%)   | Revenue-bearing GFA<br>('000 sq.m.) | (%)   |
| Properties developed by Country Garden Real Estate Group (Note 1)   | 524,245                             | 49.3  | 497,558                             | 49.5  |
| Properties developed by independent third-party property developers | 539,039                             | 50.7  | 508,019                             | 50.5  |
| Total   | 1,063,284                           | 100.0 | 1,005,577                           | 100.0 |

Note 1: Properties developed by Country Garden Holdings Company Limited ("**CG Holdings**" or "**CGH**") and its subsidiaries ("**CGH Group**"), joint ventures and associates (the "**Country Garden Real Estate Group**") independently or jointly with other parties.

As at 30 June 2025, the revenue-bearing GFA of the Group increased by approximately 57.7 million sq.m. from approximately 1,005.6 million sq.m. for the same period in 2024 to approximately 1,063.3 million sq.m., mainly due to the increase in revenue-bearing GFA from third parties resulted from the proactive expansion, and the conversion of the Group's reserved contracted GFA of the properties developed by Country Garden Real Estate Group into revenue-bearing GFA during the Period.

#### (II) Community value-added services

During the Period, the revenue from community value-added services increased by approximately 5.3% to approximately RMB2,103.9 million from approximately RMB1,997.8 million for the six months ended 30 June 2024, accounting for approximately 9.1% of the total revenue (for the same period in 2024: approximately 9.5%).



The increase in revenue from community value-added services was mainly attributable to:

- (a) During the Period, the revenue from local living services increased by approximately 21.7% to approximately RMB1,288.8 million from approximately RMB1,058.8 million for the six months ended 30 June 2024.
- (b) During the Period, the revenue from community media services decreased by approximately 50.5% to approximately RMB179.1 million from approximately RMB362.0 million for the six months ended 30 June 2024.
- (c) During the Period, the revenue from home services increased by approximately 5.3% to approximately RMB309.9 million from approximately RMB294.4 million for the six months ended 30 June 2024.
- (d) During the Period, the revenue from real estate brokerage services increased by approximately 6.7% to approximately RMB156.5 million from approximately RMB146.7 million for the six months ended 30 June 2024.
- (e) During the Period, the revenue from community area services increased by approximately 24.8% to approximately RMB169.6 million from approximately RMB135.9 million for the six months ended 30 June 2024.

The increase in the revenue from community value-added services was mainly attributable to the growth of businesses such as liquor products, retail and new energy.

### (III) *Value-added services to non-property owners*

During the Period, the revenue from value-added services to non-property owners decreased by approximately 17.8% to approximately RMB292.3 million from approximately RMB355.5 million for the six months ended 30 June 2024, accounting for approximately 1.3% of the total revenue (for the same period in 2024: approximately 1.7%).

The decrease in revenue from value-added services to non-property owners was mainly due to the continuous and proactive suppression of the transaction scale with related parties by the Group.

### (IV) *“Three Supplies and Property Management” Business*

During the Period, the revenue from the “Three Supplies and Property Management” business includes the revenue arising from property management and other related services and heat supply services, among which, the revenue from property management and other related services increased by approximately 68.5% to approximately RMB4,156.0 million from approximately RMB2,467.2 million for the six months ended 30 June 2024, accounting for approximately 17.9% of the total revenue (for the same period in 2024: approximately 11.7%).

The revenue from heat supply services increased by approximately 4.4% to approximately RMB915.7 million from approximately RMB877.4 million for the six months ended 30 June 2024, accounting for approximately 3.9% of the total revenue (for the same period in 2024: approximately 4.2%).

The increase in the revenue from the “Three Supplies and Property Management” business was mainly due to the increase in revenue scale as a result of the conversion of certain associates and joint ventures into controlling subsidiaries through further acquisitions of their remaining equity interests by the Company’s certain subsidiaries.

### (V) *City Services*

During the Period, the revenue from city services decreased from approximately RMB2,170.0 million for the six months ended 30 June 2024 to approximately RMB1,778.5 million, representing a decrease of approximately 18.0%, accounting for approximately 7.7% of the total revenue (for the same period in 2024: approximately 10.3%).

The decrease in the revenue from city services was mainly due to the lower service prices for some projects and the withdrawal from several environmental sanitation projects by the Group.

## MANAGEMENT DISCUSSION AND ANALYSIS

### (VI) Commercial Operational Services

During the Period, the revenue from commercial operational services decreased from approximately RMB331.6 million for the six months ended 30 June 2024 to approximately RMB296.8 million, representing a decrease of approximately 10.5%, accounting for approximately 1.3% of the total revenue (for the same period in 2024: approximately 1.6%).

The decrease in the revenue from commercial operational services was due to the Group's strategic withdrawal from several loss-making projects in order to optimize its business structure.

### Costs

The Group's costs include (i) staff cost, (ii) cleaning cost, (iii) heat supply cost, (iv) maintenance cost, (v) utilities, (vi) greening and gardening cost, (vii) security expenses, (viii) cost of sales of goods, (ix) transportation cost, (x) office and communication cost, (xi) taxes and surcharges, (xii) employee uniform expenses, (xiii) depreciation and amortisation charges, (xiv) community activities cost, (xv) travelling and entertainment cost, (xvi) construction costs for infrastructure under service concession arrangements, (xvii) other labor outsourcing costs, and (xviii) others. During the Period, the costs were approximately RMB18,886.4 million, representing an increase of approximately 13.8% as compared to approximately RMB16,592.8 million for the six months ended 30 June 2024. The increase in costs was mainly due to combined impact of the increased amount of the related costs as a result of the growth in the Group's property management services, community value-added services and "Three Supplies and Property Management" business, exceeding the decreased amount of the cost related to value-added services to non-property owners, commercial operational services and city services business.

### Gross Profit and Gross Profit Margin

During the Period, the overall gross profit decreased by approximately RMB154.3 million to approximately RMB4,299.1 million from approximately RMB4,453.4 million for the six months ended 30 June 2024, representing a decrease of approximately 3.5%.

During the Period, the overall gross profit margin decreased by 2.7 percentage points to approximately 18.5% from approximately 21.2% for the six months ended 30 June 2024. The decrease in overall gross profit margin was mainly due to the increase in capital investment to improve quality of projects, the impact of external adverse factors and the adjustments to business structure of the Group, with the gross profit margins of all businesses showing a decline of various extent.

#### (i) Property management services

During the Period, the gross profit margin of property management services decreased by 1.1 percentage points to approximately 21.8% from approximately 22.9% for the six months ended 30 June 2024.

The decrease in gross profit margin of property management services was mainly due to the increase in the capital investment made by the Group and lower profit margin of the new investment projects.

#### (ii) Community value-added services

During the Period, the gross profit margin of community value-added services decreased by 8.6 percentage points to approximately 30.4% from approximately 39.0% for the six months ended 30 June 2024.

The decrease in the gross profit margin of community value-added services was due to the Company's strategic layout and incubation of new value-added services requiring ongoing initial investments, and the impact from the cyclical downturns in certain industries, the gross profit margins of multiple community value-added services of the Group generally came under pressure. Specifically, (i) as corporate clients have scaled back their investment of resources, the unit price and gross profit margin of the media business have decreased. In the future, the Group will further explore the community-integrated marketing model and combine it with community cultural activities to improve efficiency of resource utilization; and (ii) despite maintaining revenue growth in the liquor business, gross profit margin faced downward pressure due to price volatility in the Baijiu market.





(iii) *Value-added services to non-property owners*

During the Period, the gross profit margin of value-added services to non-property owners increased by 6.6 percentage points to approximately 0.1% from approximately -6.5% for the six months ended 30 June 2024.

The increase in gross profit margin of value-added services to non-property owners was mainly due to the higher collection of payments from High-Risk Customers in this business segment during the Period as compared with the same period last year.

(iv) *“Three Supplies and Property Management” Business*

During the Period, for the “Three Supplies and Property Management” business, the gross profit margin of property management and other related services decreased from approximately 9.7% for the six months ended 30 June 2024 to approximately 7.9%, representing a decrease of 1.8 percentage points.

The decrease in the gross profit margin of the property management services and other related services under the “Three Supplies and Property Management” business was mainly due to changes in business structure.

During the Period, for the “Three Supplies and Property Management” business, the gross profit margin of heat supply services decreased from approximately 6.7% for the six months ended 30 June 2024 to approximately 6.6%, representing a decrease of 0.1 percentage point.

The gross profit margin of heat supply services under the “Three Supplies and Property Management” business remained stable.

(v) *City Services*

During the Period, the gross profit margin of city services decreased from approximately 16.0% for the six months ended 30 June 2024 to approximately 12.6%, representing a decrease of 3.4 percentage points.

The decline in the gross profit margin of city services was mainly due to the intensified market competition, which led to lower service prices for some projects, while pressure on the cost persisted, resulting in a double squeeze on profit margins.

(vi) *Commercial Operational Services*

During the Period, the gross profit margin of commercial operational services decreased from approximately 31.0% for the six months ended 30 June 2024 to approximately 25.9%, representing a decrease of 5.1 percentage points.

The decrease in the gross profit margin of commercial operational services was mainly due to the Group's proactive exit from certain loss-making projects, coupled with a time lag in cost adjustments.

### General and Administrative Expenses

During the Period, general and administrative expenses were approximately RMB2,205.4 million, representing an increase of approximately 22.9% as compared with approximately RMB1,793.9 million for the six months ended 30 June 2024, which was mainly due to the increase in the number of projects under the Group's management and the expansion of scale of the “Three Supplies and Property Management” business. The percentage of general and administrative expenses increased by 1.0 percentage point from approximately 8.5% for the same period in 2024 to approximately 9.5%.

In addition, after excluding the expense of share options, the adjusted percentage of general and administrative expenses increased by 0.4 percentage point from approximately 8.6% for the same period in 2024 to approximately 9.0%.

## MANAGEMENT DISCUSSION AND ANALYSIS

### Other Income

During the Period, other income was approximately RMB82.9 million, representing a decrease of approximately 29.4% as compared with approximately RMB117.5 million for the six months ended 30 June 2024.

The decrease in other income was mainly due to the decrease in government subsidy during the Period and dividend income generated from equity investments in certain entities as compared to the same period last year.

### Other Losses — Net

During the Period, other losses — net were approximately RMB137.9 million, representing an expansion of approximately RMB18.2 million as compared with approximately RMB119.7 million for the six months ended 30 June 2024.

The increase in other losses — net was mainly due to the losses from disposal of subsidiaries during the Period.

### Income Tax Expense

During the Period, income tax expense was approximately RMB332.1 million, representing a decrease of approximately 32.0% as compared to approximately RMB488.2 million for the six months ended 30 June 2024. The decrease in income tax expense was mainly due to the decrease in the total profit for the Period of the Group as compared with the same period last year.

### Profit for the Period

During the Period, the net profit of the Group was approximately RMB1,002.6 million, representing a decrease of approximately 35.1% as compared to approximately RMB1,545.6 million for the six months ended 30 June 2024.

During the Period, the profit attributable to the owners of the Company was approximately RMB996.6 million, representing a decrease of approximately 30.8% as compared to approximately RMB1,440.4 million for the six months ended 30 June 2024.

During the Period, the profit attributable to the non-controlling interests of the Company was approximately RMB6.1 million, representing a decrease of approximately 94.2% as compared to approximately RMB105.2 million for the six months ended 30 June 2024.

During the Period, the core net profit\* attributable to the owners of the Company was approximately RMB1,567.7 million, representing a decrease of approximately 14.8% as compared to approximately RMB1,840.0 million for the six months ended 30 June 2024.

### Net Cash from Operating Activities during the Period

During the Period, the Group recorded net cash outflow from operating activities of approximately RMB875.2 million (net cash inflow generated of approximately RMB270.3 million for the six months ended 30 June 2024).

\* Core net profit attributable to the owners of the Company excluding expenses of share options, unrealised gains or losses from financial assets at fair value through profit or loss, amortisation charges of intangible assets — contracts and customer relationships, insurance brokerage licenses and brands arising from mergers and acquisitions and impairment of goodwill and other intangible assets, impairment of loans to third parties pledged by equities, losses from disposal of subsidiaries, expected losses on external guarantee, impairment of receivables from related parties and fair value gains of contingent consideration related to performance guarantees.



The Group recorded net cash outflow generated from operating activities, which was mainly due to (i) the decrease in new prepayment amounts during the current period, leading to a decline in prepaid business management revenue because of a series of initiatives to encourage advance prepayments by property owners by the end of 2024 in the view of impacts from cyclical prepayment patterns in property management services; (ii) the preliminary investments required for the expansion of the “Three Supplies and Property Management” business; and (iii) the year-on-year decrease in net profit during the Period, which led to a decrease in the cash inflow generated from operating activities as compared with the same period last year.

### The Equity Attributable to Owners of the Company

The equity attributable to owners of the Company increased from approximately RMB36,617.0 million as at 31 December 2024 to approximately RMB36,619.8 million as at 30 June 2025, representing an increase of approximately RMB2.8 million, which was mainly attributable to the combined effect of: (i) the increase in equity attributable to owners of the Company due to the total comprehensive income attributable to owners of the Company of RMB944.1 million for the Period; (ii) the decrease in the equity attributable to owners of the Company as a result of the declaration of the dividend for year 2024 of approximately RMB988.9 million during the Period; and (iii) the purchase of a total of 2,120,000 shares by the trustee entrusted by a designated subsidiary of the Company (the “Trustee”) pursuant to the share award scheme through the Shanghai-Hong Kong Stock Connect and the Shenzhen-Hong Kong Stock Connect mechanisms during the Period, and the total consideration paid for the purchase of such shares, amounting to RMB11.1 million, had been deducted from equity attributable to owners of the Company.

### Intangible Assets

The intangible assets of the Group mainly comprise goodwill arising from equity acquisitions, contracts and customer relationships, software assets, insurance brokerage licenses, brands and concession intangible assets.

As at 30 June 2025, the intangible assets of the Group were approximately RMB21,665.2 million, representing a decrease of approximately RMB497.1 million compared to approximately RMB22,162.3 million as at 31 December 2024, which was mainly due to the amortisation arising from the intangible assets of approximately RMB623.8 million during the Period.

### Trade and Other Receivables

Trade and other receivables include trade receivables, other receivables, prepayments to suppliers and prepayments for other taxes.

As at 30 June 2025, the Group recorded net trade receivables of approximately RMB19,894.2 million, representing an increase of approximately RMB2,204.8 million compared to approximately RMB17,689.4 million as at 31 December 2024. This is mainly attributable to the progress of consolidated fees collection from each business, which shall be further enhanced, and the longer payment periods for customers in property management services and city services of the Group. Meanwhile, the significant increase in the revenue scale of the “Three Supplies and Property Management” business also resulted in the increase in the corresponding trade receivables.

As at 30 June 2025, the Group recorded trade receivables from CGH and its subsidiaries of approximately RMB2,244.8 million, representing a decrease of approximately RMB119.9 million compared to approximately RMB2,364.7 million as at 31 December 2024, and approximately RMB94.8 million of the total expected credit loss provision for the trade receivables from CGH and its subsidiaries was thus reversed accordingly.

The net other receivables was approximately RMB3,848.8 million as at 30 June 2025, representing an increase of approximately RMB185.6 million compared to approximately RMB3,663.2 million as at 31 December 2024, which was mainly due to the increase in the payments on behalf of property owners.

## MANAGEMENT DISCUSSION AND ANALYSIS

### Contract Liabilities

The contract liabilities mainly arose from the advance payments made by customers for property management services and community value-added services, which are yet to be provided.

The contract liabilities decreased from approximately RMB8,245.3 million as at 31 December 2024 to approximately RMB7,768.5 million as at 30 June 2025, representing a decrease of approximately RMB476.8 million. The decrease in contract liabilities was mainly due to the fact that the amount of newly added contract liabilities during the Period was less than the amount converted into revenue.

### Trade and Other Payables

Trade and other payables include trade payables, other payables, contingent consideration for business combination, payroll payables and other tax payables.

Trade payables primarily represent payables for goods or services that have been acquired in the ordinary course of business from suppliers, including purchase of goods, materials and utilities as well as purchase from sub-contractors.

As at 30 June 2025, trade payables of the Group were approximately RMB9,498.0 million, representing an increase of approximately RMB863.8 million compared to approximately RMB8,634.2 million as at 31 December 2024, primarily due to the increase in the costs of sales resulted in the increase in the procurement costs of related goods and material, labor outsourcing costs and utility fees.

Other payables primarily include (i) deposits from property owners in relation to interior decorations; (ii) temporary receipts of fees from property owners (mainly consisting of utilities fees collected from property owners and income generated from common area value-added services that belongs to property owners); (iii) provision for financial guarantee; (iv) outstanding considerations payable for business combinations; (v) dividend payables; and (vi) accruals and others (mainly in relation to payables to third parties and advances).

Other payables increased from approximately RMB6,021.3 million as at 31 December 2024 to approximately RMB7,134.2 million as at 30 June 2025, primarily due to the increase in the dividends payable.

### Capital Management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for the Shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to the Shareholders, issue new shares, or sell assets to reduce debt.

The Group monitors its capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total equity. Net debt is calculated as total interest-bearing debt less cash and cash equivalents.

As at 30 June 2025, the bank and other borrowings of the Group amounted to approximately RMB858.2 million (31 December 2024: approximately RMB870.3 million). All borrowings due during the Period were repaid on time.

As at 31 December 2024 and 30 June 2025, the gearing ratio of the Group was maintained at net cash position.



### Liquidity, Financial and Capital Resources

As at 30 June 2025, the bank deposits (including time deposits and restricted bank deposits) and structured deposits of the Group were approximately RMB16,472.8 million, representing a decrease of approximately RMB1,705.8 million as compared with approximately RMB18,178.6 million as at 31 December 2024. The bank deposits and structured deposits were denominated in the following currencies:

|                  | 30 June 2025 |       | 31 December 2024 |       |
|------------------|--------------|-------|------------------|-------|
|                  | (RMB'000)    | (%)   | (RMB'000)        | (%)   |
| RMB              | 12,157,766   | 73.8  | 13,833,239       | 76.1  |
| HKD              | 2,124,173    | 12.9  | 172,271          | 0.9   |
| Other currencies | 2,190,871    | 13.3  | 4,173,092        | 23.0  |
|                  | 16,472,810   | 100.0 | 18,178,602       | 100.0 |

Out of the bank deposits of the Group, there are: (i) time deposits of approximately RMB4,841.6 million (31 December 2024: approximately RMB2,281.4 million); and (ii) restricted bank deposits of approximately RMB446.7 million (31 December 2024: approximately RMB560.0 million). The restricted bank deposits mainly represented judicially frozen funds, cash deposits in bank as performance security for property management services according to the requirements of the local government authorities, and the deposits made as performance security for business contracts of Manguo and Fujian Dongfei Environment Group Co., Ltd. (福建東飛環境集團有限公司) ("Fujian Dongfei"), the subsidiaries of the Group. The structured deposits of the Group amounted to approximately RMB1,461.4 million (31 December 2024: nil).

As at 30 June 2025, the net current assets of the Group were approximately RMB12,044.9 million (31 December 2024: approximately RMB13,896.0 million). The current ratio (current assets/current liabilities) of the Group was approximately 1.4 times (31 December 2024: 1.5 times).

### Key Risk Factors and Uncertainties

The following content lists out the key risks and uncertainties confronted by the Group. It is a non-exhaustive list and there may be other risks and uncertainties further to the key risk areas outlined below.

#### Industry Risk

The Group's businesses are affected by the overall economy, market conditions and the policies and regulations of the property management industry. When there are changes in economic conditions that lead to fluctuations in the consumption levels and purchasing power of businesses and individuals, these fluctuations may affect the Group's business operations and collection of payments for businesses. When there are significant changes in the PRC real estate market that exceed expectations, these changes may affect the growth of the Group's revenue-bearing GFA and related revenue growth. When the government adjusts policies and regulations for property management industry, these adjustments may have a significant impact on the business strategies of property enterprises (including the Group), service offerings and charging standards.

#### Business Risk

The Group's ability to maintain or improve the Group's current level of profitability depends on the Group's ability to control operating costs (particularly labour costs) and the Group's profit margins and results of operations may be materially and adversely affected by the increase in labour or other operating costs; the Group may not procure new property management services contracts as planned or at desirable pace or price; the Group may not be able to collect property management fees from customers and as a result, may incur impairment losses on receivables; termination or non-renewal of a significant number of the Group's property management services contracts could have a material adverse effect on the business, financial position and results of operations.



## MANAGEMENT DISCUSSION AND ANALYSIS

### *Foreign Exchange Risk*

The Group's businesses were principally located in the PRC. Except for bank deposits and trade receivables, the Group was not subject to any other material risk directly relating to foreign exchange fluctuations. The management will continue to monitor the foreign exchange exposure, take prudent measures and develop hedging strategies as appropriate to reduce foreign exchange risks.

### **Employees and Remuneration Policies**

As at 30 June 2025, the Group had 217,692 employees (31 December 2024: 214,346 employees). During the Period, the total staff costs were approximately RMB8,557.5 million.

The remuneration package of the employees includes salary, bonus and other cash subsidies. Employees are rewarded on a performance-related basis, together with reference to the profitability of the Group, remuneration benchmarks in the industry and prevailing market conditions, in accordance with the policy of the Group on compensation and welfare.

The Group is subject to social insurance contribution plans or other pension schemes prescribed by the local governments and is required to pay on behalf of its employees, monthly social insurance funds covering pension fund, medical insurance, work-related injury insurance, maternity insurance and unemployment insurance, and the housing provident fund, or to contribute regularly to other mandatory provident fund schemes on behalf of its employees.

### **Share Schemes**

On 9 July 2024, the Shareholders of the Company approved and adopted a share option scheme (the **"2024 Share Option Scheme"**). On 22 July 2024, the Company made an offer to grant a total of 225,350,000 share options to 60 employee participants under the terms of the 2024 Share Option Scheme, with the exercise price of the share options being HKD5.01 per share. As at 30 June 2025, the number of share options available for grant to subscribe for the corresponding shares under the 2024 Share Option Scheme was 111,652,033.

The Board shall have the power to manage the 2024 Share Option Scheme and its decisions, interpretations or effects on all matters relating to the 2024 Share Option Scheme shall be final and binding on all parties. The Board shall also have the power to authorize any Director to exercise any or all of the powers to manage the 2024 Share Option Scheme through passing of resolutions, including but not limited to the selection of eligible participants and the grant of share options to grantees under the 2024 Share Option Scheme, subject to the terms and conditions stipulated in the 2024 Share Option Scheme.

As at the date of this report, pursuant to the share award scheme adopted on 18 November 2024 (the **"Share Award Scheme"**), in accordance with the rules of the Share Award Scheme and the terms of the trust deed, a designated subsidiary of the Company entrusted the Trustee to purchase a total of 109,000,000 shares in the market through the Shanghai-Hong Kong Stock Connect and the Shenzhen-Hong Kong Stock Connect at a total consideration (including transaction costs) of approximately RMB557 million, and the number of the shares purchased has reached the upper limit of the scheme.

As of the date of this report, the Company's performance management working group is formulating the grant plan (including the list of eligible participants, amounts and conditions) and the vesting plan of the share awards, which are subject to final approval by the Board.



### Employee Training and Development

CG Services focuses on building a comprehensive cultivation system to conduct in-depth research into the key competencies required at each stage of employees' career development. By focusing on enhancing capabilities and professional development, the Company strengthened its backup talent pipeline, and meticulously crafted a multi-dimensional and multi-tier talent cultivation system to support employees in boosting their career competitiveness.

In order to enhance the ability of employees to cope with the current business changes, and to more efficiently support the business development, the Company has designed regular learning programmes such as "One Moment (一刻堂)" and "Regular Meeting Learning (例會學習)", achieving vertical integration of operational capabilities. At the same time, based on its online learning platform "BIXUETANG College (碧學堂)", the Company meets the daily learning needs of the employees of the Group by organizing themed learning months and introducing external courses. As at 30 June 2025, "BIXUETANG College" accumulatively launched 1,712 online courses and operated 8,472 learning programmes, with average learning hours per employee of 76.46 hours.

In order to enhance the ability of core management cadres to solve future business challenges, the Company designed talent cultivation projects such as the "Rising Stars Programme (新銳計劃)", "Cornerstone Programme (基石計劃)", "Leading Excellence Programme (領卓計劃)", "Leadership Programme (領軍計劃)" and "Defense Officer Program (碧防官計劃)" for key groups, and comprehensively enhanced the business and management capabilities of employees by constructing key position profiles and evaluation systems, identifying shortcomings in their abilities, and matching them with training and learning programmes.

### Charge on Assets

As at 30 June 2025, several subsidiaries of the Group carried out borrowing and sale and leaseback financing loan business with banks and financial leasing companies to meet their respective daily operational needs. These were mainly secured by rights of collection of certain of their respective city service projects and certain equipment.

To address exchange rate fluctuations and lock in earnings, as at 30 June 2025, an amount of RMB1,906,441,000 (as at 31 December 2024: nil), which is included in time deposits, was pledged for forward exchange contracts.

### Contingent Liabilities

Please refer to note 23 to the interim financial information in this report for details of contingent liabilities as at 30 June 2025, which were contingent considerations arising from business combinations. Save as disclosed, the Group did not have any other contingent liabilities.

### External Guarantee

As at 30 June 2025, save as disclosed in note 27 to the interim financial information in this report, the Group did not have any other external guarantee.

### Material Acquisitions, Disposals and Significant Investments

During the Period, the Group had no material acquisitions or disposals and no individually significant investments.

### Interim Dividends

The final dividend of the Company for the year ended 31 December 2024 was RMB13.52 cents (equivalent to HKD14.76 cents) per share and the special dividend of RMB16.09 cents (equivalent to HKD17.57 cents) per share, totalling approximately RMB988,945,000, were approved at the annual general meeting on 23 May 2025 and was paid in Hong Kong Dollar in cash on 29 August 2025.

The Board has resolved not to declare an interim dividend for the six months ended 30 June 2025 (six months ended 30 June 2024: nil).

### MAJOR EVENTS DURING THE PERIOD

#### Intention to Conduct On-market Share Repurchase and/or Purchase

References are made to two announcements of the Company both dated 18 November 2024 in relation to the intention to conduct on-market share repurchase and the adoption of a new share award scheme (the “**Announcements**”). Unless otherwise defined herein, the capitalized terms used in this section shall have the same meanings as those defined in the Announcements.

On 27 March 2025, the Board announced that, the Company plans to use the Group’s existing available cash reserve of not less than RMB500 million to repurchase and/or purchase Shares in the open market within one year after 27 March 2025, depending on the market conditions and the actual needs of the Company at the relevant time. Please refer to the announcement of the Company dated 27 March 2025 for further details. As of the date of this report, the Company repurchased a total of 9,089,000 Shares of the Company on the Stock Exchange at a total consideration of HKD59,189,830 (before all the relevant expenses).

#### Connected Transaction – Provision of Financial Assistance

Unless otherwise defined herein, the capitalized terms used in this section shall have the same meanings as those defined in the announcement of the Company dated 6 May 2025.

On 6 May 2025 (after trading hours), the Company (as the Lender) entered into the Loan Agreement with Concrete Win Limited (“**Concrete Win**”) and Fortune Warrior Global Limited (“**Fortune Warrior**”) (as the Borrowers), pursuant to which the Company agreed to provide revolving loan facilities in an aggregate principal amount of RMB1,000,000,000 (or HKD equivalent) to Concrete Win and Fortune Warrior.

On 8 May 2025, the Company (as the Chargee) further entered into the Deed of Share Charge with Concrete Win and Fortune Warrior (as the Chargors) in respect of the Secured Assets, including a total of 543,695,233 Shares of the Company beneficially held by Concrete Win and Fortune Warrior, to secure the repayment and settlement of the principal and interest of the loan under the Loan Agreement and the Secured Debts. As at the date of this report, registration of the relevant share charge has been fully completed, and the Company has granted the loan above to the Borrowers. Please refer to the announcement of the Company dated 6 May 2025 for further details.

#### Announcement made pursuant to Rules 13.51B(2) and 13.51(2) of the Listing Rules

It has come to the attention of the Company that Country Garden Holdings Company Limited (“**CG Holdings**”) issued an announcement on 21 May 2025 (the “**CG Holdings Announcement**”) in relation to, among other things, the receipt of notices by Ms. Yang Huiyan (“**Ms. Yang**”), a non-executive director and the chairman of the Company, from the Shanghai Stock Exchange (the “**SSE**”) and the Shenzhen Stock Exchange (the “**SZSE**”) that as CG Holdings and its subsidiary Country Garden Real Estate Group Co., Ltd. failed to timely disclose their 2024 interim reports in accordance with the relevant bonds listing rules of the SSE and the SZSE, each of the SSE and the SZSE made the decision to publicly reprimand Ms. Yang and other named persons respectively, and recorded the decision in their integrity file database.

The Board has made enquiries with Ms. Yang in relation to the above matter and reviewed the relevant letters of the decision of public reprimand. As stated in the CG Holdings Announcement, the relevant non-compliance was caused by the failure of CG Holdings and its subsidiaries to complete the audit of 2024 interim results in a timely manner due to objective reasons and was not due to the failure of Ms. Yang in discharging her duties.





In addition, such non-compliance is not related to the Group, and does not and will not have any material adverse impact on the businesses and/or operations of the Group. Therefore, the Board (except Ms. Yang) believes that there is no reason to doubt the integrity and ability of Ms. Yang, and that it is appropriate for her to continue to serve as a non-executive director and the chairman of the Company. Please refer to the announcement of the Company dated 23 May 2025 for further details.

### **Amendments to the Terms of Reference of the Nomination Committee**

The Stock Exchange reviews the corporate governance framework from time to time to ensure that it remains fit for purpose and maintains investors' confidence in the market. The Stock Exchange published the consultation conclusions on its review of the Corporate Governance Code and related provisions of the Listing Rules in December 2024, with the relevant corporate governance enhancements taking effect from 1 July 2025.

In the above context, the Company amended the terms of reference of the Nomination Committee, stipulating that the Nomination Committee shall have at least one member of a different gender and the duties of the Nomination Committee shall include (i) assisting the Board in maintaining a Board skills matrix, (ii) assessing each director's time commitment and contribution to the Board at least annually, as well as the director's ability to discharge his or her responsibilities effectively, taking into account criteria including professional qualifications and work experience, existing directorships of issuers listed on the Main Board or GEM of the Stock Exchange and other significant external time commitments of such director and other factors or circumstances relevant to the director's character, integrity, independence and experience, and disclosing its assessment pursuant to the Listing Rules (including disclosure in the Company's corporate governance report as appropriate), and (iii) supporting the Company's regular evaluation of the Board's performance at least every two years etc. Please refer to the terms of reference of the Nomination Committee published by the Company on 30 June 2025 for further details.

## **EVENTS SUBSEQUENT TO THE REPORTING PERIOD**

There was no significant event affecting the Group occurred after 30 June 2025 and up to the date of this report.

### **AUDIT COMMITTEE**

The Company has established an audit committee in compliance with Rule 3.21 of the Listing Rules, where at least one member possesses appropriate professional qualifications in accounting or related financial management expertise in discharging the responsibility of the audit committee. The membership of the audit committee consists of four independent non-executive Directors, namely, Mr. RUI Meng, Mr. MEI Wenjue, Mr. CHEN Weiru and Mr. ZHAO Jun. Mr. RUI Meng is the chairman of the committee. The primary duties of the audit committee include assisting the Board in providing an independent view of the effectiveness of the Group's financial reporting process, internal control and risk management system and overseeing the audit process.

The audit committee has reviewed the unaudited interim results for the Period and the significant accounting policies and standards adopted by the Group and reviewed the risk control and internal audit report submitted by the management. In addition, the independent auditor of the Company, Deloitte Touche Tohmatsu, has reviewed the unaudited interim financial information for the Period 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.

# Corporate Governance and Other Information

## CORPORATE GOVERNANCE CODE

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

During the six months ended 30 June 2025, the Company had complied with all applicable code provisions set out in the Corporate Governance Code.

## 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 as its code of conduct regarding securities transactions by its Directors and employees (the “**Securities Dealing Code**”).

The Company has made specific enquiries to all Directors on whether the Directors have complied with the required standard as set out in the Model Code during the six months ended 30 June 2025 and all Directors have confirmed that they have complied with the Model Code and the Securities Dealing Code throughout the Period. No incident of non-compliance was found by the Company during the six months ended 30 June 2025. Relevant employees who are likely to be in possession of inside information of the Group are also subject to compliance with written guidelines on no less exacting terms than the Model Code.

## CHANGES OF INFORMATION ON DIRECTORS AND CHIEF EXECUTIVE OFFICER

Changes of information on the Directors and chief executive officer which are required to be disclosed under Rule 13.51B(1) of the Listing Rules are set out below.

### Ms. Yang Huiyan, Chairman and Non-executive Director

As CGH and its subsidiary Country Garden Real Estate Group Co., Ltd. failed to timely disclose their 2024 interim reports in accordance with the relevant bonds listing rules of the Shanghai Stock Exchange (the “**SSE**”) and the Shenzhen Stock Exchange (the “**SZSE**”), each of the SSE and the SZSE made the decision to publicly reprimand Ms. Yang and other named persons respectively, and recorded the decision in their integrity file database. Such non-compliance was caused by the failure of CG Holdings and its subsidiaries to complete the audit of 2024 interim results in a timely manner due to objective reasons and was not due to the failure of Ms. Yang in discharging her duties. It is not related to the Group, and does not and will not have any material adverse impact on the businesses and/or operations of the Group.

The Board (excluding Ms. Yang) confirms that it is appropriate for Ms. Yang to continue to serve as a non-executive director and the chairman of the Company. For details, please refer to the announcement of the Company dated 23 May 2025.

### Mr. Chen Weiru, Independent Non-executive Director

In April 2025, Mr. Chen Weiru resigned as an independent director of the board of directors of TAL Education Group (好未來教育集團), a company listed on the New York Stock Exchange (stock code: TAL).

In June 2025, Mr. Chen Weiru resigned as an independent non-executive director of Vision Deal HK Acquisition Corp., a special purpose acquisition company listed on the Main Board of the Stock Exchange (stock code: 7827). The company withdrew from listing in June 2025.

In June 2025, Mr. Chen Weiru acted as an independent non-executive director of the board of directors of Sinopharm Group Co. Ltd. (國藥控股股份有限公司) (a joint stock company incorporated under the laws of the PRC with limited liability and whose H shares are listed and traded on the Stock Exchange (stock code: 01099)).

**Mr. Rui Meng, Independent Non-executive Director**

In May 2025, Mr. Rui acted as an independent director of the board of directors of Dongguan Tarry Electronics Co., Ltd. (東莞市達瑞電子股份有限公司) (a company listed on the SZSE (stock code: 300976)).

In June 2025, Mr. Rui resigned as an independent non-executive director of the board of directors of Landsea Green Management Limited (朗詩綠色管理有限公司) (a company listed on the Main Board of the Stock Exchange (stock code: 106)).

During the six months ended 30 June 2025, save as disclosed above, there is no other information that is required to be disclosed under Rule 13.51B(1) of the Listing Rules.

**REPURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES**

During the six months ended 30 June 2025, the Company repurchased a total of 7,552,000 Shares of the Company on the Stock Exchange at a total consideration of HKD49,143,390 (before all the relevant expenses). All the Shares repurchased will be subsequently cancelled but have not yet been cancelled during the Period. Details of the Shares repurchased during the Period were as follows:

| Month     | Number of Shares repurchased | Purchase price per Share |              | Total consideration (before relevant expenses) (HKD) |
|-----------|------------------------------|--------------------------|--------------|--|
|           |                              | Highest (HKD)            | Lowest (HKD) |  |
| May 2025  | 3,475,000                    | 6.76                     | 6.58         | 23,038,360   |
| June 2025 | 4,077,000                    | 6.67                     | 6.21         | 26,105,030   |
|           | 7,552,000                    |                          |              | 49,143,390   |

The purpose of such Share repurchase was to increase the returns for the Shareholders and to reflect the Company's confidence in its business prospects, and was beneficial to all Shareholders.

During the Period, pursuant to the Share Award Scheme, the Trustee has purchased an aggregate of 2,120,000 Shares at a total consideration (including transaction cost) of approximately RMB11.1 million through the Shanghai-Hong Kong Stock Connect and/or Shenzhen-Hong Kong Stock Connect mechanisms. The award shares will be held in trust by the Trustee on behalf of the relevant selected participants until vesting.

As at 30 June 2025, the total number of Shares in issue of the Company was 3,343,376,142 Shares. Save as disclosed above, during the Period, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's listed securities (including any sale or transfer of treasury shares (as defined in the Listing Rules)). As at 30 June 2025, the Company did not hold any treasury share.

**EQUITY FUND-RAISING ACTIVITIES AND USES OF PROCEEDS**

During the Period, the Company did not conduct any equity fund-raising activity. The proceeds from equity fund-raising activities of the Company since listing have been fully utilized in the prior years. For details, please refer to the sections on **"EQUITY FUND-RAISING ACTIVITIES AND USES OF PROCEEDS"** in the Company's annual reports for 2018 to 2022.



### SHARE OPTION SCHEME

#### 2024 Share Option Scheme

On 9 July 2024, the 2024 Share Option Scheme was approved and adopted by the Shareholders and a Board meeting was held on 18 November 2024 to allow the use of treasury Shares for the grant of Shares to enable more flexibility. The 2024 Share Option Scheme is for a term of 10 years from the date of its adoption and will expire on 8 July 2034. A summary of the principal terms of the 2024 Share Option Scheme is set out as follows:

(i) *Purpose*

- To motivate the eligible participants to work hard for the Group's future development by providing them with an opportunity to acquire the Shares of the Company, thereby promoting long-term stable development of the Group;
- To provide the eligible participants with incentives and/or rewards for their contributions to the Group; and
- To enhance the Group's ability to attract and retain individuals with outstanding skills and extensive experience.

(ii) *Eligible participants*

Eligible participants for the 2024 Share Option Scheme include the employee participants and the service providers.

(iii) *Total number of Shares which may be issued and its percentage of the Shares in issue as at the date of this interim report*

- The maximum number of Shares which may be issued pursuant to the 2024 Share Option Scheme will be 334,302,033 Shares, which shall not exceed 10% of the total number of Shares in issue at the date of the adoption of the 2024 Share Option Scheme (excluding treasury Shares).
- The maximum number of Shares which may be issued in respect of all options to be granted under the 2024 Share Option Scheme to the service providers will be 66,860,406 Shares, which shall not exceed 2% of the total number of Shares in issue at the date of the adoption of the 2024 Share Option Scheme (excluding treasury Shares).

As at the date of this report, a total of 334,302,033 Shares, representing approximately 10% of the issued share capital (excluding treasury Shares) of the Company as at the date of this report, were available for issue under the 2024 Share Option Scheme, including those granted but not yet lapsed or exercised options which may subscribe for 220,650,000 Shares.



*(iv) Maximum entitlement to options of each eligible participant*

For any twelve (12)-month period up to and including the grant date, the aggregate number of Shares issued and to be issued in respect of all options and awards granted to such eligible participant (excluding any options and awards lapsed in accordance with the terms of the relevant schemes) shall not in aggregate exceed 1% of the total number of Shares in issue as at the grant date (excluding treasury Shares). Where the grant of options to such eligible participant (excluding any options and awards lapsed in accordance with the terms of the relevant scheme) would result in the number of Shares issued and to be issued upon exercise of all options granted and to be granted to such eligible participants in the twelve (12)-month period up to and including the grant date representing in aggregate in excess of 1% of the total number of Shares in issue as at the grant date (excluding treasury Shares), such grant of options shall be separately approved by the Shareholders in general meeting with such eligible participant and his close associates (or associates if the eligible participant is a connected person) abstaining from voting.

*(v) Exercise period of options*

An option may (and may only) be exercised by the grantee at any time or times during the option period subject to any provisions for early termination contained in the 2024 Share Option Scheme. The option period shall not exceed the period of ten (10) years from the grant date and shall be determined by the Board in its absolute discretion to the grantee in the offer letter.

*(vi) Vesting period of options*

The vest period of options shall be set by the Board at the time of grant, which shall be no less than twelve (12) months from the acceptance date. The options of eligible participants shall not have a shorter vesting period which is less than 12 months, unless a shorter vesting period is approved by the Remuneration Committee and the Board for the Shares granted to the specified eligible participant.

*(vii) Payment on acceptance of option offer*

An option shall be deemed to be granted and accepted by a grantee and become effective when the duplicate offer letter constituting acceptance of the option is duly signed by the grantee, together with a payment in favour of the Company of HKD1.00 by way of consideration for the grant thereof, is received by the Company on or before the relevant acceptance date. Payment of consideration for the grant shall in no circumstances be refundable.

*(viii) Basis for determining the exercise price*

The exercise price shall be determined at the sole discretion of the Board, but in any case, at least the higher of: (a) the closing price of the Shares on the date of grant (which must be a business day) as stated on the daily quotations sheet of the Stock Exchange; and (b) the average closing price of the Shares for the five (5) business days before the date of grant as stated on the daily quotations sheet of the Stock Exchange; provided that in the event of fractional prices, the exercise price per Share shall be rounded upwards to the nearest whole cent.



## CORPORATE GOVERNANCE AND OTHER INFORMATION

### (ix) Remaining life of the scheme

The 2024 Share Option Scheme shall be valid and effective for a period of ten (10) years commencing from the adoption date, after which period no further options will be offered or granted but the provisions of the 2024 Share Option Scheme shall remain in full force and effect in all other respects with respect to options granted during the life of the 2024 Share Option Scheme.

During the Period, details of movements in the share options under the 2024 Share Option Scheme are as follows:

| Category and name of grantee                 | Options to subscribe for Shares  |                           |                             |                             |                          | Outstanding as at 30 June 2025 | Exercise price per Share (HKD) | Date of grant | Exercise period                          |
|--|----------------------------------|---------------------------|-----------------------------|-----------------------------|--------------------------|--------------------------------|--------------------------------|---------------|--|
|  | Outstanding as at 1 January 2025 | Granted during the Period | Exercised during the Period | Cancelled during the Period | Lapsed During the Period |                                |                                |               |  |
| Directors                                    |                                  |                           |                             |                             |                          |                                |                                |               |  |
| Mr. Xu Binhuai                               | 12,000,000                       | -                         | -                           | -                           | -                        | 12,000,000                     | 5.01                           | 22.07.2024    | Vesting date <sup>®</sup> – 21 July 2034 |
| Mr. Xiao Hua                                 | 5,000,000                        | -                         | -                           | -                           | -                        | 5,000,000                      | 5.01                           | 22.07.2024    | Vesting date <sup>®</sup> – 21 July 2034 |
| Sub-total of Directors                       | 17,000,000                       | -                         | -                           | -                           | -                        | 17,000,000                     |                                |               |  |
| Employee participants (other than Directors) | 207,150,000                      | -                         | -                           | -                           | 1,500,000                | 205,650,000                    | 5.01                           | 22.07.2024    | Vesting date <sup>®</sup> – 21 July 2034 |
| Total  | 224,150,000                      | -                         | -                           | -                           | 1,500,000                | 222,650,000                    |                                |               |  |

#### Notes:

- (1) The Company granted share options to eligible participants (all being employees of the Group) to subscribe for an aggregate of 225,350,000 Shares pursuant to the terms of the 2024 Share Option Scheme on 22 July 2024. Although the vesting period for the first batch of share options under such grant is less than 12 months, the overall grant has a mixed schedule where the share options may vest over a period from 1 April 2025 to 1 April 2030 and each is attached with performance-based vesting conditions. These circumstances are specifically permitted under the 2024 Share Option Scheme for a shorter vesting period. The Board also considers that this is appropriate as part of the competitive terms and conditions to reward exceptional performers with accelerated vesting and to motivate exceptional performers based on performance metrics. With respect to the grants to the Directors, the Remuneration Committee is of the view that, in addition to the above and taking into account (i) the demonstrated contributions of the grantees to the overall operations, development and growth of the Group; and (ii) a majority of the share options are subject to a longer vesting period, which will ensure that the long-term interests of the grantees and the Company are aligned and the grantees will be motivated to contribute to the Company's development, a shorter vesting period for the first batch of share options is appropriate.
- (2) The closing price of the Shares immediately before the date of grant (22 July 2024) was HKD4.87 per Share, and the fair value of the Shares at the date of grant was approximately RMB531,422,817. The expense of share options charged to profit or loss during the Period was approximately RMB111 million (for the corresponding period in 2024: N/A), mainly because, upon granting the relevant share options, the Company is required to recognise the fair value of the relevant share options as at the grant date as an expense by amortising it over the vesting period. The relevant accounting policy is described in Note 44.19 "Share-based payments" to the consolidated financial statements in the 2024 annual report of the Company dated 24 April 2025.
- (3) During the Period, no share options were exercised or vested by eligible participants, therefore the weighted average closing price of relevant Shares immediately preceding the date of exercise or vesting of share options was not applicable.
- (4) As at 1 January 2025 and 30 June 2025, the number of share options available for grant under the 2024 Share Option Scheme to subscribe for the relevant Shares was 110,152,033 and 111,652,033, respectively, and the number of share options available for grant under the service provider sublimit to subscribe for the relevant Shares was 66,860,406 and 66,860,406, respectively.
- (5) All the eligible participants with options granted on 22 July 2024 were the employees of the Group, who were not (i) participants with the Shares granted exceeding the 1% individual limit and (ii) related entity participants or service providers with the Shares granted in any 12-month period exceeding 0.1% of the Shares in issue of the Company.



- (6) The Company granted share options to eligible participants (all being employees of the Group) to subscribe for an aggregate of 225,350,000 Shares pursuant to the terms of the 2024 Share Option Scheme on 22 July 2024. The vesting dates of these share options are as follows, and the vesting period is from 22 July 2024 to the relevant vesting date in below table:

| Batch                             | Percentage | Vesting dates   |
|-----------------------------------|------------|---|
| The first batch of share options  | 25%        | 1 April 2025 or 1 April 2026 (subject to the fulfillment of vesting conditions, the same below) |
| The second batch of share options | 20%        | 1 April 2026 or 1 April 2027  |
| The third batch of share options  | 20%        | 1 April 2027 or 1 April 2028  |
| The fourth batch of share options | 20%        | 1 April 2028 or 1 April 2029  |
| The fifth batch of share options  | 15%        | 1 April 2029 or 1 April 2030  |

The share options granted as aforesaid will vest in the relevant grantees upon the satisfaction of the conditions relating to (a) the Company's performance targets and (b) individual's performance targets. With respect to the first batch of share options:

#### The Company's performance targets

The Group's service power, brand power and development speed (the year-on-year growth rate of the Company's revenue for the year ended 31 December 2024\*\* as compared to the previous year) exceed the average year-on-year growth rate of the revenue for the same period of the top 20 listed peers which publish their audited annual results for 2023 no later than 31 March 2024<sup>#</sup> in terms of revenue for the year ended 31 December 2023 other than the Company (the **"Comparable Companies"**) (the **"2024<sup>#</sup> Target for Revenue Growth Rate"**), and meanwhile, the profit of the Group's core business for the year ended 31 December 2024<sup>#</sup> maintains steady. The Board will evaluate the development quality of the Group and determine the vesting results before the vesting date.

In the event of failure to achieve the 2024<sup>#</sup> Target for Revenue Growth Rate, the evaluation may be extended for another year. In this event, the 2024<sup>#</sup> Target for Revenue Growth Rate shall be deemed to be achieved by the compound annual growth rate of the revenue of the Company for the year ending 31 December 2025<sup>+</sup> exceeding the compound annual growth rate of revenue of the Comparable Companies for the same period based on the revenue of the Company for the year ended 31 December 2023<sup>^</sup>, and with all other vesting conditions being achieved, such batch of share options can be vested to the relevant Grantees.

<sup>#</sup> For the second to fifth batches of share options, it shall be 2025, 2026, 2027 and 2028, respectively.

<sup>\*</sup> The revenues of the Company and the Comparable Companies set out in the vesting conditions represent the revenues shown in the audited consolidated financial statements.

<sup>^</sup> For the second to fifth batches of share options, it shall be 2024, 2025, 2026 and 2027, respectively.

<sup>+</sup> For the second to fifth batches of share options, it shall be 2026, 2027, 2028 and 2029, respectively.

#### Individual's performance targets

The relevant grantee having achieved the individual's annual performance targets set by the Company for the year ended 31 December 2024<sup>#</sup>, for e.g.: (a) financial performance of the business under the grantees' responsibility (e.g., cash flow, revenue, profit, comprehensive collection rate); (b) operating performance of the business under the grantees' responsibility (e.g., product competitiveness, market penetration, operating efficiency and business health); and/or (c) mechanism construction, team growth, model innovation, learning and growth, etc. Specific targets are determined by the Company on an annual basis, with differentiated requirements tailored to different categories of grantees. For details, please refer to the Company's announcement dated 22 July 2024.

<sup>#</sup> For the second to fifth batches of share options, it shall be 2025, 2026, 2027 and 2028, respectively.

- (7) The total number of Shares which may be issued upon the exercise of the share options granted under the 2024 Share Option Scheme divided by the weighted average number of Shares (excluding treasury Shares) in issue during the Period is 6.66%.

Save as disclosed above, no outstanding options had been exercised, cancelled or lapsed under 2024 Share Option Scheme during the reporting period.

### SHARE AWARD SCHEME

On 18 November 2024, the Share Award Scheme was approved and adopted by the Board of the Company, for a term of 10 years from the date of its adoption and will expire on 17 November 2034. A summary of the principal terms of the Share Award Scheme is set out as follows:

#### (i) Purpose

The Share Award Scheme was adopted by the Company with the following objectives: (i) to incentivize core talents who play an important role in the future operations and development of the Company; (ii) to reward selected participants for their contributions to the Company.

#### (ii) Eligible participants

The scope of the eligible participants includes:

- Directors and/or employees of the Group who hold certain key positions within the Group (i.e. selected employee participants);
- Other individuals who the Board believes provide services beneficial to the long-term development of the Group (i.e. service providers).

The participants will be excluded from the scheme if they meet any of the following conditions, among others:

- No longer employed by the Group or the designated company by the Company or holding a key management position within the Group or providing services to the Group;
- Committing serious misconduct(s) such as fraud, dishonesty, gross negligence, bribery, corruption, theft, disclosure of commercial and technical secrets, or non-compliance with internal guidelines;
- Bankruptcy or inability to repay debts; and
- Other circumstances determined by the performance management working group.

#### (iii) Total number of Shares which may be granted pursuant to the scheme and its percentage of the Shares in issue as at the date of this report

- The maximum number of Shares which may be granted pursuant to the Share Award Scheme must not exceed 109,000,000 Shares.
- As at the date of this report, the total number of Shares may be granted pursuant to the Share Award Scheme was 109,000,000 Shares (including Shares acquired but not yet granted), representing approximately 3.26% of issued share capital (excluding treasury Shares) of the Company as at the date of this report.



**(iv) Maximum entitlement to awarded share of each eligible participant**

The maximum number of awarded share may be granted to a selected participant pursuant to the Share Award Scheme must not exceed 33,430,000 Shares.

**(v) Exercise period of options pursuant to the Share Award Scheme by the grantee**

Not applicable

**(vi) Vesting period of the awarded shares**

The relevant selected participants shall complete the acceptance of awards prior to the vesting deadline indicated in the grant notice, failing which the award shall be forfeited in accordance with the terms of the Share Award Scheme.

**(vii) Payment on acceptance of award**

The Board may determine the amount payable on acceptance of the award (if any) and the period within which payments must be or may be made (or loans for such purposes must be repaid).

**(viii) Basis for determining the purchase price of awarded shares (if any)**

The grant price is determined by the Board and the performance management working group, taking into account factors such as the exercise price of options recently granted pursuant to the Company's Share Option Scheme, the price at which the Company has purchased Shares through a trust, and the operating costs of the management plan.

**(ix) Remaining life of the scheme**

Subject to any early termination as may be determined by the Board pursuant to the scheme rules, the Share Award Scheme shall be valid and effective for a term of ten (10) years commencing on the adoption date. The provisions of the scheme will remain fully effective and applicable to awards granted but not yet vested during the scheme period. The trust duration should be no less than the scheme period, starting from the establishment of the trust plan.

From the date of adopting the Share Award Scheme to the date of this report, a wholly-owned subsidiary of the Company established a trust within China as the settlor pursuant to the Share Award Scheme, and pursuant to the trust deed with the trustee (an independent third-party trust company), the trustee has purchased an aggregate of 109,000,000 award shares through market transactions, using RMB through the Shanghai-Hong Kong Stock Connect and/or Shenzhen-Hong Kong Stock Connect mechanisms. On 1 January 2025 and 30 June 2025, Shares that may be awarded pursuant to the Share Award Scheme were both 109,000,000 Shares.

During the Period, no award shares were granted, vested or forfeited under the Share Award Scheme.

As the source of the Shares that may be awarded does not include the issue of new Shares, the number of Shares that may be issued in respect of awards granted under the Share Award Scheme during the Period divided by the weighted average number of Shares (excluding treasury Shares) in issue during the Period is not applicable.

Save as disclosed above, no other share option scheme or share award scheme has been established by the Company.



# Interest Disclosure

## DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN SHARES, UNDERLYING SHARES AND DEBENTURES OF THE COMPANY AND ITS ASSOCIATED CORPORATIONS

As at 30 June 2025, the interests and short positions of the Directors and chief executives of the Company in the Shares of the Company, underlying shares and debentures of the Company and 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")), which were required to be entered in the register pursuant to Section 352 of the SFO, or which were required to be notified to the Company and the Stock Exchange pursuant to the Model Code, were as follows:

### Long positions in the Shares and underlying shares of the Company

| Name of Director | Capacity   | Number of Shares held        | Number of interests in underlying shares held under equity derivatives | Total         | % of total Shares in issue as at 30 June 2025 | Number of debentures held |
|------------------|--|------------------------------|--|---------------|---|---------------------------|
| Ms. Yang Huiyan  | Interest of controlled corporation and other interests | 1,218,336,100 <sup>(1)</sup> | –  | 1,218,336,100 | 36.44%  | –                         |
| Mr. Xu Binhuai   | Beneficial owner                                       | 1,240,667 <sup>(2)</sup>     | 12,000,000 <sup>(4)</sup>  | 13,240,667    | 0.40%   | –                         |
| Mr. Xiao Hua     | Beneficial owner                                       | 755,795 <sup>(3)</sup>       | 5,000,000 <sup>(4)</sup>   | 5,755,795     | 0.17%   | –                         |

Notes:

As at 30 June 2025, the total number of Shares in issue of the Company was 3,343,376,142 Shares.

- As at 30 June 2025, Concrete Win Limited ("**Concrete Win**" or the "**Donor**") and Fortune Warrior Global Limited ("**Fortune Warrior**") held 418,332,094 Shares and 125,363,139 Shares, respectively. Concrete Win and Fortune Warrior are beneficially wholly-owned by Ms. Yang Huiyan. By virtue of the SFO, Ms. Yang Huiyan is deemed to be interested in the same number of Shares in which Concrete Win and Fortune Warrior were interested in. On 8 May 2025, the Company (as the chargee) entered into the deed of share charge with Concrete Win and Fortune Warrior (as the chargors) in respect of the secured assets, including a total of 543,695,233 Shares of the Company beneficially held by Concrete Win and Fortune Warrior, to secure the repayment and settlement of the principal and interest of the loan and the secured debts in an aggregate principal amount of RMB1,000,000,000 (or HKD equivalent) provided by the Company to Concrete Win and Fortune Warrior. On 29 July 2023, Ms. Yang Huiyan and Concrete Win entered into a deed of gift with Guoqiang Public Welfare Foundation (Hong Kong) Limited ("**Guoqiang Public Welfare Foundation (Hong Kong)**") (the "**Deed of Gift**"). Pursuant to the Deed of Gift, the Donor donated 674,640,867 Shares (the "**Donation Shares**") to Guoqiang Public Welfare Foundation (Hong Kong) for charitable purposes, and appointed Ms. Yang Huiyan and the Donor or their designated person(s) as proxies to exercise the voting rights in respect of the Donation Shares on behalf of Guoqiang Public Welfare Foundation (Hong Kong) at the discretion of Ms. Yang Huiyan and the Donor. Ms. Yang Huiyan continued to directly and indirectly control the voting rights in respect of 1,218,336,100 Shares, which include the voting rights in respect of the Donation Shares.
- These Shares represent 240,000 Shares held by Mr. Xu Binhuai which were purchased in the secondary market and 1,000,667 Shares issued to Mr. Xu Binhuai upon his exercise of the options granted to him under a pre-listing share option scheme adopted by the then shareholders of the Company on 13 March 2018, which was subsequently amended by a resolution passed at the extraordinary general meeting held on 7 November 2019 ("**Pre-Listing Share Option Scheme**").
- These Shares represent 37 Shares distributed to Mr. Xiao Hua by virtue of the shares of CGH held by him prior to the spin-off of the Company from CGH and separate listing on the Main Board of the Stock Exchange, 5,558 Shares received by Mr. Xiao Hua as the distributed final dividend of CG Services for 2020 and 750,200 Shares issued to Mr. Xiao Hua upon his exercise of the options granted to him under the Pre-Listing Share Option Scheme.
- The relevant interests are unlisted physically settled options granted pursuant to the 2024 Share Option Scheme. Upon exercise of the share options in accordance with the 2024 Share Option Scheme, the corresponding number of ordinary Shares will be issued at HKD5.01 per Share. The share options are personal to the respective Directors.

## Long positions in the shares of an associated corporation of the Company

| Name of Director | Name of associated corporation  | Nature of interest                 | Number of Shares held | Approximate % of total issued shares of the associated corporation as at 30 June 2025 <sup>(1)</sup> |
|------------------|---|------------------------------------|-----------------------|--|
| Ms. Yang Huiyan  | Sichuan Justbon Life Services Group Co., Ltd.<br>("Justbon Services") | Interest of controlled corporation | 177,584,598           | 99.71%   |

Note:

- (1) The resolution for approving the delisting of H shares of Justbon Services from the Stock Exchange was passed at the general meeting and H share class meeting of Justbon Services held on 17 June 2021, and the delisting acceptance condition was satisfied on 15 July 2021. The listing of H shares of Justbon Services on the Stock Exchange was voluntarily withdrawn at 4:00 p.m. on 19 August 2021. Following the delisting, the shares of Justbon Services, as a PRC issuer, are no longer divided into H shares and domestic shares and are all ordinary shares with nominal value of RMB1 each. The percentage is calculated based on the total shares of Justbon Services of 178,102,160 shares as at 30 June 2025.

Save as disclosed above, as at 30 June 2025, none of the Directors and chief executives of the Company (including their spouses and children under the age of 18) had any interest in, or had been granted any right to subscribe for the Shares and options of the Company and its associated corporations (within the meaning of the SFO), or had exercised any such rights.

## INTEREST DISCLOSURE

### INTERESTS AND SHORT POSITIONS OF SHAREHOLDERS DISCLOSEABLE UNDER THE SFO

As at 30 June 2025, as set out in the register kept under Section 336 of the SFO, the following companies and persons (other than the Directors and chief executives of the Company) had interests or short positions in the Shares and underlying shares which fell to be disclosed to the Company under Divisions 2 and 3 of Part XV of the SFO:

| Name of Shareholder   | Capacity                           | Number of Shares held or interested in | Approximate % of total Shares in issue |
|---|------------------------------------|--|--|
| Concrete Win <sup>(1)</sup>                                     | Beneficial owner                   | 1,092,972,961 (L)                      | 32.69%                                 |
| Country Garden Services Holdings Company Limited <sup>(1)</sup> | Security interest                  | 543,695,233 (L)                        | 16.26%                                 |
| Mr. Chen Chong <sup>(2)</sup>                                   | Interest of spouse                 | 543,695,233 (L)                        | 16.26%                                 |
|   | Interest of controlled corporation | 674,640,867 (L)                        | 20.18%                                 |
| Guoqiang Public Welfare Foundation (Hong Kong) <sup>(3)</sup>   | Beneficial owner                   | 674,640,867 (L)                        | 20.18%                                 |
| Shanghai Ningquan Asset Management Co., Ltd.<br>(上海寧泉資產管理有限公司)  | Investment manager                 | 167,694,000 (L)                        | 5.02%                                  |

Notes:

L – long position

S – short position

As at 30 June 2025, the total number of Shares in issue of the Company was 3,343,376,142 Shares.

- (1) On 8 May 2025, the Company (as the chargee) entered into the deed of share charge with Concrete Win and Fortune Warrior (as the chargors) in respect of the secured assets, including 418,332,094 Shares and 125,363,139 Shares beneficially held by Concrete Win and Fortune Warrior respectively, to secure the repayment and settlement of the principal and interest of the loan and the secured debts in an aggregate principal amount of RMB1,000,000,000 (or HKD equivalent) provided by the Company to Concrete Win and Fortune Warrior.
- (2) By virtue of the SFO, Mr. Chen Chong is deemed to be interested in the Shares held by his spouse, Ms. Yang Huiyan, whose interests are disclosed in the above section headed **"Directors' and Chief Executives' Interests and Short Positions in Shares, Underlying Shares and Debentures of the Company and its Associated Corporations"**. On 26 August 2024, Mr. Chen Chong became the sole member of Guoqiang Public Welfare Foundation (Hong Kong). By virtue of the SFO, Mr. Chen Chong is deemed to be interested in the Shares held by Guoqiang Public Welfare Foundation (Hong Kong).
- (3) On 29 July 2023, Ms. Yang Huiyan and Concrete Win entered into the Deed of Gift with Guoqiang Public Welfare Foundation (Hong Kong). Pursuant to the Deed of Gift, the Donor donated 674,640,867 Shares to Guoqiang Public Welfare Foundation (Hong Kong) for charitable purposes. Ms. Yang Huiyan and Concrete Win continue to control the voting rights of 674,640,867 shares held by Guoqiang Public Welfare Foundation (Hong Kong).

Save as disclosed above, as at 30 June 2025, the Company had not been notified of any other person (other than the Directors or chief executives of the Company) who was recorded in the register of the Company as having an interest or short position in the Shares and underlying Shares of the Company which would fall to be disclosed to the Company under the provisions of Divisions 2 and 3 of Part XV of the SFO, or which were recorded in the register required to be kept by the Company under Section 336 of the SFO.



# Report on Review of Condensed Consolidated Financial Statements

**Deloitte.**

**德勤**

**TO THE SHAREHOLDERS OF  
COUNTRY GARDEN SERVICES HOLDINGS COMPANY LIMITED**  
(incorporated in the Cayman Islands with limited liability)

## Introduction

We have reviewed the condensed consolidated financial statements of Country Garden Services Holdings Company Limited (the “Company”) and its subsidiaries (collectively referred to as the “Group”) set out on pages 38 to 72, which comprise the condensed consolidated statement of financial position as at 30 June 2025 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”) issued by the Hong Kong Institute of Certified Public Accountants. 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” issued by the Hong Kong Institute of Certified Public Accountants. 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.

## Other Matter

The comparative 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 ended 30 June 2024 and the relevant notes to the condensed consolidated financial statements were extracted from the interim financial information of the Group for six-month period ended 30 June 2024 reviewed by another auditor who expressed an unmodified conclusion on the interim financial information on 22 August 2024.

**Deloitte Touche Tohmatsu**  
*Certified Public Accountants*

Hong Kong  
27 August 2025

# Condensed Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the six months ended 30 June 2025

|   |       | Six months ended 30 June |              |
|---|-------|--------------------------|--------------|
|   |       | 2025                     | 2024         |
|   |       | RMB'000                  | RMB'000      |
|   |       | (unaudited)              | (unaudited)  |
|   | NOTES |                          |              |
| <b>Revenue</b>  | 3     | <b>23,185,484</b>        | 21,046,154   |
| Cost of providing services  |       | <b>(17,890,291)</b>      | (15,745,590) |
| Cost of sales of goods  |       | <b>(996,092)</b>         | (847,166)    |
| <b>Gross profit</b>   |       | <b>4,299,101</b>         | 4,453,398    |
| Selling and marketing expenses  |       | <b>(121,480)</b>         | (185,148)    |
| General and administrative expenses                                   |       | <b>(2,205,369)</b>       | (1,793,880)  |
| Net impairment losses on financial and contract assets                | 7     | <b>(589,981)</b>         | (404,265)    |
| Other income  | 4     | <b>82,903</b>            | 117,503      |
| Other losses – net  | 5     | <b>(137,949)</b>         | (119,692)    |
| <b>Operating profit</b>   |       | <b>1,327,225</b>         | 2,067,916    |
| Finance income  |       | <b>126,282</b>           | 111,164      |
| Finance costs   |       | <b>(64,212)</b>          | (107,672)    |
| Finance income – net  |       | <b>62,070</b>            | 3,492        |
| Share of results of investments accounted for using the equity method |       | <b>(54,573)</b>          | (37,651)     |
| <b>Profit before income tax</b>                                       |       | <b>1,334,722</b>         | 2,033,757    |
| Income tax expense  | 6     | <b>(332,076)</b>         | (488,176)    |
| <b>Profit for the period</b>  | 8     | <b>1,002,646</b>         | 1,545,581    |
| <b>Profit attributable to:</b>  |       |                          |              |
| — Owners of the Company   |       | <b>996,555</b>           | 1,440,367    |
| — Non-controlling interests   |       | <b>6,091</b>             | 105,214      |
|   |       | <b>1,002,646</b>         | 1,545,581    |

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

For the six months ended 30 June 2025

|   |    | Six months ended 30 June |             |
|---|----|--------------------------|-------------|
|   |    | 2025                     | 2024        |
|   |    | RMB'000                  | RMB'000     |
|   |    | (unaudited)              | (unaudited) |
|   |    | NOTES                    |             |
| <b>Other comprehensive (expense)/income</b>   |    |                          |             |
| <i>Item that may be reclassified to profit or loss:</i>   |    |                          |             |
| — Currency translation differences  | 20 | 4,469                    | 3,301       |
| <i>Item that will not be reclassified to profit or loss:</i>  |    |                          |             |
| — Changes in fair value of financial assets at fair value through other comprehensive (expense)/income        | 20 | (56,907)                 | 13,541      |
| <b>Total other comprehensive (expense)/income for the period, net of income tax</b>                           |    | (52,438)                 | 16,842      |
| <b>Total comprehensive income for the period</b>  |    | 950,208                  | 1,562,423   |
| <b>Total comprehensive income attributable to:</b>  |    |                          |             |
| — Owners of the Company   |    | 944,117                  | 1,457,209   |
| — Non-controlling interests   |    | 6,091                    | 105,214     |
|   |    | 950,208                  | 1,562,423   |
| <b>Earnings per share for profit attributable to owners of the Company (expressed in RMB cents per share)</b> |    |                          |             |
| — Basic   | 9  | 29.82                    | 43.09       |
| — Diluted   | 9  | 29.73                    | 43.09       |



# Condensed Consolidated Statement of Financial Position

As at 30 June 2025

|   | NOTES | At 30 June<br>2025<br>RMB'000<br>(unaudited) | At 31 December<br>2024<br>RMB'000<br>(audited) |
|---|-------|--|--|
| <b>ASSETS</b>   |       |  |  |
| <b>Non-current assets</b>   |       |  |  |
| Property, plant and equipment   | 11    | 1,719,037                                    | 1,702,482                                      |
| Other right-of-use assets   |       | 400,006                                      | 420,609  |
| Investment properties   | 12    | 1,748,257                                    | 1,697,824                                      |
| Intangible assets   | 13    | 21,665,228                                   | 22,162,313                                     |
| Investments accounted for using the equity method                           | 14    | 403,485                                      | 533,497  |
| Financial assets at fair value through other comprehensive income ("FVOCI") | 15    | 480,888                                      | 556,740  |
| Contract assets   |       | 3,757  | 73,320   |
| Trade and other receivables   | 17    | 292,444                                      | 282,769  |
| Deferred income tax assets  |       | 1,301,869                                    | 1,130,244                                      |
| Time deposits   | 18    | 2,348,924                                    | 466,281  |
|   |       | 30,363,895                                   | 29,026,079                                     |
| <b>Current assets</b>   |       |  |  |
| Inventories   |       | 674,380                                      | 613,242  |
| Other current assets  |       | 395,337                                      | 344,020  |
| Trade and other receivables   | 17    | 24,730,436                                   | 22,680,328                                     |
| Financial assets at fair value through profit or loss ("FVPL")              | 16    | 2,044,741                                    | 580,033  |
| Contingent consideration receivables  |       | 289,458                                      | 298,508  |
| Restricted bank deposits  | 18    | 446,694                                      | 560,016  |
| Time deposits   | 18    | 2,492,634                                    | 1,815,080                                      |
| Cash and cash equivalents   | 18    | 9,723,120                                    | 15,337,225                                     |
|   |       | 40,796,800                                   | 42,228,452                                     |
| <b>Total assets</b>   |       | <b>71,160,695</b>                            | <b>71,254,531</b>                              |

# CONDENSED CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

|   | NOTES | At 30 June<br>2025<br>RMB'000<br>(unaudited) | At 31 December<br>2024<br>RMB'000<br>(audited) |
|---|-------|--|--|
| <b>EQUITY</b>                                       |       |  |  |
| <b>Equity attributable to owners of the Company</b> |       |  |  |
| Share capital and share premium                     | 19    | 26,477,904                                   | 26,521,871                                     |
| Other reserves                                      | 20    | 636,613                                      | 597,476  |
| Retained earnings                                   | 21    | 9,505,293                                    | 9,497,683                                      |
|   |       | 36,619,810                                   | 36,617,030                                     |
| <b>Non-controlling interests</b>                    |       | 2,423,055                                    | 2,461,692                                      |
| <b>Total equity</b>                                 |       | 39,042,865                                   | 39,078,722                                     |
| <b>LIABILITIES</b>                                  |       |  |  |
| <b>Non-current liabilities</b>                      |       |  |  |
| Bank and other borrowings                           | 24    | 513,252                                      | 518,125  |
| Lease liabilities                                   |       | 1,416,119                                    | 1,726,309                                      |
| Deferred income tax liabilities                     |       | 1,436,577                                    | 1,598,912                                      |
|   |       | 3,365,948                                    | 3,843,346                                      |
| <b>Current liabilities</b>                          |       |  |  |
| Contract liabilities                                |       | 7,768,512                                    | 8,245,315                                      |
| Trade and other payables                            | 23    | 19,657,812                                   | 18,823,788                                     |
| Current income tax liabilities                      |       | 791,326                                      | 707,579  |
| Bank and other borrowings                           | 24    | 344,913                                      | 352,131  |
| Lease liabilities                                   |       | 189,319                                      | 203,650  |
|   |       | 28,751,882                                   | 28,332,463                                     |
| <b>Total liabilities</b>                            |       | 32,117,830                                   | 32,175,809                                     |
| <b>Total equity and liabilities</b>                 |       | 71,160,695                                   | 71,254,531                                     |

The interim financial information on pages 38 to 72 were approved by the board of directors on 27 August 2025 and were signed on its behalf.

**Xu Binhuai**

Director

**Xiao Hua**

Director

# Condensed Consolidated Statement of Changes in Equity

For the six months ended 30 June 2025

|  | Notes | Unaudited                                  |                           |                              |                  |                                      |                         |
|--|-------|--|---------------------------|------------------------------|------------------|--------------------------------------|-------------------------|
|  |       | Attributable to owners of the Company      |                           |                              |                  | Non-controlling interests<br>RMB'000 | Total equity<br>RMB'000 |
|  |       | Share capital and share premium<br>RMB'000 | Other reserves<br>RMB'000 | Retained earnings<br>RMB'000 | Total<br>RMB'000 |                                      |                         |
|  |       |  |                           |                              |                  |                                      |                         |
| Balance at 1 January 2025 (audited)                                    |       | 26,521,871                                 | 597,476                   | 9,497,683                    | 36,617,030       | 2,461,692                            | 39,078,722              |
| Comprehensive income/(expense)   |       |  |                           |                              |                  |                                      |                         |
| Profit for the period  |       | -  | -                         | 996,555                      | 996,555          | 6,091                                | 1,002,646               |
| Other comprehensive expense  |       | -  | (52,438)                  | -                            | (52,438)         | -                                    | (52,438)                |
| Total comprehensive income/(expense) for the period ended 30 June 2025 |       | -  | (52,438)                  | 996,555                      | 944,117          | 6,091                                | 950,208                 |
| Buy-back of shares   | 19(a) | (56,275)                                   | -                         | -                            | (56,275)         | -                                    | (56,275)                |
| Consideration issue  | 19(b) | 12,308                                     | -                         | -                            | 12,308           | -                                    | 12,308                  |
| Employee share schemes   |       |  |                           |                              |                  |                                      |                         |
| – value of employee services   | 22    | -  | 111,169                   | -                            | 111,169          | -                                    | 111,169                 |
| Capital injection from non-controlling interests                       |       | -  | -                         | -                            | -                | 1,068                                | 1,068                   |
| Transactions with non-controlling interests                            |       | -  | (19,594)                  | -                            | (19,594)         | 12,076                               | (7,518)                 |
| Acquisition of subsidiaries  |       | -  | -                         | -                            | -                | 41,114                               | 41,114                  |
| Disposals of subsidiaries  | 25    | -  | -                         | -                            | -                | (71,999)                             | (71,999)                |
| Dividends  |       | -  | -                         | (988,945)                    | (988,945)        | (26,987)                             | (1,015,932)             |
|  |       | (43,967)                                   | 91,575                    | (988,945)                    | (941,337)        | (44,728)                             | (986,065)               |
| Balance at 30 June 2025 (unaudited)                                    |       | 26,477,904                                 | 636,613                   | 9,505,293                    | 36,619,810       | 2,423,055                            | 39,042,865              |

## CONDENSED CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the six months ended 30 June 2025

|      |   | Unaudited                             |                              |                  |            |                                      |                         |             |
|------|---|---------------------------------------|------------------------------|------------------|------------|--------------------------------------|-------------------------|-------------|
|      |   | Attributable to owners of the Company |                              |                  |            | Non-controlling interests<br>RMB'000 | Total equity<br>RMB'000 |             |
| Note | Share capital and share premium<br>RMB'000                          | Other reserves<br>RMB'000             | Retained earnings<br>RMB'000 | Total<br>RMB'000 |            |                                      |                         |             |
|      | <b>Balance at 1 January 2024</b>                                    | 27,066,858                            | 924,309                      | 8,164,706        | 36,155,873 | 2,626,204                            | 38,782,077              |             |
|      | <b>Comprehensive income</b>   |                                       |                              |                  |            |                                      |                         |             |
|      | Profit for the period   | –                                     | –                            | 1,440,367        | 1,440,367  | 105,214                              | 1,545,581               |             |
|      | Other comprehensive income  | –                                     | 16,842                       | –                | 16,842     | –                                    | 16,842                  |             |
|      | <b>Total comprehensive income for the period ended 30 June 2024</b> | –                                     | 16,842                       | 1,440,367        | 1,457,209  | 105,214                              | 1,562,423               |             |
|      | Employee share schemes  |                                       |                              |                  |            |                                      |                         |             |
|      | – value of employee services  | 22                                    | –                            | (14,044)         | –          | (14,044)                             | –                       | (14,044)    |
|      | Capital injection from non-controlling interests                    |                                       | –                            | –                | –          | 14,133                               | 14,133                  |             |
|      | Disposals of subsidiaries   |                                       | –                            | –                | –          | (17,508)                             | (17,508)                |             |
|      | Dividends   |                                       | –                            | –                | (984,854)  | (37,307)                             | (1,022,161)             |             |
|      |   |                                       | –                            | (14,044)         | (984,854)  | (998,898)                            | (40,682)                | (1,039,580) |
|      | <b>Balance at 30 June 2024</b>                                      | 27,066,858                            | 927,107                      | 8,620,219        | 36,614,184 | 2,690,736                            | 39,304,920              |             |



# Condensed Consolidated Statement of Cash Flows

For the six months ended 30 June 2025

|   |    | Six months ended 30 June |                  |
|---|----|--------------------------|------------------|
|   |    | 2025                     | 2024             |
|   |    | RMB'000                  | RMB'000          |
|   |    | (unaudited)              | (unaudited)      |
| NOTES   |    |                          |                  |
| <b>Cash flows from operating activities</b>   |    |                          |                  |
| Cash (used in)/generated from operations  |    | (333,652)                | 882,585          |
| Income tax paid   |    | (541,544)                | (612,272)        |
| <b>Net cash (used in)/generated from operating activities</b>                                   |    | <b>(875,196)</b>         | <b>270,313</b>   |
| <b>Cash flows from investing activities</b>   |    |                          |                  |
| Payments for acquisition of subsidiaries, net of cash acquired                                  |    | 20,845                   | 8,883            |
| Net cash outflow from disposals of subsidiaries   | 25 | (1,807)                  | (31,195)         |
| Dividends received from investment<br>accounted for using the equity method                     | 14 | 4,301                    | 1,730            |
| Dividends received from financial assets<br>at fair value through other comprehensive income    | 4  | 29,110                   | 54,711           |
| Payments for investments accounted for<br>using the equity method                               |    | (6,716)                  | (10,049)         |
| Payments for property, plant and equipment  | 11 | (256,410)                | (206,811)        |
| Payments for intangible assets  |    | (43,292)                 | (26,880)         |
| Payments for investment properties  |    | (382,381)                | –                |
| Payments for financial assets at fair value through profit or loss                              |    | (7,173,860)              | (942,900)        |
| Proceeds from disposals of property,<br>plant and equipment, and investment properties          |    | 35,337                   | 3,571            |
| Proceeds from disposals of<br>investments accounted for using the equity method                 |    | –                        | 5,138            |
| Proceeds from disposals of<br>financial assets at fair value through profit or loss             |    | 3,233,340                | 633,871          |
| Proceeds from disposals of financial assets<br>at fair value through other comprehensive income |    | –                        | 2,954            |
| Interest received   |    | 72,777                   | 111,164          |
| <b>Net cash used in investing activities</b>  |    | <b>(4,468,756)</b>       | <b>(395,813)</b> |

## CONDENSED CONSOLIDATED STATEMENT OF CASH FLOWS

For the six months ended 30 June 2025

|  |       | Six months ended 30 June |             |
|--|-------|--------------------------|-------------|
|  |       | 2025                     | 2024        |
|  |       | RMB'000                  | RMB'000     |
|  | NOTE  | (unaudited)              | (unaudited) |
| <b>Cash flows from financing activities</b>                      |       |                          |             |
| Proceeds from bank and other borrowings                          |       | <b>219,136</b>           | 195,434     |
| Purchase shares for the share award<br>scheme/buy-back of shares | 19(a) | <b>(56,275)</b>          | –           |
| Capital injection from non-controlling interests                 |       | <b>1,068</b>             | 14,133      |
| Transactions with non-controlling interests                      |       | <b>(7,518)</b>           | –           |
| Principal elements of lease payments                             |       | <b>(123,910)</b>         | (68,818)    |
| Repayments of bank and other borrowings                          |       | <b>(246,727)</b>         | (558,655)   |
| Interest paid on leases  |       | <b>(39,699)</b>          | (29,841)    |
| Interest paid on bank and other borrowings                       |       | <b>(21,840)</b>          | (46,744)    |
| Dividends paid to non-controlling interests                      |       | <b>(10,497)</b>          | (22,125)    |
| <b>Net cash used in financing activities</b>                     |       | <b>(286,262)</b>         | (516,616)   |
| <b>Net decrease in cash and cash equivalents</b>                 |       | <b>(5,630,214)</b>       | (642,116)   |
| Cash and cash equivalents at beginning of the period             |       | <b>15,337,225</b>        | 12,637,187  |
| Effects of exchange rate changes<br>on cash and cash equivalents |       | <b>16,109</b>            | (9,570)     |
| <b>Cash and cash equivalents at end of the period</b>            |       | <b>9,723,120</b>         | 11,985,501  |

# Notes to the Condensed Consolidated Financial Statements

For the six months ended 30 June 2025

## 1. Basis of preparation

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

## 2. 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 values, as appropriate.

Other than additional/change in accounting policies resulting from application of amendments to HKFRS Accounting Standards, the accounting policies and methods of computation used in the preparation of condensed consolidated financial statements for the six months ended 30 June 2025 are the same as those presented in the Group’s annual financial statements for the year ended 31 December 2024.

### Application of amendments to HKFRS Accounting Standards

In the current interim period, the Group has applied the following amendments to a HKFRS Accounting Standard issued by the HKICPA, for the first time, which are mandatorily effective for the Group’s annual period beginning on 1 January 2025 for the preparation of the Group’s condensed consolidated financial statements:

|                       |                         |
|-----------------------|-------------------------|
| Amendments to HKAS 21 | Lack of Exchangeability |
|-----------------------|-------------------------|

The application of the amendments to a HKFRS Accounting Standard 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

Management has determined the operating segments based on the reports reviewed by the Chief Operating Decision Maker (“CODM”). The CODM, who is responsible for allocating resources and assessing performance of the operating segment, has been identified as the executive directors of the Company.

The Group was principally engaged in the provision of property management services, community value-added services, value-added services to non-property owners, water, electricity and heat supplies and property management services under the state-owned enterprises separation and reform program (hereinafter referred to as “Three Supplies and Property Management”), city services and commercial operational services in the People’s Republic of China (“PRC”).

The CODM of the Company regarded that there were four reportable and operating segments which were used to make strategic decisions:

- Property management and related services other than Three Supplies and Property Management businesses, which include property management services, community value-added services and value-added services to non-property owners;
- Three Supplies and Property Management businesses;
- City services business, which include sanitation, cleaning and sewage and waste treatment business; and
- Commercial operational services business.

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 3. Revenue and segment information *(Continued)*

The CODM assesses the performance of the operating segments based on a measure of operating profit, adjusted by excluding realised and unrealised gains from financial assets at FVPL, and including share of results of investments accounted for using the equity method.

Revenue mainly comprises of proceeds from provision of property management services, community value-added services, value-added services to non-property owners, heat supply services, city services and commercial operational services. An analysis of the Group's revenue by category for the six months ended 30 June 2025 and 2024 was as follows:

|   | Six months ended 30 June |            |
|---|--------------------------|------------|
|   | 2025                     | 2024       |
|   | RMB'000                  | RMB'000    |
| <b>Revenue from property management and related services other than Three Supplies and Property Management businesses</b> |                          |            |
| — Property management services  | 13,605,767               | 12,751,854 |
| — Community value-added services  | 2,103,912                | 1,997,843  |
| — Value-added services to non-property owners   | 292,276                  | 355,451    |
| — Other services  | 36,557                   | 94,767     |
|   | <b>16,038,512</b>        | 15,199,915 |
| <b>Revenue from Three Supplies and Property Management businesses</b>   |                          |            |
| — Property management and other related services  | 4,155,982                | 2,467,221  |
| — Heat supply services  | 915,703                  | 877,384    |
|   | <b>5,071,685</b>         | 3,344,605  |
| <b>Revenue from city services business</b>  | <b>1,778,520</b>         | 2,169,987  |
| <b>Revenue from commercial operational services business</b>  | <b>296,767</b>           | 331,647    |
|   | <b>23,185,484</b>        | 21,046,154 |



## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 3. Revenue and segment information *(Continued)*

The Group has a large number of customers, none of whom contributed 10% or more of the Group's revenue during the six months ended 30 June 2025 and 2024.

Sales between segments are carried out on terms agreed upon by the respective segments' management.

Nearly 100% of the Group's revenue is attributable to the markets in Mainland China and nearly 100% of the Group's non-current assets are located in Mainland China. No geographical information is therefore presented.

The segment information provided to the CODM for the six months ended 30 June 2025 is as follows:

|                                       | Six months ended 30 June 2025   |   |                                |  |               |
|---------------------------------------|---|---|--------------------------------|--|---------------|
|                                       | Property management and related services other than Three Supplies and Property Management business RMB'000 | Three Supplies and Property Management business RMB'000 | City services business RMB'000 | Commercial operational services business RMB'000 | Total RMB'000 |
| Revenue from contracts with customers | 16,044,006  | 5,073,201   | 1,912,464                      | 217,821  | 23,247,492    |
| Recognised over time                  | 15,170,033  | 4,759,301   | 1,867,914                      | 217,687  | 22,014,935    |
| Recognised at a point time            | 873,973   | 313,900   | 44,550                         | 134  | 1,232,557     |
| Revenue from other source             | -   | -   | -                              | 94,001   | 94,001        |
| Rental income                         | -   | -   | -                              | 94,001   | 94,001        |
| Total segment revenue                 | 16,044,006  | 5,073,201   | 1,912,464                      | 311,822  | 23,341,493    |
| Less: inter-segment revenue           | (5,494)   | (1,516)   | (133,944)                      | (15,055)   | (156,009)     |
| Revenue from external customers       | 16,038,512  | 5,071,685   | 1,778,520                      | 296,767  | 23,185,484    |
| Segment results                       | 1,143,204   | 21,893  | 49,509                         | 36,216   | 1,250,822     |

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 3. Revenue and segment information *(Continued)*

The segment information provided to the CODM for the six months ended 30 June 2024 is as follows:

|                                       | Six months ended 30 June 2024   |   |                                |  |               |
|---------------------------------------|---|---|--------------------------------|--|---------------|
|                                       | Property management and related services other than Three Supplies and Property Management business RMB'000 | Three Supplies and Property Management business RMB'000 | City services business RMB'000 | Commercial operational services business RMB'000 | Total RMB'000 |
| Revenue from contracts with customers | 15,206,541  | 3,345,011   | 2,222,762                      | 259,571  | 21,033,885    |
| Recognised over time                  | 14,483,196  | 2,869,126   | 2,148,916                      | 256,908  | 19,758,146    |
| Recognised at a point time            | 723,345   | 475,885   | 73,846                         | 2,663  | 1,275,739     |
| Revenue from other source             | –   | –   | –                              | 73,416   | 73,416        |
| Rental income                         | –   | –   | –                              | 73,416   | 73,416        |
| Total segment revenue                 | 15,206,541  | 3,345,011   | 2,222,762                      | 332,987  | 21,107,301    |
| Less: inter-segment revenue           | (6,626)   | (406)   | (52,775)                       | (1,340)  | (61,147)      |
| Revenue from external customers       | 15,199,915  | 3,344,605   | 2,169,987                      | 331,647  | 21,046,154    |
| Segment results                       | 1,629,107   | 26,657  | 261,471                        | 143,771  | 2,061,006     |

During the six months ended 30 June 2025, there has been no material change in segment assets and segment liabilities from the amount disclosed in the last annual financial statements for the reportable segments.

A reconciliation of segment results to profit before income tax is provided as follows:

|   | Six months ended 30 June |           |
|---|--------------------------|-----------|
|   | 2025                     | 2024      |
|   | RMB'000                  | RMB'000   |
| Segment results   | <b>1,250,822</b>         | 2,061,006 |
| Realised and unrealised gains/(losses) from financial assets at FVPL (note 5) | <b>21,830</b>            | (30,741)  |
| Finance income – net  | <b>62,070</b>            | 3,492     |
| Profit before income tax  | <b>1,334,722</b>         | 2,033,757 |

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 4. Other income

|  | Six months ended 30 June |                 |
|--|--------------------------|-----------------|
|  | 2025<br>RMB'000          | 2024<br>RMB'000 |
| Dividend income from financial assets at FVOCI | 29,110                   | 54,711          |
| Government subsidy income                      | 35,832                   | 41,401          |
| Late payment charges                           | 17,961                   | 21,391          |
|  | 82,903                   | 117,503         |

### 5. Other losses – net

|  | Six months ended 30 June |                 |
|--|--------------------------|-----------------|
|  | 2025<br>RMB'000          | 2024<br>RMB'000 |
| Losses on disposals of subsidiaries (note 25)                                      | (108,825)                | (38,844)        |
| Gains from the change of sublease contracts (a)                                    | 1,987                    | 84,393          |
| Gains/(losses) on early termination of lease contracts (b)                         | 36,803                   | (4,856)         |
| Net foreign exchange losses  | (40,214)                 | (24,281)        |
| Realised and unrealised gains/(losses) from financial assets at FVPL               | 21,830                   | (30,741)        |
| Losses on disposals of property, plant and equipment,<br>and investment properties | (976)                    | (10,280)        |
| Others   | (48,554)                 | (95,083)        |
|  | (137,949)                | (119,692)       |

- (a) For the six months ended 30 June 2025, the Group signed certain sublease contracts of properties with third parties, and recognised a net gain of RMB1,987,000 (six months ended 30 June 2024: RMB84,393,000) resulting from the differences of the recognition of finance lease receivables and the derecognition of investment properties.
- (b) For the six months ended 30 June 2025, the Group has early terminated certain property lease contracts. Such termination resulted in derecognition of other right-of-use assets of RMB3,708,000 (six months ended 30 June 2024: RMB466,000), investment properties of RMB225,830,000 (six months ended 30 June 2024: RMB68,846,000), receivables from finance leases of nil (six months ended 30 June 2024: RMB31,890,000) and lease liabilities of RMB266,341,000 (six months ended 30 June 2024: RMB96,346,000), resulting gains on early termination of lease contracts recognised in other losses, net of RMB36,803,000 (six months ended 30 June 2024: losses of RMB4,856,000).

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 6. Income tax expense

|   | Six months ended 30 June |                 |
|---|--------------------------|-----------------|
|   | 2025<br>RMB'000          | 2024<br>RMB'000 |
| Current income tax  |                          |                 |
| — Provision for current income tax                              | 683,203                  | 784,087         |
| Deferred income tax   |                          |                 |
| — Corporate income tax  | (351,127)                | (251,846)       |
| — Withholding income tax on profits to be distributed in future | —                        | (44,065)        |
|   | (351,127)                | (295,911)       |
|   | 332,076                  | 488,176         |

### 7. Impairment under expected credit loss model, net of reversal

|   | Six months ended 30 June |                 |
|---|--------------------------|-----------------|
|   | 2025<br>RMB'000          | 2024<br>RMB'000 |
| Impairment loss recognised on:            |                          |                 |
| — trade receivables (note 17)             | 476,163                  | 350,059         |
| — other receivables (note 17)             | 38,729                   | 30,905          |
| — financial guarantee contracts (note 27) | 75,089                   | 23,301          |
|   | 589,981                  | 404,265         |

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 2025 are the same as those followed in the preparation of the Group's annual financial statements for the year ended 31 December 2024.

### 8. Profit for the period

|   | Six months ended 30 June |                 |
|---|--------------------------|-----------------|
|   | 2025<br>RMB'000          | 2024<br>RMB'000 |
| Employee benefit expenses                           | 8,557,482                | 7,588,923       |
| Total depreciation and amortisation charges         | 1,081,806                | 978,466         |
| Cost of inventories recognised as expenses          | 996,092                  | 847,166         |
| Rental expenses for short-term and low-value leases | 240,949                  | 254,829         |



## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 9. Earnings per share

The calculation of the basic and diluted earnings per share from continuing operations attributable to owners of the Company is based on the following data:

|   | Six months ended 30 June |           |
|---|--------------------------|-----------|
|   | 2025                     | 2024      |
| <b>Earnings (RMB'000)</b>   |                          |           |
| Earnings for the purpose of basic and diluted earnings per share:<br>profit attributable to the owners of the Company | 996,555                  | 1,440,367 |
| <b>Number of shares (thousands shares)</b>  |                          |           |
| Weighted average number of ordinary shares for the purpose of<br>basic earnings per share                             | 3,342,141                | 3,343,020 |
| Effect of dilutive potential ordinary shares:<br>Share options  | 9,446                    | —         |
| Weighted average number of ordinary shares for the purpose of<br>diluted earnings per share                           | 3,351,587                | 3,343,020 |
| <b>Earnings per share (RMB cents per share)</b>   |                          |           |
| Basic   | 29.82                    | 43.09     |
| Diluted   | 29.73                    | 43.09     |

No share option would potentially dilute earnings per share for the period of six months ended 30 June 2024.

### 10. Dividends

The final dividend in respect of 2024 of RMB13.52 cents (equivalent to HKD14.76 cents) per share and a special dividend of RMB16.09 cents (equivalent to HKD17.57 cents) per share, totalling approximately RMB988,945,000. Such final dividend and special dividend have been approved at the annual general meeting of the Company on 23 May 2025 and will be paid in Hong Kong Dollar in cash on or around 29 August 2025.

The final dividend in respect of 2023 of RMB2.19 cents (equivalent to HKD2.41 cents) per share and a special dividend of RMB27.27 cents (equivalent to HKD29.94 cents) per share, totalling approximately RMB984,854,000 was approved at the annual general meeting of the Company on 6 June 2024 and was paid in cash on 30 August 2024.

The Board of Directors has resolved not to declare an interim dividend for the six months ended 30 June 2025 (six months ended 30 June 2024: nil).

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 11. Property, plant and equipment

|                                      | RMB'000   |
|--------------------------------------|-----------|
| <b>Six months ended 30 June 2025</b> |           |
| Opening net book amount              | 1,702,482 |
| Acquisition of subsidiaries          | 63,356    |
| Other additions                      | 256,410   |
| Disposals of subsidiaries            | (10,926)  |
| Other disposals                      | (11,329)  |
| Depreciation and amortisation        | (280,956) |
| Closing net book amount              | 1,719,037 |
| <b>Six months ended 30 June 2024</b> |           |
| Opening net book amount              | 1,656,964 |
| Acquisition of subsidiaries          | 2,115     |
| Other additions                      | 206,811   |
| Disposals of subsidiaries            | (2,507)   |
| Other disposals                      | (13,851)  |
| Depreciation and amortisation        | (239,996) |
| Closing net book amount              | 1,609,536 |

As at 30 June 2025, transportation equipment with net book amount of RMB114,088,000 (as at 31 December 2024: RMB119,476,000) were pledged as collateral for the Group's bank and other borrowings (note 24).

### 12. Investment properties

|                                      | Land and buildings<br>RMB'000 | Right-of-use assets<br>RMB'000 | Total<br>RMB'000 |
|--------------------------------------|-------------------------------|--------------------------------|------------------|
| <b>Six months ended 30 June 2025</b> |                               |                                |                  |
| Opening net book amount              | 216,927                       | 1,480,897                      | 1,697,824        |
| Additions                            | 400,661                       | 3,699                          | 404,360          |
| Amortisation                         | (9,962)                       | (72,343)                       | (82,305)         |
| Disposals                            | (6,167)                       | (265,455)                      | (271,622)        |
| Closing net book amount              | 601,459                       | 1,146,798                      | 1,748,257        |
| <b>Six months ended 30 June 2024</b> |                               |                                |                  |
| Opening net book amount              | 132,828                       | 1,172,174                      | 1,305,002        |
| Additions                            | 9,908                         | 602,418                        | 612,326          |
| Amortisation                         | (6,339)                       | (73,694)                       | (80,033)         |
| Disposals                            | –                             | (97,114)                       | (97,114)         |
| Closing net book amount              | 136,397                       | 1,603,784                      | 1,740,181        |

# NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

## 13. Intangible assets

|                                      | Software<br>RMB'000 | Contracts<br>and<br>customer<br>relationships<br>RMB'000 | Insurance<br>brokerage<br>license<br>RMB'000 | Brand<br>RMB'000 | Concession<br>intangible<br>assets<br>RMB'000 | Total other<br>intangible<br>assets<br>RMB'000 | Goodwill<br>RMB'000<br>(i) | Total<br>RMB'000 |
|--------------------------------------|---------------------|--|--|------------------|---|--|----------------------------|------------------|
| <b>Six months ended 30 June 2025</b> |                     |  |  |                  |   |  |                            |                  |
| Opening net book amount              | 479,037             | 4,366,674  | 17,322                                       | 1,297,592        | 578,882                                       | 6,739,507                                      | 15,422,806                 | 22,162,313       |
| Acquisition of subsidiaries          | 1,237               | -  | -  | -                | -   | 1,237  | -                          | 1,237            |
| Other additions                      | 42,948              | 20,433   | -  | -                | 70,711  | 134,092  | -                          | 134,092          |
| Amortisation                         | (37,818)            | (407,047)  | (1,238)                                      | (166,358)        | (11,295)                                      | (623,756)                                      | -                          | (623,756)        |
| Other disposals                      | (2,435)             | -  | -  | -                | -   | (2,435)  | -                          | (2,435)          |
| Disposal of subsidiaries (note 25)   | -                   | -  | -  | -                | -   | -  | (6,223)                    | (6,223)          |
| Closing net book amount              | 482,969             | 3,980,060  | 16,084                                       | 1,131,234        | 638,298                                       | 6,248,645                                      | 15,416,583                 | 21,665,228       |
| <b>At 30 June 2025</b>               |                     |  |  |                  |   |  |                            |                  |
| Cost                                 | 771,841             | 7,398,135  | 28,663                                       | 2,128,394        | 752,189                                       | 11,079,222                                     | 19,473,254                 | 30,552,476       |
| Accumulated amortisation             | (288,872)           | (3,409,619)  | (12,579)                                     | (995,272)        | (113,891)                                     | (4,820,233)                                    | -                          | (4,820,233)      |
| Accumulated impairment               | -                   | (8,456)  | -  | (1,888)          | -   | (10,344)                                       | (4,056,671)                | (4,067,015)      |
| Closing net book amount              | 482,969             | 3,980,060  | 16,084                                       | 1,131,234        | 638,298                                       | 6,248,645                                      | 15,416,583                 | 21,665,228       |
| <b>Six months ended 30 June 2024</b> |                     |  |  |                  |   |  |                            |                  |
| Opening net book amount              | 485,759             | 4,841,360  | 19,797                                       | 1,538,175        | 609,417                                       | 7,494,508                                      | 16,432,801                 | 23,927,309       |
| Acquisition of subsidiaries          | -                   | 43,963   | -  | -                | -   | 43,963   | 76,802                     | 120,765          |
| Other additions                      | 26,880              | -  | -  | -                | -   | 26,880   | -                          | 26,880           |
| Amortisation                         | (38,010)            | (401,994)  | (1,237)                                      | (120,290)        | (19,762)                                      | (581,293)                                      | -                          | (581,293)        |
| Disposal of subsidiaries             | -                   | (48,892)   | -  | -                | -   | (48,892)                                       | (84,042)                   | (132,934)        |
| Closing net book amount              | 474,629             | 4,434,437  | 18,560                                       | 1,417,885        | 589,655                                       | 6,935,166                                      | 16,425,561                 | 23,360,727       |
| <b>At 30 June 2024</b>               |                     |  |  |                  |   |  |                            |                  |
| Cost                                 | 692,686             | 6,982,758  | 28,664                                       | 2,128,395        | 668,429                                       | 10,500,932                                     | 19,492,232                 | 29,993,164       |
| Accumulated amortisation             | (218,057)           | (2,539,865)  | (10,104)                                     | (708,622)        | (78,774)                                      | (3,555,422)                                    | -                          | (3,555,422)      |
| Accumulated impairment               | -                   | (8,456)  | -  | (1,888)          | -   | (10,344)                                       | (3,066,671)                | (3,077,015)      |
| Closing net book amount              | 474,629             | 4,434,437  | 18,560                                       | 1,417,885        | 589,655                                       | 6,935,166                                      | 16,425,561                 | 23,360,727       |

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 13. Intangible assets *(Continued)*

#### (i) Goodwill

The goodwill (net book amount) is allocated in cash-generating units ("CGU") as follows:

|  | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|--|-------------------------------|-----------------------------------|
| Country Garden Life Services Group Company Limited<br>("Life Services") CGU      | 6,457,224                     | 6,380,422                         |
| Wealth Best Global Holdings Group Company Limited<br>("Wealth Best Global") CGU  | 3,567,263                     | 3,567,263                         |
| Link Joy Holdings Group Co., Ltd. ("Link Joy") CGU                               | 3,233,591                     | 3,233,591                         |
| Country Garden Manguo Environmental Technology<br>Group Co., Ltd. ("Manguo") CGU | 968,891                       | 968,891                           |
| Other CGUs   | 1,189,614                     | 1,272,639                         |
|  | 15,416,583                    | 15,422,806                        |

#### Integration of CGUs and goodwill reallocation

During the six months ended 30 June 2025, there has been a change in the identified CGU resulting from the integration of Sichuan Hemeng Property Management Co., Limited ("Sichuan Hemeng") into Life Services CGU in order to improve operation efficiency. Both Sichuan Hemeng and Life Services CGU are within the property management and related services operating segment. Accordingly, goodwill originally along with Sichuan Hemeng is reallocated into Life Services CGU for goodwill impairment assessment purpose. Management expected that the benefit of expected synergies of Sichuan Hemeng shall be achieved from integrating it into the Group's existing property management services under Life Services CGU. Such integration resulted in the reallocation of goodwill as there has been a change to the way in which goodwill is monitored internally.

As there were no indicators for impairment of the CGUs as at 30 June 2025, management has not updated any impairment calculations.



## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 14. Investments accounted for using the equity method

|  | Six months ended 30 June |                 |
|--|--------------------------|-----------------|
|  | 2025<br>RMB'000          | 2024<br>RMB'000 |
| <b>At 1 January</b>  | <b>533,497</b>           | 600,367         |
| Additions  | <b>6,716</b>             | 10,049          |
| Share of results   | <b>(54,573)</b>          | (37,651)        |
| Disposals  | <b>–</b>                 | (5,138)         |
| Dividends received   | <b>(4,301)</b>           | (1,730)         |
| Acquisition of additional equity interests and become subsidiaries | <b>(77,854)</b>          | –               |
| Acquisition of subsidiaries  | <b>–</b>                 | 326             |
| <b>At 30 June</b>  | <b>403,485</b>           | 566,223         |

As at 30 June 2025, there were no significant contingent liabilities and commitments relating to the Group's interests in the investments accounted for using the equity method.

### 15. Financial assets at fair value through other comprehensive income

|                             | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|-----------------------------|-------------------------------|-----------------------------------|
| Listed equity securities    | <b>13,839</b>                 | 14,053                            |
| Unlisted equity investments | <b>467,049</b>                | 542,687                           |
|                             | <b>480,888</b>                | 556,740                           |

The investments mainly represent equity investments in several property management companies.

### 16. Financial assets at fair value through profit or loss

As at 30 June 2025, financial assets at FVPL included structure products amounted to approximately RMB1,461,434,000 (as at 31 December 2024: nil) in the reputable banks with high credit ratings assigned by international credit agencies, wealth management products which can be redeemed any time at the Group's discretion amounted to approximately RMB583,883,000 (as at 31 December 2024: RMB580,033,000) and forward exchange contracts.

The structure products have a term from one to six months (as at 31 December 2024: nil) with average expected return rate at 0.8%-2.8% (as at 31 December 2024: nil). The fair values of these investments were determined based on the expected returns as stipulated in relevant contracts with the counterparties.

For the wealth management products invested by the Group, these products have a term of 5 years (as at 31 December 2024: 5 years) with average expected return rate at 3.4% (as at 31 December 2024: 3.3%). The fair values of these investments were determined based on the expected returns with reference to underlying investment.

The Group also held currency forward contracts at 30 June 2025. These currency forward contracts with an aggregate notional amount of exchanging HKD2,229,568,000 for USD at forward exchange rate of from HKD7.7353 to HKD7.7600 to USD1 with maturity date at or before 27 February 2026. The currency forward exchange contracts were secured by the time deposits of HKD2,090,396,000 (equivalent to RMB1,906,441,000) at 30 June 2025. The fair value of these currency forward exchange contracts were determined based on the quoted price from the bank. The differences between fair value and carrying amounts are insignificant as at 30 June 2025 (as at 31 December 2024: nil).

# NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

## 17. Trade and other receivables

|   | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|---|-------------------------------|-----------------------------------|
| Current assets:   |                               |                                   |
| Trade receivables (a)                                   |                               |                                   |
| — Related parties (note 26(e))                          | 2,383,428                     | 2,548,569                         |
| — Third parties   | 21,079,621                    | 18,595,563                        |
|   | 23,463,049                    | 21,144,132                        |
| Less: allowance for impairment of trade receivables (b) |                               |                                   |
| — Related parties (note 26(e))                          | (1,791,386)                   | (1,886,053)                       |
| — Third parties   | (1,777,465)                   | (1,568,707)                       |
|   | (3,568,851)                   | (3,454,760)                       |
|   | 19,894,198                    | 17,689,372                        |
| Other receivables                                       |                               |                                   |
| — Payments on behalf of property owners                 | 1,154,696                     | 962,054                           |
| — Deposits  | 516,602                       | 505,457                           |
| — Loans to third parties pledged by equities (d)        | 1,184,543                     | 1,185,849                         |
| — Receivables from finance leases                       | 58,406                        | 56,917                            |
| — Others  | 998,836                       | 988,187                           |
|   | 3,913,083                     | 3,698,464                         |
| Less: allowance for impairment of other receivables (c) | (356,761)                     | (318,032)                         |
|   | 3,556,322                     | 3,380,432                         |
| Prepayments to suppliers                                |                               |                                   |
| — Related parties (note 26(e))                          | 6,684                         | 9,131                             |
| — Third parties   | 893,395                       | 1,196,433                         |
|   | 900,079                       | 1,205,564                         |
| Prepayments for other taxes                             | 379,837                       | 404,960                           |
|   | 24,730,436                    | 22,680,328                        |
| Non-current assets:                                     |                               |                                   |
| Other receivables                                       |                               |                                   |
| — Receivables from finance leases                       | 292,444                       | 282,769                           |

As at 30 June 2025 and 31 December 2024, most of the trade and other receivables were denominated in RMB, and the fair value of trade and other receivables approximated their carrying amounts.

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 17. Trade and other receivables (Continued)

- (a) Trade receivables mainly arise from property management services income under lump sum basis, value-added services to non-property owners, heat supply services, city services and commercial operational services.

Property management services income under lump sum basis, heat supply services income and commercial operational services income are paid in accordance with the terms of the relevant service agreements. Service income from property management services and heat supply services are due for payment by the residents upon the issuance of demand note.

For value-added services to non-property owners and city services, customers are generally given a credit term of up to 90 days.

The aging analysis of the gross trade receivables based on invoice date was as follows:

|               | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|---------------|-------------------------------|-----------------------------------|
| Within 1 year | 12,613,558                    | 11,374,034                        |
| 1 to 2 years  | 5,053,063                     | 5,099,542                         |
| 2 to 3 years  | 4,228,289                     | 3,695,107                         |
| Over 3 years  | 1,568,139                     | 975,449                           |
|               | <b>23,463,049</b>             | 21,144,132                        |

- (b) Movement of allowance for impairment of trade receivables was as follows:

|   | Six months ended 30 June<br>2025<br>RMB'000 | 2024<br>RMB'000 |
|---|---|-----------------|
| At 1 January  | 3,454,760                                   | 3,132,683       |
| Provision for loss allowance recognised in profit or loss | 476,163                                     | 350,059         |
| Receivables written off as uncollectable                  | (362,072)                                   | (25,351)        |
| At 30 June  | <b>3,568,851</b>                            | 3,457,391       |

- (c) Movement of allowance for impairment of other receivables was as follows:

|   | Six months ended 30 June<br>2025<br>RMB'000 | 2024<br>RMB'000 |
|---|---|-----------------|
| At 1 January  | 318,032                                     | 220,135         |
| Provision for loss allowance recognised in profit or loss | 38,729                                      | 30,905          |
| At 30 June  | <b>356,761</b>                              | 251,040         |

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 17. Trade and other receivables *(Continued)*

- (d) The Group provided short-term loans to several third parties pledged by equity interests of property management and property agency services companies in the PRC held by the corresponding parties. The loans to third parties bear interest rate at 6% to 15% per annum. These loans have a term of 2 to 12 months. The reason for the Group to provide such loans to the third parties is for potential acquisitions of equity interests of property management and property agency services companies.

### 18. Cash and cash equivalents, restricted bank deposits and time deposits

|                                    | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|------------------------------------|-------------------------------|-----------------------------------|
| Cash at banks (a)                  | 15,011,372                    | 18,178,602                        |
| Less: Restricted bank deposits (b) | (446,694)                     | (560,016)                         |
| Less: Time deposits (c)            | (4,841,558)                   | (2,281,361)                       |
| Cash and cash equivalents          | 9,723,120                     | 15,337,225                        |

- (a) Cash at banks were denominated in the following currencies:

|                  | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|------------------|-------------------------------|-----------------------------------|
| RMB              | 10,696,331                    | 13,833,239                        |
| HKD              | 2,124,173                     | 172,271                           |
| Other currencies | 2,190,868                     | 4,173,092                         |
|                  | 15,011,372                    | 18,178,602                        |

- (b) Restricted bank deposits mainly represent the cash deposits in bank as performance security for property management services according to the requirements of local government authorities, the deposits made as performance security for certain contracts relating to the city services business and judicially frozen funds.
- (c) As at 30 June 2025, included in time deposits with the amount of RMB1,906,441,000 (as at 31 December 2024: nil) were pledged for forward exchange contracts.



# NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

## 19. Share capital and share premium

| Notes   | Number of shares     | Nominal value of shares | Equivalent nominal value of shares RMB'000 | Share premium RMB'000 | Total RMB'000     | Share repurchased for cancellation RMB'000 | Share purchased for the share award scheme RMB'000 | Total RMB'000     |
|---|----------------------|-------------------------|--|-----------------------|-------------------|--|--|-------------------|
| <b>Authorised</b>   |                      |                         |  |                       |                   |  |  |                   |
| Authorised share capital of USD0.0001 each                                  | 10,000,000,000       | 1,000,000               |  |                       |                   |  |  |                   |
| <b>At 1 January 2024, 30 June 2024, and 1 January 2025 and 30 June 2025</b> | 10,000,000,000       | 1,000,000               |  |                       |                   |  |  |                   |
| <b>At 1 January 2024 and at 30 June 2024</b>                                | 3,343,020,336        | 334,302                 | 2,135                                      | 27,064,723            | 27,066,858        | -  | -  | 27,066,858        |
| <b>At 1 January 2025</b>  | <b>3,343,049,591</b> | <b>334,305</b>          | <b>2,135</b>                               | <b>27,065,179</b>     | <b>27,067,314</b> | <b>-</b>                                   | <b>(545,443)</b>                                   | <b>26,521,871</b> |
| Buy-back of shares (a)  | -                    | -                       | -  | -                     | -                 | (45,171)                                   | (11,104)   | (56,275)          |
| Consideration issue (b)   | 326,551              | 33                      | -  | 12,308                | 12,308            | -  | -  | 12,308            |
| <b>At 30 June 2025</b>  | <b>3,343,376,142</b> | <b>334,338</b>          | <b>2,135</b>                               | <b>27,077,487</b>     | <b>27,079,622</b> | <b>(45,171)</b>                            | <b>(556,547)</b>                                   | <b>26,477,904</b> |

- (a) On 18 November 2024, the Company adopted the Share Award Scheme. According to the rules of the Share Award Scheme and the terms of the trust deed, a designated subsidiary of the Company established a trust in the PRC and entrusted the trustee to purchase a total of 109,000,000 shares of the Company on the open market. During the year ended 31 December 2024, a total of 106,880,000 shares were purchased at the consideration of RMB545,443,000 under the Share Award Scheme. For the six months ended 30 June 2025, a total of 2,120,000 shares were purchased at the consideration of RMB11,104,000 under the Share Award Scheme.

During the six months ended 30 June 2025, the Company bought back a total of 7,552,000 shares for cancellation. The buy-back and cancellation were approved by shareholders at the annual general meetings on 6 June 2024 and 23 May 2025. The total consideration paid to buy back these shares was HKD49,143,000 (equivalent to RMB45,171,000). The shares were acquired at a weighted average price of HKD6.51 per share, with prices ranging from HKD6.21 to HKD6.76. The total of 7,552,000 shares for cancellation but not yet cancelled were included in the issued shares.

- (b) On 26 March 2025, the Company issued 326,551 consideration shares to the former shareholders of Everjoy Services Company Limited for the projects delivered in transit.

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 20. Other reserves

|   | Statutory<br>Reserves<br>RMB'000 | FVOCI<br>reserve<br>RMB'000 | Currency<br>translation<br>reserve<br>RMB'000 | Share-<br>based<br>payments<br>RMB'000 | Others<br>RMB'000 | Total<br>RMB'000 |
|---|----------------------------------|-----------------------------|---|--|-------------------|------------------|
| <b>At 1 January 2024</b>                              | 654,500                          | 352,979                     | (51,996)                                      | 143,135                                | (174,309)         | 924,309          |
| Other comprehensive income                            | –                                | 13,541                      | 3,301   | –                                      | –                 | 16,842           |
| Employees share schemes                               |                                  |                             |   |  |                   |                  |
| — value of employee services                          | –                                | –                           | –   | (14,044)                               | –                 | (14,044)         |
| <b>At 30 June 2024</b>                                | 654,500                          | 366,520                     | (48,695)                                      | 129,091                                | (174,309)         | 927,107          |
| <b>At 1 January 2025</b>                              | <b>723,790</b>                   | <b>(112,388)</b>            | <b>(60,443)</b>                               | <b>266,400</b>                         | <b>(219,883)</b>  | <b>597,476</b>   |
| Currency translation differences                      | –                                | –                           | 4,469   | –                                      | –                 | 4,469            |
| Changes in fair value of financial assets<br>at FVOCI | –                                | (56,907)                    | –   | –                                      | –                 | (56,907)         |
| Transactions with non-controlling interests           | –                                | –                           | –   | –                                      | (19,594)          | (19,594)         |
| Employees share schemes                               |                                  |                             |   |  |                   |                  |
| — value of employee services                          | –                                | –                           | –   | 111,169                                | –                 | 111,169          |
| <b>At 30 June 2025</b>                                | <b>723,790</b>                   | <b>(169,295)</b>            | <b>(55,947)</b>                               | <b>377,569</b>                         | <b>(239,477)</b>  | <b>636,613</b>   |

### 21. Retained earnings

|                       | Six months ended 30 June |                 |
|-----------------------|--------------------------|-----------------|
|                       | 2025<br>RMB'000          | 2024<br>RMB'000 |
| <b>At 1 January</b>   | <b>9,497,683</b>         | 8,164,706       |
| Profit for the period | <b>996,555</b>           | 1,440,367       |
| Dividends (note 10)   | <b>(988,945)</b>         | (984,854)       |
| <b>At 30 June</b>     | <b>9,505,293</b>         | 8,620,219       |

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 22. Share-based payments

#### Share Option Scheme

On 9 July 2024, the Company adopted the Country Garden Services Holdings Company Limited 2024 Share Option Scheme (the “2024 Share Option Scheme”).

Under the 2024 Share Option Scheme, the Company granted an aggregate of 225,350,000 share options to 60 employee participants which comprise two directors of the Company in July 2024. Pursuant to the terms of the 2024 Share Option Scheme, the options granted are subject to certain performance conditions.

The options granted to the grantees will be vested in five batches for the relevant financial year, provided that the vesting conditions above are satisfied in the relevant financial year. Specifically, (i) 25% of the total number of the share options (batch one) will be vested on 1 April 2025 or extend for another year to 1 April 2026 if fail to achieve the 2024 performance condition; (ii) 20% of the total number of the share options (batch two) will be vested on 1 April 2026 or extend for another year to 1 April 2027 if fail to achieve the 2025 performance condition; (iii) 20% of the total number of the share options (batch three) will be vested on 1 April 2027 or extend for another year to 1 April 2028 if fail to achieve the 2026 performance condition; (iv) 20% of the total number of the share options (batch four) will be vested on 1 April 2028 or extend for another year to 1 April 2029 if fail to achieve the 2027 performance condition; and (v) the remaining 15% of the total number of the share options (batch five) will be vested on 1 April 2029 or extend for another year to 1 April 2030 if fail to achieve the 2028 performance condition. If the vesting conditions above have not been fulfilled during the relevant financial year or its respective extension year, the corresponding percentage of the share options granted will lapse. As at 30 June 2025, the batch one share options were not vested because the assessment of the 2024 performance condition was not completed.

All the options under the share option scheme should be exercisable after vesting but before the expiry of 10 years after the grant date at the exercise price of HKD5.01 per share.

Movements in the number of shares options outstanding are as follows:

|                     | Six months ended 30 June 2025              |                            |
|---------------------|--|----------------------------|
|                     | Weight average<br>exercise<br>price in HKD | Number of<br>share options |
| <b>At 1 January</b> | <b>5.01</b>                                | <b>224,150,000</b>         |
| Forfeited           | 5.01                                       | (1,500,000)                |
| <b>At 30 June</b>   | <b>5.01</b>                                | <b>222,650,000</b>         |

The Group has no legal or constructive obligation to repurchase or settle the share options in cash.

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 23. Trade and other payables

|   | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|---|-------------------------------|-----------------------------------|
| Trade payables (a)                                  |                               |                                   |
| — Related parties (note 26(e))                      | 282,114                       | 175,195                           |
| — Third parties                                     | 9,215,852                     | 8,458,982                         |
|   | 9,497,966                     | 8,634,177                         |
| Other payables                                      |                               |                                   |
| — Deposits  | 2,024,249                     | 2,052,592                         |
| — Temporary receipts from properties owners         | 3,003,644                     | 2,985,848                         |
| — Provision for financial guarantee (note 27)       | 121,724                       | 46,635                            |
| — Considerations payable for business combinations  | 4,001                         | 9,265                             |
| — Dividend payables                                 | 1,025,267                     | 19,642                            |
| — Accruals and others                               | 955,327                       | 907,298                           |
|   | 7,134,212                     | 6,021,280                         |
| Contingent considerations for business combinations | 107,678                       | 118,235                           |
| Payroll payables                                    | 2,149,351                     | 3,292,507                         |
| Other taxes payables                                | 768,605                       | 757,589                           |
|   | 19,657,812                    | 18,823,788                        |

As at 30 June 2025 and 31 December 2024, the carrying amounts of trade and other payables approximated their fair values.

(a) The aging analysis of trade payables based on the invoice date was as follows:

|               | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|---------------|-------------------------------|-----------------------------------|
| Within 1 year | 8,213,643                     | 7,397,618                         |
| 1 to 2 years  | 758,602                       | 802,199                           |
| 2 to 3 years  | 284,620                       | 364,184                           |
| Over 3 years  | 241,101                       | 70,176                            |
|               | 9,497,966                     | 8,634,177                         |

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 24. Bank and other borrowings

|                                 | At 30 June 2025    |                            |                  | At 31 December 2024 |                            |                  |
|---------------------------------|--------------------|----------------------------|------------------|---------------------|----------------------------|------------------|
|                                 | Current<br>RMB'000 | Non-<br>current<br>RMB'000 | Total<br>RMB'000 | Current<br>RMB'000  | Non-<br>current<br>RMB'000 | Total<br>RMB'000 |
| Secured:                        |                    |                            |                  |                     |                            |                  |
| Bank loans                      | 238,031            | 363,564                    | 601,595          | 243,055             | 350,294                    | 593,349          |
| Other borrowings                | 79,963             | 149,688                    | 229,651          | 94,176              | 167,831                    | 262,007          |
|                                 | 317,994            | 513,252                    | 831,246          | 337,231             | 518,125                    | 855,356          |
| Unsecured:                      |                    |                            |                  |                     |                            |                  |
| Bank loans                      | 26,919             | –                          | 26,919           | 14,900              | –                          | 14,900           |
| Other borrowings                | –                  | –                          | –                | –                   | –                          | –                |
|                                 | 26,919             | –                          | 26,919           | 14,900              | –                          | 14,900           |
| Total bank and other borrowings | 344,913            | 513,252                    | 858,165          | 352,131             | 518,125                    | 870,256          |

The Group's secured borrowings as at 30 June 2025 was amounted to RMB831,246,000 (31 December 2024: RMB855,356,000), mainly secured by certain transportation equipment of the Group with net book amount of RMB114,088,000 (31 December 2024: RMB119,476,000) and pledged by rights of collection of several city service projects.

The Group's bank and other borrowings were repayable as follows:

|                                 | Bank loans                       |                                      | Other borrowings                 |                                      |
|---------------------------------|----------------------------------|--------------------------------------|----------------------------------|--------------------------------------|
|                                 | At<br>30 June<br>2025<br>RMB'000 | At<br>31 December<br>2024<br>RMB'000 | At<br>30 June<br>2025<br>RMB'000 | At<br>31 December<br>2024<br>RMB'000 |
| Within 1 year                   | 264,950                          | 257,955                              | 79,963                           | 94,176                               |
| Over 1 year and within 2 years  | 49,000                           | 22,950                               | 8,698                            | 20,236                               |
| Over 2 years and within 5 years | 39,814                           | 57,094                               | –                                | 5,000                                |
| Over 5 years                    | 274,750                          | 270,250                              | 140,990                          | 142,595                              |
|                                 | 628,514                          | 608,249                              | 229,651                          | 262,007                              |

The weighted average effective interest rate for the period ended 30 June 2025 was 4.21% (for the year ended 31 December 2024: 4.25%) per annum.

The carrying amounts of the bank and other borrowings are denominated in RMB.

The carrying amounts of the current borrowings approximate their fair value, as the impact of discounting using a current borrowing rate is not significant.



## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 25. Disposals of subsidiaries

During six months ended 30 June 2025, the Group disposed of interests in several subsidiaries to certain third parties. Details of the disposals are as follows:

|   | RMB'000   |
|---|-----------|
| Disposal considerations   |           |
| — Cash received   | 4,008     |
| Total net assets of subsidiaries disposed of                      | 178,609   |
| Goodwill disposed of  | 6,223     |
| Non-controlling interests disposed of                             | 71,999    |
| Losses on disposals (note 5)                                      | (108,825) |
| Cash proceeds from disposals, net of cash disposed of             |           |
| — Cash considerations received                                    | 4,008     |
| — Less: cash and cash equivalents in the subsidiaries disposed of | (5,815)   |
| Net cash outflow on disposals                                     | (1,807)   |

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 26. Related party transactions

#### (a) Ultimate controlling shareholder

The Company is ultimately controlled by Ms. Yang Huiyan (the “Ultimate Controlling Shareholder”).

#### (b) Transactions with related parties

The Group has entered into the following significant transactions with its related parties:

|  | Six months ended 30 June |                 |
|--|--------------------------|-----------------|
|  | 2025<br>RMB'000          | 2024<br>RMB'000 |
| Provision of services  |                          |                 |
| — Entities controlled by the Ultimate Controlling Shareholder                        | 138,185                  | 207,198         |
| — Entities jointly controlled by the Ultimate Controlling Shareholder                | 13,900                   | 20,445          |
| — Entities over which the Ultimate Controlling Shareholder has significant influence | 101,504                  | 37,266          |
| — Entities Controlled by the close relatives of the Ultimate Controlling Shareholder | 2,689                    | 2,104           |
|  | 256,278                  | 267,013         |
| Purchase of goods and services   |                          |                 |
| — Entities controlled by the Ultimate Controlling Shareholder                        | 112,560                  | 18,380          |
| — Entities jointly controlled by the Ultimate Controlling Shareholder                | 8,617                    | 36,600          |
| — Entities over which the Ultimate Controlling Shareholder has significant influence | 18,673                   | 6,887           |
| — Entities controlled by the close relatives of the Ultimate Controlling Shareholder | 1                        | 120             |
|  | 139,851                  | 61,987          |
| Rental expenses  |                          |                 |
| — Entities controlled by the Ultimate Controlling Shareholder                        | 3,190                    | 3,813           |

#### (c) Free trademark license agreement

A trademark licencing agreement was entered into between the Company and a subsidiary of Country Garden Holdings Company Limited (“CGH”), Foshan Shunde Country Garden Property Development Company Limited (“Foshan Shunde”) and a deed of trademark licencing was entered into between the Company and CGH (the “Trademark Licencing Arrangement”). Pursuant to the Trademark Licencing Arrangement, Foshan Shunde agreed and CGH would procure Foshan Shunde to irrevocably and unconditionally grant to the Group a non-transferable licence to use several trademarks registered in the PRC and Hong Kong for a perpetual term commencing from the date of the Trademark Licencing Agreement and the deed of trademark licencing, which are subject to the renewal of the licenced trademarks, on a royalty-free basis.

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 26. Related party transactions *(Continued)*

#### (d) Key management compensation

Key management includes directors and senior management. Compensations for key management are set out below:

|  | Six months ended 30 June |                 |
|--|--------------------------|-----------------|
|  | 2025<br>RMB'000          | 2024<br>RMB'000 |
| Salaries, bonus, share-based compensation expenses and other employee benefits | 32,682                   | 8,108           |

#### (e) Balances with related parties

|  | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|--|-------------------------------|-----------------------------------|
| Receivables from related parties   |                               |                                   |
| Trade receivables  |                               |                                   |
| — Entities controlled by the Ultimate Controlling Shareholder                        | 2,245,312                     | 2,364,647                         |
| — Entities jointly controlled by the Ultimate Controlling Shareholder                | 98,489                        | 71,780                            |
| — Entities over which the Ultimate Controlling Shareholder has significant influence | 37,488                        | 110,401                           |
| — Entities controlled by the close relatives of the Ultimate Controlling Shareholder | 2,139                         | 1,741                             |
|  | 2,383,428                     | 2,548,569                         |
| Less: allowance for impairment of trade receivables from related parties             | (1,791,386)                   | (1,886,053)                       |
|  | 592,042                       | 662,516                           |
| Prepayments  |                               |                                   |
| — Entities controlled by the Ultimate Controlling Shareholder                        | 6,507                         | 8,786                             |
| — Entities jointly controlled by the Ultimate Controlling Shareholder                | 171                           | 276                               |
| — Entities over which the Ultimate Controlling Shareholder has significant influence | —                             | 63                                |
| — Entities controlled by the close relatives of the Ultimate Controlling Shareholder | 6                             | 6                                 |
|  | 6,684                         | 9,131                             |

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 26. Related party transactions *(Continued)*

#### (e) Balances with related parties *(Continued)*

|  | At 30 June<br>2025<br>RMB'000 | At 31 December<br>2024<br>RMB'000 |
|--|-------------------------------|-----------------------------------|
| Payables to related parties  |                               |                                   |
| Trade payables   |                               |                                   |
| — Entities controlled by the Ultimate Controlling Shareholder                        | 266,123                       | 153,563                           |
| — Entities jointly controlled by the Ultimate Controlling Shareholder                | 11,309                        | 13,383                            |
| — Entities over which the Ultimate Controlling Shareholder has significant influence | 4,481                         | 7,725                             |
| — Entities controlled by the close relatives of the Ultimate Controlling Shareholder | 201                           | 524                               |
|  | 282,114                       | 175,195                           |
| Contract liabilities   |                               |                                   |
| — Entities controlled by the Ultimate Controlling Shareholder                        | 99,140                        | 109,051                           |
| — Entities jointly controlled by the Ultimate Controlling Shareholder                | 13,045                        | 2,569                             |
| — Entities over which the Ultimate Controlling Shareholder has significant influence | 3,775                         | 9,386                             |
| — Entities controlled by the close relatives of the Ultimate Controlling Shareholder | 275                           | 269                               |
|  | 116,235                       | 121,275                           |

#### (f) Loan agreement entered with entities controlled by the Ultimate Controlling Shareholder

In May 2025, the Company entered into a loan agreement with Concrete Win Limited and Fortune Warrior Global Limited (the "Borrowers"), which are entities directly wholly-owned by the Ultimate Controlling Shareholder, pursuant to which the Company agreed to provide evolving loan facilities in an aggregate principal amount of RMB1,000,000,000 (or HKD equivalent) to the Borrowers. The maturity date of the loan is from the date of the grant of the first loan by the Company until the fifth anniversary or the date on which the Company declares the loan to be due before maturity with an annual rate of 5%.

Furthermore, the Company (as the Chargee) also entered into the a deed of share charge with the Borrowers, in respect of 543,695,233 shares of the Company beneficially held by the Borrowers, to secure the repayment and settlement of the principal and interest of the above loan agreement.

No amount is advanced to the Borrowers at 30 June 2025. The first loan was advanced to the Borrowers on 15 August 2025 with the amount of RMB1,000,000,000.

## 27. Financial guarantee contract

Chongqing Caizhixin Smart Life Services Group Limited (formerly Caixin Smart Life Services Group Limited, “Caizhixin Services”), a subsidiary of the Company, was acquired by the Group from its original shareholder, Chongqing Caixin Group Co., Ltd. (“Caixin Group”), on 30 September 2021 (the “Acquisition Date”). In late August 2022, certain bank accounts of Caizhixin Services were frozen judicially, in light of the fact that Caizhixin Services provided joint and several guarantee to a trust financing arrangement of Caixin Group prior to the Acquisition Date. The Company was informed by Caixin Group and validated the existence of this obligation after the incident happened.

According to information subsequently obtained, in addition to the pledge of the equity interest of a subsidiary held by Caixin Group, the debts were also secured by another eight guarantors, including: (1) one guarantor providing guarantees by way of asset pledge; and (2) the other seven entities (including Caizhixin Services) providing joint and several guarantee obligations. As at 30 June 2025, the principal amount involved in the guarantee of the relevant debt is approximately RMB689,500,000 (as at 31 December 2024: RMB689,500,000). Together with accrued interests and penalties, the total guarantee amount is approximately RMB1,181,845,000 (as at 31 December 2024: RMB1,104,676,000).

Management of the Company represents that: (1) the Caixin Group confirms that, apart from this, Caizhixin Services provided no other external guarantee prior to the Acquisition Date; (2) the normal operation of Caizhixin Services has not been materially and adversely affected; (3) since the engagement with and acquisition of Caizhixin Services by the Group, Caixin Group has disclosed and undertaken that the guarantee did not exist during the course of due diligence and negotiation of the acquisition agreement, which, at present, is in violation of the relevant covenants and undertakings under the agreement regarding the acquisition of Caizhixin Services; (4) the Group has actively taken legal proceedings, to protect the Group’s legitimate rights and interests. As at 30 June 2025, the amount of restricted bank deposits in the frozen bank accounts of Caizhixin Services was RMB5,691,000 (as at 31 December 2024: RMB5,689,000). As at 30 June 2025, the Group has assessed that the expected credit losses for the financial guarantee and accordingly made a provision of RMB121,724,000 (as at 31 December 2024: RMB46,635,000). When estimating the expected credit losses of the financial guarantee, management applied estimation under various scenarios of repayment orders.



## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 28. Fair value measurements of financial instruments

#### Fair value estimation

Some of the Group's financial instruments are measured at fair value for financial reporting purposes. In estimating the fair value, the Group uses market-observable data to the extent it is available. For instruments with significant unobservable inputs under Level 3, the Group assesses their fair value or engages third-party qualified valuers to perform the valuation.

- (i) *Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis*

Some of the Group's financial assets and financial liabilities are measured at fair value at the end of each reporting period. The table below analyses financial instruments carried or presented at fair value, by level of the inputs to valuation techniques used to measure fair value. The different levels are defined as follows:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

Fair value hierarchy

|  | Level 1<br>RMB'000 | Level 2<br>RMB'000 | Level 3<br>RMB'000 | Total<br>RMB'000 |
|--|--------------------|--------------------|--------------------|------------------|
| <b>At 30 June 2025</b>   |                    |                    |                    |                  |
| <b>Financial assets</b>  |                    |                    |                    |                  |
| Financial assets at FVPL<br>(include contingent<br>consideration receivable) | –                  | –                  | 2,334,199          | 2,334,199        |
| Financial assets at FVOCI  | 13,839             | –                  | 467,049            | 480,888          |
| <b>Total financial assets</b>  | <b>13,839</b>      | <b>–</b>           | <b>2,801,248</b>   | <b>2,815,087</b> |
| <b>Financial liabilities</b>   |                    |                    |                    |                  |
| Financial liabilities at FVPL<br>(note 23)                                   | –                  | –                  | 107,678            | 107,678          |
| <b>At 31 December 2024</b>   |                    |                    |                    |                  |
| <b>Financial assets</b>  |                    |                    |                    |                  |
| Financial assets at FVPL<br>(include contingent<br>consideration receivable) | –                  | –                  | 878,541            | 878,541          |
| Financial assets at FVOCI  | 14,053             | –                  | 542,687            | 556,740          |
| <b>Total financial assets</b>  | <b>14,053</b>      | <b>–</b>           | <b>1,421,228</b>   | <b>1,435,281</b> |
| <b>Financial liabilities</b>   |                    |                    |                    |                  |
| Financial liabilities at FVPL<br>(note 23)                                   | –                  | –                  | 118,235            | 118,235          |

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 28. Fair value measurements of financial instruments (Continued)

#### Fair value estimation (Continued)

- (i) Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis (Continued)

Valuation inputs and relationships to fair value

The following table summarises the quantitative information about valuation techniques and inputs (including the significant unobservable inputs used in level 3) used in fair value measurements of financial assets at FVOCI and financial assets at FVPL:

| Financial assets                     | Fair value at<br>30/6/2025<br>RMB'000 | 31/12/2024<br>RMB'000 | Valuation<br>technique(s)<br>and key input(s)  | Relationship of<br>unobservable<br>inputs to fair value                             |
|--------------------------------------|---------------------------------------|-----------------------|--|---|
| Listed equity securities             | 13,839                                | 14,053                | Quoted price in an active market   | n/a   |
| Unlisted equity securities           | 467,049                               | 542,687               | Price-to-earning ratio   | The higher the price-to-earnings ratio, the higher the fair value                   |
| Structure products                   | 1,461,434                             | —                     | Quoted value from financial institutions based on expected return as stipulated in relevant contracts with the counterparties  | The higher the expected return, the higher the fair value                           |
| Wealth management products           | 583,883                               | 580,033               | Quoted value from financial institutions based on expected return with reference to underlying investment  | The higher the expected return, the higher the fair value                           |
| Currency forward contracts           | (576)                                 | —                     | Quoted value from financial institutions based on expected exchange rate as stipulated in relevant contracts with the counterparties   | The higher the fluctuation of the exchange rate, the higher the fair value          |
| Contingent consideration receivables | 289,458                               | 298,508               | The fair value of contingent consideration is determined by reference to the considerations as stipulated in the equity transfer agreements and the expected financial performance of the subsidiaries | The better the financial performance of the subsidiaries, the lower the fair value  |
| Contingent consideration payables    | (107,678)                             | (118,235)             |  | The better the financial performance of the subsidiaries, the higher the fair value |

The financial assets/liabilities subsequently measured at fair value on Level 3 fair value measurement represent contingent consideration receivables/payables relating to the various business combination in prior years, respectively. For the six months ended 30 June 2025, net gain of RMB4,047,000 (six months ended 30 June 2024: nil) relating to the contingent consideration receivables/payables has been recognised in profit or loss.

## NOTES TO THE CONDENSED CONSOLIDATED FINANCIAL STATEMENTS

For the six months ended 30 June 2025

### 28. Fair value measurements of financial instruments *(Continued)*

#### Fair value estimation *(Continued)*

##### (ii) Reconciliation of Level 3 fair value measurements

The following table presents the changes in level 3 instruments:

|                                  | Financial<br>assets at<br>FVPL (include<br>contingent<br>consideration<br>receivables)<br>(note 16)<br>RMB'000 | Financial<br>assets<br>at FVOCI<br>(note 15)<br>RMB'000 | Total<br>RMB'000 |
|----------------------------------|--|---|------------------|
| <b>Balance at 1 January 2025</b> | <b>878,541</b>   | <b>542,687</b>  | <b>1,421,228</b> |
| Additions                        | 4,667,168  | –   | 4,667,168        |
| Disposals                        | (3,233,340)  | –   | (3,233,340)      |
| Fair value changes               | 21,830   | (75,638)  | (53,808)         |
| <b>Balance at 30 June 2025</b>   | <b>2,334,199</b>   | <b>467,049</b>  | <b>2,801,248</b> |
| <b>Balance at 1 January 2024</b> | 807,724  | 4,302,405   | 5,110,129        |
| Additions                        | 942,900  | –   | 942,900          |
| Disposals                        | (633,870)  | (2,954)   | (636,824)        |
| Fair value changes               | (30,742)   | 15,285  | (15,457)         |
| <b>Balance at 30 June 2024</b>   | <b>1,086,012</b>   | <b>4,314,736</b>  | <b>5,400,748</b> |

There were no transfers between levels of the fair value hierarchy during the year.

##### (iii) Fair value of the Group's financial assets and financial liabilities that are not measured at fair value on a recurring basis (but fair value disclosures are required)

The Group considers that the carrying amounts of financial assets and financial liabilities recognised in the consolidated financial statements approximate their fair values.

### 29. Event occurred after the reporting period

Other than the disclosure in note 26(f), there is no material events subsequent to 30 June 2025.



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