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**濱江服務**

BINJIANG SERVICE

**Binjiang Service Group Co. Ltd.**

**濱江服務集團有限公司**

*(Incorporated in the Cayman Islands with limited liability)*

**(Stock Code: 3316)**

## **ANNUAL RESULTS ANNOUNCEMENT FOR THE YEAR ENDED 31 DECEMBER 2025**

The board (the “**Board**”) of directors (the “**Directors**”) of Binjiang Service Group Co. Ltd. (the “**Company**”) is pleased to announce the consolidated results of the Company and its subsidiaries (collectively, the “**Group**”) for the year ended 31 December 2025 (the “**Reporting Period**”), together with the comparative figures for 2024. The annual results of the Group for the Reporting Period have been reviewed by the audit committee of the Company (the “**Audit Committee**”) and approved by the Board on 25 March 2026.

Certain amounts and percentage figures included in this announcement have been subject to rounding adjustments, or have been rounded to one or two decimal places. Any discrepancies in any tables, charts or elsewhere between totals and sums of amounts listed therein are due to rounding.

## HIGHLIGHTS

	For the year ended 31 December		Year-on- year change
	2025	2024	
	<i>(RMB'000, unless otherwise indicated)</i>		
Revenue	<b>4,101,253</b>	3,594,714	14.1%
— Property management services	<b>2,441,326</b>	1,932,289	26.3%
— Value-added services to non-property owners	<b>471,641</b>	565,418	(16.6%)
— 5S value-added services	<b>1,188,286</b>	1,097,007	8.3%
Gross profit	<b>909,952</b>	835,368	8.9%
Gross profit margin	<b>22.2%</b>	23.2%	
Profit for the year	<b>609,369</b>	553,502	10.1%
Profit for the year attributable to equity shareholders of the Company	<b>595,508</b>	546,529	9.0%
Net profit margin	<b>14.9%</b>	15.4%	
Deposits and bank wealth management <sup>(1)</sup>	<b>3,692,903</b>	3,283,109	12.5%
Trade receivables	<b>405,757</b>	343,938	18.0%
Net operating cash inflow	<b>828,737</b>	561,214	47.7%
Earnings per share ( <i>RMB</i> )	<b>2.15</b>	1.98	8.6%
GFA <sup>(2)</sup> under management ( <i>'000 sq.m.</i> )	<b>82,629</b>	67,945	21.6%
Contracted GFA ( <i>'000 sq.m.</i> )	<b>104,244</b>	92,866	12.3%

— The Group has paid an interim dividend of HK\$0.826 per share for 2025 in September 2025, representing an interim payout ratio of 70%. Having considered the positive business development of the Group and returns to the shareholders of the Company (the “**Shareholder(s)**”), the Board recommended the payment of a final dividend of HK\$0.978 per share for 2025. The dividend ratio of the year is 75%.

(1) Total of cash and cash equivalents, time deposits and financial assets at fair value through profit or loss (“**FVPL**”), and restricted bank balances

(2) Gross Floor Area

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

For the year ended 31 December 2025

(Expressed in Renminbi (“RMB”))

	<i>Note</i>	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Revenue</b>	2(a)	<b>4,101,253</b>	3,594,714
Cost of sales		<u>(3,191,301)</u>	<u>(2,759,346)</u>
<b>Gross profit</b>		<b>909,952</b>	835,368
Other revenue	3	<b>9,230</b>	6,043
Other net income	3	<b>5,084</b>	1,164
Selling and marketing expenses		<b>(29,363)</b>	(24,007)
Administrative expenses		<b>(93,037)</b>	(100,505)
Impairment loss on trade receivables		<b>(40,473)</b>	(10,760)
Other expenses		<u><b>(4,337)</b></u>	<u>(2,216)</u>
<b>Profit from operations</b>		<u><b>757,056</b></u>	<u>705,087</u>
Finance income		<b>71,195</b>	80,272
Finance costs		<u><b>(106)</b></u>	<u>(122)</u>
<b>Net finance income</b>	4(a)	<u><b>71,089</b></u>	<u>80,150</u>
Share of profits less losses of associates		<b>3,037</b>	1,596
Share of profits less losses of joint ventures		<u><b>349</b></u>	<u>(445)</u>
<b>Profit before taxation</b>	4	<b>831,531</b>	786,388
Income tax	5	<u><b>(222,162)</b></u>	<u>(232,886)</u>
<b>Profit for the year</b>		<u><b>609,369</b></u>	<u>553,502</u>
<b>Attributable to:</b>			
Equity shareholders of the Company		<b>595,508</b>	546,529
Non-controlling interests		<u><b>13,861</b></u>	<u>6,973</u>
		<u><b>609,369</b></u>	<u>553,502</u>

	<i>Note</i>	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Profit for the year</b>		<b>609,369</b>	553,502
<b>Other comprehensive income for the year (after tax and reclassification adjustments)</b>			
Items that will not be reclassified to profit or loss:			
Exchange differences on translation of financial statements of the Company		<b>(22,698)</b>	(1,013)
Items that may be reclassified subsequently to profit or loss:			
Exchange differences on translation of financial statements of overseas subsidiaries		<u>217</u>	<u>(170)</u>
<b>Total comprehensive income for the year</b>		<b><u>586,888</u></b>	<b><u>552,319</u></b>
<b>Attributable to:</b>			
Equity shareholders of the Company		<b>573,027</b>	545,346
Non-controlling interests		<b>13,861</b>	6,973
<b>Total comprehensive income for the year</b>		<b><u>586,888</u></b>	<b><u>552,319</u></b>
<b>Earnings per share</b>	<i>6</i>		
Basic and diluted ( <i>RMB</i> )		<b><u>2.15</u></b>	<b><u>1.98</u></b>

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 December 2025

(Expressed in RMB)

	<i>Note</i>	<b>2025</b> <b>RMB'000</b>	<b>2024</b> <b>RMB'000</b>
<b>Non-current assets</b>			
Property, plant and equipment		<b>51,692</b>	43,405
Intangible assets		<b>4,440</b>	3,212
Investment in associates		<b>9,343</b>	6,306
Investment in joint ventures		<b>3,325</b>	2,976
Deferred tax assets		<b>52,785</b>	35,782
Time deposits		<b>91,756</b>	1,081,425
Prepayments		<b>1,224</b>	3,543
		<b>214,565</b>	1,176,649
<b>Current assets</b>			
Inventories	7	<b>333,044</b>	290,053
Trade and other receivables	8	<b>760,360</b>	590,221
Time deposits		<b>2,014,517</b>	941,074
Financial assets measured at fair value through profit or loss (“FVPL”)		<b>432,769</b>	301,623
Restricted bank balances		<b>263,340</b>	68,329
Cash and cash equivalents		<b>890,521</b>	890,658
		<b>4,694,551</b>	3,081,958
<b>Current liabilities</b>			
Contract liabilities	9	<b>1,768,657</b>	1,555,366
Trade and other payables	10	<b>1,285,042</b>	1,008,995
Lease liabilities		<b>1,251</b>	1,564
Current taxation		<b>85,874</b>	86,626
		<b>3,140,824</b>	2,652,551
<b>Net current assets</b>		<b>1,553,727</b>	429,407
<b>Total assets less current liabilities</b>		<b>1,768,292</b>	1,606,056

	<i>Note</i>	<b>2025</b> <i>RMB'000</i>	<i>2024</i> <i>RMB'000</i>
<b>Non-current liabilities</b>			
Lease liabilities		1,127	1,082
Deferred tax liabilities		<u>21,700</u>	<u>13,100</u>
		<u>22,827</u>	<u>14,182</u>
<b>NET ASSETS</b>		<b><u>1,745,465</u></b>	<b><u>1,591,874</u></b>
<b>CAPITAL AND RESERVES</b>			
Share capital		181	181
Reserves		<u>1,672,225</u>	<u>1,528,779</u>
<b>Total equity attributable to equity shareholders of the Company</b>		<b>1,672,406</b>	<b>1,528,960</b>
<b>Non-controlling interests</b>		<u>73,059</u>	<u>62,914</u>
<b>TOTAL EQUITY</b>		<b><u>1,745,465</u></b>	<b><u>1,591,874</u></b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

*(Expressed in RMB unless otherwise indicated)*

## 1 Material accounting policies

### (a) Statement of compliance

These consolidated financial statements of Binjiang Service Group Co. Ltd. (the “**Company**”) and its subsidiaries (together referred to as the “**Group**”) have been prepared in accordance with all applicable IFRS Accounting Standards (“**IFRSs**”), which collective term includes all applicable individual IFRS Accounting Standards, International Accounting Standards (“**IASs**”) and Interpretations issued by the International Accounting Standards Board (“**IASB**”). These financial statements also comply with the disclosure requirements of the Hong Kong Companies Ordinance and the applicable disclosure provisions of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited.

The IASB has issued certain new or amended IFRSs that are first effective or available for early adoption for the current accounting period of the Group. Note 1(c) provides information on any changes in accounting policies resulting from initial application of these developments to the extent that they are relevant to the Group for the current and prior accounting period reflected in these financial statements.

### (b) Basis of preparation of the financial statements

The consolidated financial statements for the year ended 31 December 2025 comprise the Company and its subsidiaries and the Group’s interest in associates and joint ventures.

The Company was incorporated in the Cayman Islands on 6 July 2017 as an exempted company with limited liability under the Companies Law, Cap 22 (Law 3 of 1961, as consolidated and revised) of the Cayman Islands. The Company’s shares were listed on the Main Board on the Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”) on 15 March 2019 (the “**Listing**”). The principal activities of the Group are the provision of property management services and related services in the PRC.

The consolidated financial statements are presented in RMB, rounded to the nearest thousand, which is the presentation currency. It is prepared on the historical cost basis except for financial assets measured as fair value through profit or loss which are stated at their fair value.

RMB is the functional currency for the Company's subsidiaries established in the mainland China. The functional currency of the Company and the Company's subsidiaries outside the mainland China are Hong Kong dollars.

The preparation of financial statements in conformity with IFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

**(c) Changes in accounting policies**

The Group has applied amendments to IAS 21, The effects of changes in foreign exchange rates — Lack of exchangeability issued by the IASB to these financial statements for the current accounting period. The amendments do not have a material impact on these financial statements as the Group has not entered into any foreign currency transactions in which the foreign currency is not exchangeable into another currency.

The Group has not applied any new standard or interpretation that is not yet effective for the current accounting period.

## 2 Revenue and segment reporting

### (a) Revenue

The principal activities of the Group are property management services, value-added services to non-property owners and 5S value-added services.

Revenue represents income from property management services, value-added services to non-property owners and 5S value-added services.

The amount of each significant category of revenue are as follows:

	<b>2025</b>	<i>2024</i>
	<b><i>RMB'000</i></b>	<i>RMB'000</i>
<b>Revenue from contracts with customers</b>		
<b>within the scope of IFRS 15</b>		
<b>Revenue recognised over time:</b>		
Property management services	<b>2,441,326</b>	1,932,289
Value-added services to non-property owners	<b>471,641</b>	565,418
5S value-added services	<b>1,064,836</b>	976,676
	<b>3,977,803</b>	3,474,383
<b>Revenue recognised at point in time:</b>		
5S value-added services ( <i>note</i> )	<b>123,450</b>	120,331
	<b>4,101,253</b>	3,594,714
	<b>4,101,253</b>	3,594,714

*Note:* For 5S value-added services that involve sale of goods, including sales of furniture, car parking spaces and storage rooms, and brokerage services for property sales and leasing, the Group recognises revenues at point in time when the buyers take possession of and accept the goods and services.

No revenue from transaction with single external customer amounts to 10% or more of the Group's total revenue for the year ended 31 December 2025 (2024: No revenue from transaction with single external customer amounts to 10% or more of the Group's total revenue).

**(b) Segment reporting**

The Group manages its businesses by divisions, which are organised by a mixture of business lines. In a manner consistent with the way in which information is reported internally to the Group's most senior executive management for the purposes of resource allocation and performance assessment, the Group has presented the following three operating and reportable segments:

- Property management services: this segment provides property management services to property owners, including security, cleaning, gardening, repair, maintenance, land management and ancillary services.
- Value-added services to non-property owners: this segment provides value-added services to non-property owners, including pre-delivery services, consulting services and community space services.
- 5S value-added services: this segment provides 5S value-added services to property owners, including housekeeping services, brokerages services, home decoration services, sales of furniture, car parking spaces and storage rooms and other community value-added services to property owners.

For the purposes of assessing segment performance and allocating resources between segments, the Group's senior executive management monitors the results attributable to each reportable segment. Segment results represent the profit earned by each segment without allocation of central corporate expenses. Revenue and expenses are allocated to each segment with reference to sales generated by those segments and the expenses incurred by those segments. The measure used for reporting segment result is gross profit.

No analysis of segment assets and segment liabilities is presented as this information is not regularly provided to the Group's most senior executive management for review.

The following is an analysis of the Group's revenue and results by the operating and reportable segments:

	<b>Property management services</b>	<b>Value-added services to non-property owners</b>	<b>5S value- added services</b>	<b>Total</b>
	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>	<i>RMB'000</i>
<b>Year ended 31 December 2025:</b>				
Segment revenue	2,441,326	471,641	1,188,286	4,101,253
Segment gross profits	422,602	148,700	338,650	909,952
Unallocated corporate expenses and others				<u>(78,421)</u>
Profit before taxation				<u><u>831,531</u></u>
<b>Year ended 31 December 2024:</b>				
Segment revenue	1,932,289	565,418	1,097,007	3,594,714
Segment gross profits	355,081	218,174	262,113	835,368
Unallocated corporate expenses and others				<u>(48,980)</u>
Profit before taxation				<u><u>786,388</u></u>

No geographical segment analysis is shown as all of the Group's revenue are derived from activities in, and from customers located in the PRC and almost all of carrying values of the Group's non-current assets are situated in the PRC.

### 3 Other revenue and other net income/(loss)

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Other revenue		
Government grants ( <i>note (i)</i> )	<b>7,526</b>	4,087
Others	<b>1,704</b>	1,956
	<u>9,230</u>	<u>6,043</u>

- (i) Government grants mainly represent unconditional discretionary financial support from local municipal government authorities.

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Other net income</b>		
Net loss on disposal of property, plant and equipment	<b>(416)</b>	(457)
Net realised and unrealised gains on FVPL	<b>4,538</b>	1,623
Net foreign exchange gain/(loss)	<b>962</b>	(2)
	<u>5,084</u>	<u>1,164</u>

#### 4 Profit before taxation

Profit before taxation is arrived at after charging/(crediting):

##### (a) Net finance income

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Interest income on bank deposits	(71,195)	(80,272)
Interest expense on lease liabilities	<u>106</u>	<u>122</u>
Net finance income	<u><u>(71,089)</u></u>	<u><u>(80,150)</u></u>

##### (b) Staff costs

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Salaries and other benefits	1,339,223	1,105,042
Contributions to defined contribution scheme (note (i))	<u>122,381</u>	<u>94,324</u>
	<u><u>1,461,604</u></u>	<u><u>1,199,366</u></u>
<b>Included in:</b>		
Cost of sales	1,392,669	1,126,792
Administrative expenses	60,173	63,095
Selling and marketing expenses	<u>8,762</u>	<u>9,479</u>
	<u><u>1,461,604</u></u>	<u><u>1,199,366</u></u>

- (i) Employees of the Group's PRC subsidiaries are required to participate in a defined contribution scheme administered and operated by the local municipal governments. The Group's PRC subsidiaries contribute funds which are calculated on certain percentages of the employee salary as agreed by the local municipal government to the scheme to fund the retirement benefits of the employees.

The Group has no other material obligation for the payment of retirement benefits associated with these schemes beyond the annual contributions described above.

(c) **Other items**

	<b>2025</b>	2024
	<i>RMB'000</i>	<i>RMB'000</i>
Depreciation		
— owned property, plant and equipment	<b>24,986</b>	15,204
— right-of-use assets	<b>2,335</b>	1,965
	<u><b>27,321</b></u>	<u>17,169</u>
Expenses related to short-term leases	<b>18,468</b>	16,110
Impairment loss on trade receivables	<b>40,473</b>	10,760
Auditors' remuneration		
— annual audit services	<b>2,100</b>	2,100
— review services	<b>500</b>	500
— other services	<b>10</b>	132
Cost of inventories	<b>77,467</b>	54,977

## 5 Income tax in the consolidated statement of profit or loss and other comprehensive income

(a) Taxation in the consolidated statement of profit or loss and other comprehensive income represents:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Current tax</b>		
PRC Corporate Income Tax	200,707	219,839
(Over)/Under provision in respect of prior years	<u>(1,342)</u>	<u>1,803</u>
	199,365	221,642
<b>Deferred tax</b>		
Origination and reversal of temporary differences	(17,003)	(1,856)
Withholding tax on the profits of the Group's PRC subsidiaries	<u>39,800</u>	<u>13,100</u>
	<u>22,797</u>	<u>11,244</u>
	<u><b>222,162</b></u>	<u><b>232,886</b></u>

(b) **Reconciliation between tax expense and accounting profit at applicable tax rates:**

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Profit before taxation	<u>831,531</u>	<u>786,388</u>
Notional tax on profit before taxation, calculated at the rates applicable to profits in the tax jurisdictions concerned ( <i>note (i)</i> )	183,887	170,656
Tax effect of non-deductible expenses, net of non-taxable income	(75)	239
Tax effect of unused tax losses not recognised, net of utilisation	(108)	588
(Over)/Under-provision in respect of prior years	(1,342)	1,803
Withholding tax on profits retained by PRC subsidiaries ( <i>note (ii)</i> )	<u>39,800</u>	<u>59,600</u>
Actual tax expense	<u>222,162</u>	<u>232,886</u>

- (i) Pursuant to the rules and regulations of the Cayman Island and the BVI, the Group is not subject to any income tax in the Cayman Islands and the BVI.

The income tax rate applicable to the Group's subsidiary incorporated in Hong Kong for the income subject to Hong Kong Profits Tax during the reporting period is 16.5%. A two-tiered profits tax rates regime was introduced in 2018 whereby the first HKD2 million in assessable profits earned by a company will be taxed at half of the current tax rate (8.25%) while the remaining profits will continue to be taxed at 16.5%. No provision for Hong Kong Profits Tax has been made as the Group did not earn any income subject to Hong Kong Profits Tax during the reporting period (2024: Nil).

The Group's PRC subsidiaries are subject to PRC income tax at 25%. For certain subsidiaries recognised as a small profit enterprise in 2025, the portion of annual taxable income amount, which does not exceed RMB3 million, shall be computed at a reduced rate of 25% (2024: 25%) as taxable income amount, and be subject to enterprise income tax at 20% (2024: 20%).

- (ii) According to the PRC corporate income tax laws and its implementation rules, dividends receivable by non-PRC corporate residents from PRC enterprises are subject to withholding tax at a rate of 10%, unless reduced by tax treaties or arrangements, for profits earned since 1 January 2008.

In 2023, the Company's Hong Kong subsidiary received the certificate of Hong Kong resident status. Pursuant to the Arrangement between the Mainland China and the Hong Kong Special Administrative Region for the Avoidance of Double Taxation and the

Prevention of Fiscal Evasion with respect to Taxes on Income (“**Tax Treaties**”) and the Announcement of the State Taxation Administration in relation to “Beneficial Owner” in Tax Treaties (“**Announcement No.9**”), the Hong Kong subsidiary meets the requirement for enjoying the preferential rate and is subject to withholding tax at a rate of 5% for dividends received from PRC subsidiaries since 2023.

As at 31 December 2024, deferred tax liabilities of RMB13,100,000 were recognised in respect of the 5% PRC dividend withholding tax that would be payable on the distribution of the retained profits of the Group’s PRC subsidiaries. During the year ended 31 December 2025, deferred tax liabilities of RMB13,100,000 were transferred to tax payable and then paid by the Group in respect of the distribution of the Group’s PRC subsidiaries’ retained profits of RMB262,000,000 to the Group’s Hong Kong subsidiary in 2025.

During the year ended 31 December 2025, PRC dividend withholding tax of RMB18,100,000 has been recognised and paid by the Group in respect of the distribution of the Group’s PRC subsidiaries’ retained profits of RMB362,000,000, which generated during the year ended 31 December 2025, to the Group’s Hong Kong subsidiary after the director’s consideration of the Company’s future dividend plan and overall economic benefit to the Group.

As at 31 December 2025, deferred tax liabilities of RMB21,700,000 were fully recognised in respect of the 5% PRC dividend withholding tax that would be payable on the remaining retained profits of the Group’s PRC subsidiaries.

## 6 Earnings per share

The calculation of basic and diluted earnings per share is based on the profit attributable to equity shareholders of the Company of RMB595,508,000 (2024: RMB546,529,000) and the weighted average number of 276,407,000 shares in issue during the year ended 31 December 2025 (2024: weighted average number of 276,407,000 shares).

There were no dilutive potential shares outstanding for the years ended 31 December 2025 and 2024 and therefore the diluted earnings per share are same as the basic earnings per share.

## 7 Inventories

	<b>2025</b> <b>RMB’000</b>	2024 <b>RMB’000</b>
Properties held for re-sale ( <i>note</i> )	<b>349,208</b>	289,558
Consumables	<b>576</b>	495
Less: write-down of inventories	<b>(16,740)</b>	—
	<b><u>333,044</u></b>	<b><u>290,053</u></b>

*Note:* Properties held for re-sale mainly represent right-of-use assets relating to car parking spaces and storage rooms purchased by the Group for re-sale.

The analysis of the amount of inventories recognized as an expense and included in profit or loss is as follows:

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
Carrying amount of inventories sold	60,727	54,977
Write-down/(reversal) of inventories	<u>16,740</u>	<u>—</u>
	<u><b>77,467</b></u>	<u><b>54,977</b></u>

## 8 Trade and other receivables

	2025 <i>RMB'000</i>	2024 <i>RMB'000</i>
<b>Trade receivables</b>		
— third parties	448,199	350,324
— related parties	<u>73,040</u>	<u>71,342</u>
	<u><b>521,239</b></u>	<u><b>421,666</b></u>
Less: Allowance for impairment of trade receivables		
— third parties	(111,547)	(73,300)
— related parties	<u>(3,935)</u>	<u>(4,428)</u>
	<u><b>(115,482)</b></u>	<u><b>(77,728)</b></u>
Trade receivables, net of loss allowance	<u><b>405,757</b></u>	<u><b>343,938</b></u>
Other receivables from related parties	1,861	1,802
Prepayments to related parties	24,783	1,325
Deposits and prepayments	209,719	135,809
Payments on behalf of property owners	63,166	57,450
Advances to employees	9,615	4,549
Other receivables	<u>45,459</u>	<u>45,348</u>
	<u><b>760,360</b></u>	<u><b>590,221</b></u>

Trade receivables are primarily related to revenue recognised from the provision of property management services, value-added services to non-property owners and provision of home decoration services.

Trade and other receivables from related parties are unsecured and interest-free.

**(a) Ageing analysis**

As at the end of each reporting period, the ageing analysis of trade receivables from third parties and related parties based on the date of revenue recognition and net of allowance for impairment of trade receivables, is as follows:

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Within 1 year	<b>373,364</b>	304,799
1 to 2 years	<b>32,393</b>	39,139
	<b><u>405,757</u></b>	<u>343,938</u>

**9 Contract liabilities**

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Property management services	<b>323,104</b>	264,851
Value-added services to non-property owners	<b>1,028</b>	826
5S value-added services	<b>1,444,525</b>	1,289,689
	<b><u>1,768,657</u></b>	<u>1,555,366</u>

The above contract liabilities represent prepaid property management fees, consulting service fees, customised interior furnishing services fees and home decoration services fees received from third parties.

Movements in contract liabilities were as follows:

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Balance at 1 January	<b>1,555,366</b>	1,555,798
Decrease in contract liabilities as a result of recognising revenue during the year that was included in the contract liabilities at the beginning of the period	<b>(1,162,686)</b>	(1,063,891)
Increase in contract liabilities as a result of receipts in advances of provision of services	<b>1,375,977</b>	1,063,459
Balance at 31 December	<b><u>1,768,657</u></b>	<b><u>1,555,366</u></b>

The amount of receipts in advance of performance expected to be recognised as income after more than one year is RMB505,508,000 (2024: RMB233,575,000).

## 10 Trade and other payables

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Trade payables	<b>376,416</b>	275,054
— third parties	<b>370,447</b>	272,349
— related parties	<b>5,969</b>	2,705
Other payables due to related parties	<b>41,049</b>	41,901
Refundable deposits	<b>105,503</b>	76,279
Other taxes and charges payable	<b>158,059</b>	93,322
Accrued payroll and other benefits	<b>286,451</b>	248,221
Cash collected on behalf of the property owners' associations	<b>57,998</b>	61,503
Temporary receipts from property owners/ buyers	<b>154,933</b>	148,039
Other payables and accruals	<b>104,633</b>	64,676
	<b><u>1,285,042</u></b>	<b><u>1,008,995</u></b>

As at the end of the reporting period, the ageing analysis of trade payables due to related parties and third parties, based on invoice date is as follows:

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Within 3 months	<b>125,083</b>	97,552
After 3 months but within 1 year	<b>210,515</b>	167,033
Over 1 year	<b>40,818</b>	10,469
	<b><u>376,416</u></b>	<b><u>275,054</u></b>

## 11 Dividend

(i) Dividends payable to equity shareholders of the Company attributable to the year:

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Interim dividend of HKD0.826 per share declared and paid after the interim period during the year (six months ended 30 June 2024: interim dividend of HKD0.630 per share declared and paid after the interim period during the year)	<b>208,328</b>	159,089
Final dividend of HKD0.978 per share proposed after the consolidated statement of financial position date (2024: final dividend of HKD0.876 per share proposed after the consolidated statement of financial position date)	<b><u>238,233</u></b>	<b><u>223,602</u></b>

The final dividend proposed after the end of the reporting period has not been recognised as a liability at the end of the reporting period.

(ii) Dividends payable to equity shareholders of the Company attributable to the previous financial year:

	<b>2025</b> <i>RMB'000</i>	2024 <i>RMB'000</i>
Final dividend of HKD0.876 per share in respect of the previous financial year, approved and paid during the year. (2024: final dividend of HKD1.178 per share in respect of the previous financial year and special dividend of HKD0.196 per share)	<b><u>221,818</u></b>	<b><u>345,744</u></b>

## CHAIRMAN’S STATEMENT

To all Shareholders,

Thank you for your trust and support to the Group. On behalf of the Board, I am pleased to present the annual results of the Group for the year ended 31 December 2025.

Since 2025, against the backdrop of the central government’s deepened city-specific regulatory measures, widening divergence among city tiers, and shrinking market risk appetite, the real estate industry has entered an extended bottoming-out period. In the long run, “desirable cities + quality housing + premium services” constitute the core elements aligned with the new trends in real estate development, where high-quality property services and well-built housing complement each other. In 2025, centering on its strategic positioning of “Focusing on Hangzhou, cultivating the Yangtze River Delta and radiating to the whole country” and its development requirements of “improving service quality, strengthening brand influence, enhancing refined management, and achieving quality expansion”, the Group seized opportunities arising from the economic resilience of core cities such as Hangzhou, consolidated its foundation with quality services, and drove growth through innovative operations.

### **Building a solid foundation through quality and strengthening services**

As the Group’s core competitiveness, service quality is particularly critical to be continuously enhanced amid the fiercely competitive property management market. In 2025, the Group further improved its service supervision and feedback system centered on quality, safety and satisfaction. By optimizing the three-level supervision mechanism, a closed-loop management process of “supervision–rectification–follow-up–review” was established to ensure the steady improvement of service quality. The Group upgraded its satisfaction survey and daily complaint feedback procedures, building a three-dimensional survey matrix of “online questionnaire surveys + third-party random inspections” to continuously expand coverage and improve feedback efficiency, while establishing a multi-channel homeowner evaluation system. Committed to shaping quality through standards and driving services with data, the Group upgraded its service standards for all business lines, together with supporting inspection standards and smart working forms, so as to achieve “standardized operations and traceable execution”. Exclusive service manuals were issued for segmented business formats, turning management challenges into management highlights.

## Expansion and deep cultivation to solidify the brand

Upholding the philosophy of quality service, the Group has always listened attentively to property owners' demands, continuously optimized service offerings and improved response efficiency, thereby winning high recognition from property owners for the value of its services. In 2025, with the concerted efforts of all staff, the Group achieved coordinated growth in scale and profitability, further consolidating its position as an industry benchmark. As of 31 December 2025, the Group's gross floor area ("GFA") under management reached 82.629 million sq.m., representing a year-on-year increase of 21.6%; its contracted GFA exceeded 100 million sq.m., serving over 370,000 high-quality property owners.

The Group has continuously refined its external expansion strategy, focusing on top-tier cities and high-quality targets. The Market Development Center has maintained close collaboration with all branch companies, leveraging complementary strengths and shared resources to realize integrated and coordinated development of expansion and operations. During the year, the Group newly secured existing residential projects with a total gross floor area of 4.067 million sq.m., representing a year-on-year increase of 28.0%, including 9 projects awarded through premium bidding. Projects with saturated revenue exceeding RMB10 million included THE MANSION (悦府) and PALACE OF LIGHT (和光塵樾). As of 31 December 2025, the proportion of the Group's GFA under management sourced from independent third parties reached 56.5%, demonstrating the brand's strong competitiveness in the market. Leveraging its outstanding brand image and premium services, the Company has achieved remarkable results in regional deep cultivation. As of 31 December 2025, the GFA under management in Hangzhou accounted for approximately 63.5% of the total GFA under management, while the GFA under management in the top five cities collectively contributed 87.5%, maintaining a high concentration in top-tier cities.

Meanwhile, the Group has established a dynamic project tracking mechanism: it strictly controls the entry criteria for newly expanded projects, sets firm profit thresholds for exiting projects, and conducts regular value reassessments for existing projects. Concurrently, a full-cycle project value model has been built to ensure "precise entry, excellent management, and appropriate exit". This has effectively freed up human resources and management resources, creating strategic space for overall service quality improvement and profit structure optimization. Through comprehensive integration of business resources and the implementation of an approach of "vacating the cage for new birds", the Group has continuously optimized resource allocation and comprehensively enhanced contract quality.

## **Ecological empowerment for value-added growth**

2025 is a pivotal year for further developing the 5S value-added service system. Adhering to the philosophy that service creates value, the Group has made breakthroughs in its three core business segments. Youjia services: expert in asset operations. Youjia agency business has accurately grasped customer needs, with sales growth leading the market in Hangzhou, established a second-hand housing service network in core areas of Hangzhou, and provided one-stop leasing and sales services; in asset management fields such as parking spaces, it has revitalized stock assets through market-oriented evaluation and operation. Youju service: creator of quality life. In cooperation with strategic partners for collaborative innovation, the soft furnishing business has achieved rapid growth; home decoration services have consolidated advantages in penthouse decoration, expanded into new businesses such as public area renovation and landscape construction, continuously enhanced professional capabilities, and delivered high-quality decoration service experiences. Youxiang living services: attentive service steward. Leveraging existing resources, the Group has launched in-home services including interior cleaning to improve service quality and integrate community value-added services into property owners' daily lives. Binxiang Mall has responded to property owners' needs by launching best-selling products, providing selected goods directly from sources, and optimized sales and promotion to increase homeowner loyalty and repurchase rates.

## **Lean management for organizational excellence**

In 2025, the Group implemented a flatter organizational structure to streamline management levels and remove internal barriers. Special compliance inspections were conducted to reduce operational risks and strengthen internal control governance. Leveraging artificial intelligence and robotic technologies, the Group trained its artificial intelligence employee "Jin Xiaobin" to optimize process approval, utilized artificial intelligence (AI) for timely public opinion monitoring and follow-up, and carried out research and modeling on the application scenarios of park robots. These efforts deepened technology integration and promoted the online, standardized and intelligent transformation of business processes. Through the systematic implementation of the above three measures, the Group's management expense ratio dropped to 2.3% in 2025, down 0.5 percentage points from the previous year, ranking among the industry's leading levels. This fully reflects the substantial achievements of the Group in organizational efficiency improvement, process optimization and service enhancement.

With the core principle of “Precise Empowerment and Echelon Reserve”, the Group selected high-potential reserve project managers based on the criteria of “performance + potential” and launched the “combination of practice and training” to help employees transform from core professionals to team managers. Meanwhile, through “performance appraisal + performance empowerment”, the Group provided targeted support for employees, stimulated their potential, encouraged team members to forge ahead together, and achieved win-win results.

### **Heartwarming services benefit thousands of households**

The Group is committed to establishing profound trust and emotional bonds with customers through professional, efficient and caring services, and continuously promoting the enhancement and development of social benefits. Adhering to the philosophy of “Service Empowers Life”, the Group held a total of 3,115 themed community activities throughout the year, with more than 420,000 participants. In 2025, while continuing classic events such as the “Mid-Autumn Festival Gala”, the Group innovatively launched new activities including “Open-air Film Festival” and “Summer Bubble Party”. Driven by the dual engine of rich community activities and service innovation, with a focus on the elderly and children, the Group strives to build a warm, vibrant and high-quality community life with a strong sense of belonging.

The Group has always been strictly abided by the principle of “Property owners first, service first, and quality first”, prioritizing the safety and comfort of the property owners. Whether it is emergency repair during heavy rainstorms, brave response to sudden fire risks, late-night escort of property owners with sudden illnesses to hospital, or acts of returning lost property and apprehending thieves in the middle of the night, all are touching portrayals of dedication. These dedicated efforts have won sincere praise from property owners. During the year, the Group received more than 2,300 commendatory banners and letters of thanks from property owners. Multiple communities have been honored with titles including “Peaceful Community”, “Star-Rated Community”, “Beautiful Homeland”, “Excellent Co-governance Unit” and “Advanced Collective in Safe Construction”.

Distinguished Shareholders, the Group will remain confident and determined. With unremitting perseverance, the Group steadily improves the quality of operation and management through continuous optimization of service standards, strengthened cost control and innovative service models, and keeps advancing toward high-quality development!

**Yu Zhongxiang**  
*Chairman*

Hong Kong, the PRC, 25 March 2026

## MANAGEMENT DISCUSSION AND ANALYSIS

### BUSINESS REVIEW

Looking back to 2025, the Group continued to maintain steady growth, persistently cultivating and further expanding its business scope within the Yangtze River Delta. The Group has a total of 185 subsidiaries and branches in 21 cities in Zhejiang Province, Jiangsu Province, Jiangxi Province, Shanghai Municipality, Hainan Province and Guangdong Province in China, providing high-quality property services for over 370,000 property owners. At the same time, the Group experienced considerable growth in both GFA under management and contracted GFA. As of 31 December 2025, the GFA under management of the Group was approximately 82.6 million sq.m., representing a year-on-year increase of 21.6%. The contracted GFA was approximately 104.2 million sq.m., representing a year-on-year increase of 12.3%, which will provide favorable support for the sustainable development of the Group's business growth.

For the year ended 31 December 2025, the Group's revenue increased year-on-year by 14.1% to RMB4,101.3 million. The Group's gross profit increased by 8.9% from the corresponding period of 2024 to RMB910.0 million. The Group's gross profit margin was 22.2%. Among them, revenue generated from property management services, value-added services to non-property owners and 5S value-added services amounted to RMB2,441.3 million, RMB471.6 million and RMB1,188.3 million, respectively. In 2025, the average property management fee of the Group was approximately RMB4.2 per sq.m. per month (2024: RMB4.1 per sq.m. per month), calculated by dividing the property management fee income for the Reporting Period by the average chargeable GFA at the beginning and the end of the Reporting Period. Leveraging its brand recognition and industry influence, the Group was able to charge relatively higher property management fees for its quality property management services. In 2025, the Group reached an upward adjustment of property management fees in 14 projects under management by its high-quality services, and secured 9 existing residential projects through premium bidding, solidifying the advantageous route of brand development.

The Group provided high-quality property management services that were tailored to the customers' needs and maintained its brand recognition and awareness in property services. The Group ranked 14th among the top 100 property management service brands selected by China Index Academy. As the Group's service quality is highly recognised within the region, Hangzhou Binjiang Investment Holdings Co., Ltd.\* (杭州濱江投資控股有限公司) and its subsidiaries (collectively, "**Binjiang Group**") have established close business relationship with the Group and continuously provided a large number of premium properties to the Group. In 2025, Binjiang Group achieved full-scale accumulated sales ranking 10th among national real estate enterprises and 1st among national private real estate enterprises in terms of sales. In addition, Binjiang Group acquired 26 pieces of quality land in total and 1 agent construction project, 23 of which were in Hangzhou.

With brand quality remaining as its core competitiveness, the Group will build a stronger talent team, continuously improve the Company's high-end property management model, and raise the standard of specialized services. The Group will promote the construction of informatization and intelligence, enhance the efficiency of the management regime, system and process, strengthen the quality assurance system, and continuously improve its operational capabilities. With these efforts, the Group aims to achieve sustainable and high-quality development.

## **BUSINESS MODELS OF THE GROUP**

The management of the Group classified business segments into property management services, value-added services to non-property owners and 5S value-added services, forming an entire value chain of comprehensive services within property management.

- **Property management services:** The Group provides property owners with a series of high-quality property management services, including security, cleaning, gardening, repair, maintenance and ancillary services, and charges service fees from residents and property owners or real estate developers of such properties under management for property management services. In addition, the Group provides land reserve management services, primarily including land management and maintenance, green planting and maintenance, wall and fence painting works, muck removal and transportation, installation and management of monitoring devices, and others.
- **Value-added services to non-property owners:** The Group provides value-added services to non-property owners, mainly to property developers. These services refer to pre-delivery services, consulting services and community space services.

Pre-delivery services include cleaning, assisting with quality check and security services for completed properties and display units and providing property sales venue management services to property developers during the pre-delivery stage of property sales.

Consulting services include advising property developers at the early and construction stages on project planning, design management and construction management to enhance functionality, comfort and convenience.

Community space services include (i) assisting advertisement companies with regards to advertisement placements in the community spaces in the Group's managed properties; and (ii) managing community venues in the Group's managed properties.

- **5S value-added services:** The Group also provides 5S value-added services to property owners, including three major businesses, namely Youjia services, Youju services and Youxiang living services.

Youjia services include the primary and secondary property sales, leasing agency services, car parking space and storage room services. The Group is committed to providing attentive services to customers by leveraging its own resources.

Youju services include home decoration services. Adhering to its “Living Home” interior services concept, it provides elegant, stylish, modern and customized furnishing services, interior design services, home decoration services as well as facility upgrade services and maintenance for its customers.

Youxiang living services include home living services and Binxiang Mall retail platform services. In view of the different functions of residential and non-residential properties, the Group provides tailored additional services to meet customers’ needs.

It has been the strategic objective of the Group to expand its managed area with stability and quality. The Group seeks to maintain a steady increase in contracted GFA and GFA under management through various channels. The table below sets out the changes in the contracted GFA and the GFA under management of the Group for 2025 and 2024:

	<b>As of 31 December 2025</b>	As of 31 December 2024	<b>As of 31 December 2025</b>	As of 31 December 2024
	<b><i>Contracted GFA (’000 sq.m.)</i></b>		<b><i>GFA under management (’000 sq.m.)</i></b>	
At the beginning of the year	<b>92,866</b>	82,168	<b>67,945</b>	54,847
Addition	<b>13,488</b>	14,114	<b>16,499</b>	15,973
Termination	<b>(2,110)</b>	(3,417)	<b>(1,815)</b>	(2,876)
At the end of the year	<b><u>104,244</u></b>	<u>92,866</u>	<b><u>82,629</u></b>	<u>67,945</u>

*Note:* As of 31 December 2025, the Group had a GFA under management of 82.6 million sq.m. and a contracted GFA of 104.2 million sq.m., with a ratio of contracted GFA to the GFA under management of approximately 1.3:1. Contracted GFA refers to the GFA managed currently or to be managed by the Group under signed property management contracts.

The table below sets forth the breakdown of the Group's total property management services revenue, GFA under management and number of projects by type of properties in 2025 and 2024:

	As of 31 December 2025			As of 31 December 2024		
	Revenue (RMB'000)	GFA under management ('000 sq.m.)	Number of projects	Revenue (RMB'000)	GFA under management ('000 sq.m.)	Number of projects
Residential	1,914,762	71,637	408	1,476,899	56,939	314
Non-residential	523,708	10,992	110	449,281	11,006	112
Land management	2,856	—	—	6,109	—	—
Total	<u>2,441,326</u>	<u>82,629</u>	<u>518</u>	<u>1,932,289</u>	<u>67,945</u>	<u>426</u>

The table below sets forth the breakdown of the Group's total revenue from property management services, GFA under management and number of projects by type of developers in 2025 and 2024:

	2025			2024		
	Revenue (RMB'000)	GFA under management ('000 sq.m.)	Number of projects	Revenue (RMB'000)	GFA under management ('000 sq.m.)	Number of projects
Properties developed by						
Binjiang Group	1,224,789	35,932	222	947,486	30,577	183
— early stage	493,057	15,614	103	435,353	15,449	106
— property owners' association stage	731,732	20,318	119	512,133	15,128	77
Properties developed by independent property developers	1,213,681	46,696	296	978,694	37,368	243
— early stage	639,529	28,196	185	596,725	24,571	178
— property owners' association stage	574,152	18,500	111	381,969	12,797	65
Land management	2,856	—	—	6,109	—	—
Total	<u>2,441,326</u>	<u>82,629</u>	<u>518</u>	<u>1,932,289</u>	<u>67,945</u>	<u>426</u>

The table below sets forth the breakdown of the Group’s total revenue from property management services, GFA under management and number of projects by geographic regions in 2025 and 2024:

	As of 31 December 2025			As of 31 December 2024		
	Revenue (RMB'000)	GFA under management (’000 sq.m.)	Number of projects	Revenue (RMB'000)	GFA under management (’000 sq.m.)	Number of projects
Hangzhou	1,719,178	52,442	357	1,361,911	43,274	295
Zhejiang Province (excluding Hangzhou)	644,826	27,385	141	509,361	22,554	116
Outside Zhejiang Province	77,322	2,822	20	61,017	2,117	15
Total	<u>2,441,326</u>	<u>82,629</u>	<u>518</u>	<u>1,932,289</u>	<u>67,945</u>	<u>426</u>

## MATERIAL BUSINESS DEVELOPMENT

Hangzhou Binjiang Property Management Co., Ltd, a wholly-owned subsidiary of the Company, entered into a strategic cooperation agreement with Universal Ubiquitous Co., Ltd. on 10 August 2025. For details of the strategic cooperation agreement, please refer to the Company’s announcement dated 10 August 2025.

## FUTURE PROSPECTS

### Further promotion of quality brand building

The Group will continue to strengthen its brand responsibility and strive to become a brand leader in the property industry and a setter of high-end service quality standards. The Group will further consolidate its service standardization system and improve the allocation standards for different business formats, regions and service contents. Relying on its benchmarking advantages and strengths over competing projects, the Group will create differentiated services and strive to achieve the phased goals of becoming “a top property management brand in China and a benchmark in Zhejiang”. Through providing effective and consistent service quality, the Group will gain higher brand value and sustainable market competitiveness.

The Group will optimize its customer service system and develop an AI assistant to ensure that every reasonable request from property owners is responded to and followed up in a timely manner. By listening to the opinions of property owners and partners through multiple channels, and adhering to routine, full-coverage quality and safety inspections, a three-level linkage mechanism will be formed to refine every project and address shortcomings. The Group will continuously consolidate and enhance its service capabilities, sustainably build brand reputation, strengthen its competitiveness, and promote the steady and sustainable development of the Group.

### **Further expansion of business scale and market share**

In the future, the Group will continue to expand its brand influence. Relying on the successful experience gained in the high-end market of the Yangtze River Delta, the Group will make full use of its existing service management systems and standards to increase its share in the existing market. Adhering to the business expansion strategy focusing on Hangzhou and taking root in the Yangtze River Delta, the Group will focus on the operation in the existing markets and strategically expand its business coverage in eastern China. The Group will also explore opportunities in the Greater Bay Area and the Midwest China. At present, the trend for the quality expansion and high-quality development of the Group has been basically formed. The Group will strive to initiate a project in one year, develop the project in three years and optimize it in five years, so as to realize the strategic upgrading from single-point breakthrough to regional coordination and from scale growth to value leap. In addition, the Group is also actively deploying in various business fields such as urban services, improving the quality of project structure and expanding the scope of services. By actively implementing the strategy of “vacating the cage for new birds”, the Group conducts full-cycle dynamic assessment of projects, concentrates resources on high-quality projects, and improves overall operational efficiency. The Group will strengthen the training of the business development team, unify the Company’s brand image, and enhance the interaction between market development liaisons and branch companies.

## **Expanding and providing diversified services**

Value-added services are launched to property owners based on the Group's advantageous living service scenarios, with a commitment to becoming a trusted housing asset management and maintenance institution. By establishing a 5S-centered value-added service system and fostering a model of resource integration and mutually beneficial development, the Group provides diversified services for property owners and customers. Binjiang Youjia's agency business will continue to advance. With a dedicated, professional and exclusive service philosophy, the primary property sales team, the secondary property sales team and the property service team collaborate across multiple dimensions to gain customers' recognition with efficient and considerate services. Binjiang Youju will continue to focus on the actual needs of property owners. The one-stop fully furnished services include home interior design and home decoration services, decoration management, household cabinet customization, interior furniture customization, electrical appliances and equipment selection and addition. In terms of 5S service, the Group, adhering to the vision of "Creating Life through Furnishing the Home", will capitalize its advantages derived from the existing brands and platform to establish strategic partnerships through various channels. Meanwhile, the Group will continue to actively seek additional partnership opportunities with leading enterprises in the industry, promoting and replicating its successful partnership model.

## **Further improvement of management and operation systems**

The Group will continue to upgrade its internal management system and smart management platform, while adhering to its principles and maintaining a degree of flexibility to align with the needs of for future enterprise development. The Group aims to provide core driving force for its development through optimizing its management structure, setting up standardized operation procedures and strengthening the procurement control to refine its internal control mechanism and improve multidimensional data coordination, analysis and benchmarking. The Group will continue to enhance AI employees in customer service, process approval and other fields, optimize the human-machine collaboration mechanism, and clarify the role positioning and response thresholds of AI in high-frequency scenarios such as work order assignment, fee collection, preliminary complaint screening and process approval, so as to enhance service response efficiency and the accuracy of human-machine collaboration. While enhancing efficiency, the Group will pay more attention to service quality and humanistic care, striving to redefine corporate value and establish a new paradigm for high-end smart property management.

## **Strengthening the corporate governance and culture construction**

The Group will continue the work on its corporate management level, further effectively implement the philosophy of “refined management, quality improvement and efficiency enhancement” to the frontline of services and the terminal of management, focus on practical results, improve the work order system, and refine each service standard to positions and assign it to individuals. At the same time, it will continuously strengthen internal control and risk management, deepen the reform of information systems to break down information barriers, and achieve the goal of early warning and early handling of problems. In addition, the Group will strengthen corporate culture development to enhance employees’ sense of belonging and cohesion, thereby promoting more standardized, transparent, stable, efficient, and sustainable corporate growth, so as to enhance the value of the enterprise and protect the rights and interests of the Shareholders.

## FINANCIAL REVIEW

The Group's revenue was generated from three main business lines: (i) property management services; (ii) value-added services to non-property owners; and (iii) 5S value-added services. During the Reporting Period, (i) the property management services was the largest source of revenue and profit for the Group, accounting for 59.5% of total revenue; and (ii) 5S value-added services was the second largest source of revenue for the Group, accounting for 29.0% of total revenue.

	2025		2024		Year-on-year change
	RMB'000	% of total revenue	RMB'000	% of total revenue	%
<b>Property management services</b>	<b>2,441,326</b>	<b>59.5</b>	1,932,289	53.8	26.3
Property management services for residential properties	1,914,762	46.7	1,476,899	41.1	29.6
Property management services for non-residential properties	523,708	12.7	449,281	12.5	16.6
Land management	2,856	0.1	6,109	0.2	(53.2)
<b>Value-added services to non-property owners</b>	<b>471,641</b>	<b>11.5</b>	565,418	15.7	(16.6)
Pre-delivery services	441,448	10.8	523,793	14.6	(15.7)
Consulting services	14,326	0.3	21,799	0.6	(34.3)
Community space services	15,867	0.4	19,826	0.5	(20.0)
<b>5S value-added services</b>	<b>1,188,286</b>	<b>29.0</b>	1,097,007	30.5	8.3
Youjia services	101,030	2.5	103,885	2.9	(2.7)
Youju services	1,014,970	24.7	939,282	26.1	8.1
Youxiang living services	72,286	1.8	53,840	1.5	34.3
<b>Total</b>	<b><u>4,101,253</u></b>	<b><u>100</u></b>	<b><u>3,594,714</u></b>	<b><u>100</u></b>	<b><u>14.1</u></b>

**Property management services** consist of security, cleaning, gardening, repair, maintenance, land management and ancillary services. Revenue generated from the services amounted to RMB2,441.3 million, representing a year-on-year increase of 26.3% as compared with RMB1,932.3 million in 2024. It was the Group's main source of revenue and accounted for approximately 59.5% of total revenue in 2025. The growth in revenue was mainly due to an increase in the number of projects as a result of business expansion. Revenue generated from the provision of property management services to properties solely developed by Binjiang Group or its associates or jointly developed with other parties was RMB1,224.8 million, and accounted for 50.2% of revenue from property management services in 2025. Leveraging its leading position in traditional property business, the Group proactively expanded business to cover properties developed by the independent third parties and properties outside Hangzhou. For the year ended 31 December 2025, the revenue from property management services for properties developed by the independent property developers amounted to RMB1,213.7 million, representing an increase of 24.0% as compared with 2024; and the revenue from property management services for properties outside Hangzhou amounted to RMB722.1 million, representing an increase of 26.6% as compared with 2024. In relation to the reserve land management service of the Group, for the year ended 31 December 2025, the revenue from land management services amounted to RMB2.9 million, representing a decrease of 52.5% as compared with RMB6.1 million in 2024. This was mainly due to the transfer of certain land managed by the Group in 2024 by the government units in the Reporting Period, which resulted in a decrease in land management projects and a decrease in revenue of the Group in 2025.

**Value-added services to non-property owners** mainly include pre-delivery services, consulting services and community space services. Revenue generated from the services amounted to RMB471.6 million, representing a decrease of 16.6% as compared with RMB565.4 million in 2024, and accounted for approximately 11.5% of the Group's total revenue in 2025. The decrease in revenue was primarily due to a decline in the business volume of value-added services to non-property owners and a reduction of the overall fee standard of the real estate industry.

**5S Value-added services** are mainly composed of Youjia services, Youju services and Youxiang living services. Revenue generated from the services amounted to RMB1,188.3 million, representing an increase of 8.3% as compared with RMB1,097.0 million in 2024, and accounted for approximately 29.0% of the Group's total revenue in 2025. The increase in revenue was mainly due to the growth in the scale of Youju services.

Among Youju services, revenue generated from provision of home decoration services in relation to certain commercial apartments sold by Binjiang Group and an associate of Binjiang Group was RMB992.6 million, representing an increase of 7.6% as compared with RMB922.8 million in 2024, and accounted for approximately 24.2% of the Group's total revenue in 2025. The Group entered into home decoration service agreements with the individual property purchasers and entered into a decoration project contracting agreement with a third party to provide home decoration services in relation to those commercial apartments.

## Gross profit and gross profit margin

Based on the above factors, the Group's gross profit for the year increased by 8.9% from RMB835.4 million in 2024 to RMB910.0 million in 2025. The Group's gross profit margin decreased by 1 percentage points from 23.2% in 2024 to 22.2% in 2025.

	2025		2024	
	Gross profit <i>RMB'000</i>	Gross profit margin %	Gross profit <i>RMB'000</i>	Gross profit margin %
Property management services	422,602	17.3	355,081	18.4
Value-added services to non-property owners	148,700	31.5	218,174	38.6
5S value-added services	338,650	28.5	262,113	23.9
<b>Total</b>	<b>909,952</b>	<b>22.2</b>	<b>835,368</b>	<b>23.2</b>

Gross profit of property management services increased by 19.0% from RMB355.1 million in 2024 to RMB422.6 million in 2025, and gross profit margin was 17.3% in 2025, representing a decrease of 1.1 percentage points from 2024, mainly due to rising labour costs as the Group focused on service quality and strengthened management inputs.

Gross profit from value-added services to non-property owners decreased by 31.9% from RMB218.2 million in 2024 to RMB148.7 million in 2025, and gross profit margin was 31.5% in 2025, representing a decrease of 7.1 percentage points from 2024, mainly due to the overall impact from the upstream property development industry, which led to a decline in the gross profit margin of value-added services to non-property owners.

Gross profit of 5S value-added services increased by 29.2% from RMB262.1 million in 2024 to RMB338.7 million in 2025, and gross profit margin increased from 23.9% in 2024 to 28.5% in 2025. The increase in gross profit was mainly attributable to the growth of Youju services business.

## **Cost of sales**

During the Reporting Period, the Group's cost of sales increased by 15.7% from RMB2,759.3 million in 2024 to RMB3,191.3 million in 2025, mainly due to the year-on-year increase in cost of sales as a result of the growth of the Group's business scale.

## **Selling and marketing expenses**

During the Reporting Period, the Group's selling and marketing expenses increased by 22.5% from RMB24.0 million in 2024 to RMB29.4 million in 2025, mainly due to the increase in business expansion expenses.

## **Administrative expenses**

During the Reporting Period, the Group's administrative expenses decreased by 7.5% from RMB100.5 million in 2024 to RMB93.0 million in 2025, and the management expense ratio of the Group decreased from 2.8% in 2024 to 2.3% in 2025, mainly due to the Group's commitments to improving management efficiency, optimizing management levels and controlling management costs.

## **Impairment losses on trade receivables**

During the Reporting Period, the Group's impairment losses on trade receivables increased from RMB10.8 million in 2024 to RMB40.5 million in 2025, mainly due to the increase in provision for bad debts as a result of the increase in accounts receivable.

## **Other expenses**

During the Reporting Period, the Group's other expenses increased from RMB2.2 million in 2024 to RMB4.3 million in 2025, mainly due to the increase in after-sales maintenance claims due to the growth of the Group's business.

## **Finance income**

During the Reporting Period, the Group's finance income represented interest income on bank deposits. The finance income decreased from RMB80.3 million in 2024 to RMB71.2 million in 2025, mainly due to the impact of an overall decrease in bank interest rates. The finance costs amounted to RMB0.1 million in 2025, remaining stable compared with the year 2024. As a result, the net finance income decreased by 11.3% from RMB80.2 million in 2024 to RMB71.1 million in 2025.

## **Share of profits less losses of associates and joint ventures**

During the Reporting Period, the Group's share of profits less losses of three associates and two joint ventures increased from a profit of RMB1.2 million in 2024 to a profit of RMB2.7 million in 2025, mainly due to the profit increase in associates and joint ventures.

## **Profit before taxation**

During the Reporting Period, the Group's profit before taxation was RMB831.5 million, representing an increase of 5.7% as compared with RMB786.4 million in 2024, mainly due to the increase in the Group's operation gross profit during the Reporting Period.

## **Income tax**

During the Reporting Period, income tax expenses of the Group decreased by 4.6% from RMB232.9 million in 2024 to RMB222.2 million in 2025, mainly due to the decrease of withholding tax paid in the current period compared to the previous period.

## **Profit for the Year**

The Group's profit for the year 2025 was RMB609.4 million, representing an increase of 10.1% as compared with RMB553.5 million in 2024, mainly due to the growth in the operation gross profit. Profit for the year attributable to equity shareholders of the Company was RMB595.5 million in 2025, representing an increase of 9.0% as compared with RMB546.5 million in 2024. Net profit margin was 14.9%, representing a decrease of 0.5 percentage points as compared with 15.4% for the corresponding period of last year.

## **Items not reclassified to profit or loss: Exchange differences arising on translation of the Company's financial statements**

During the Reporting Period, the exchange differences arising from translation of the Company's financial statements of the Group decreased from RMB-1.0 million in 2024 to RMB-22.7 million, which was mainly due to the significant fluctuation of exchange rates during 2025 and temporary differences arising from translation of the period-end financial statements, which did not arise in the actual operation of the Group.

## **Current assets, financial resources and gearing ratio**

The Group maintained a sound financial performance in 2025. As at 31 December 2025, current assets were RMB4,694.6 million, representing an increase of 52.3% as compared with RMB3,082.0 million as at 31 December 2024.

As at 31 December 2025, the Group's cash and cash equivalents were RMB890.5 million, remaining largely unchanged from RMB890.7 million as at 31 December 2024. The Group's cash and equivalents of approximately RMB886.2 million were held in RMB, approximately RMB4.4 million in HKD and approximately RMB0.1 million in USD. As at 31 December 2025, current ratio was 1.5, representing an increase as compared with 1.2 as at 31 December 2024.

As at 31 December 2025, the Group did not have any loans or borrowings (31 December 2024: Nil).

As at 31 December 2025, the total equity of the Group was RMB1,745.5 million, representing an increase of 9.6% as compared with RMB1,591.9 million as at 31 December 2024. This was mainly due to the growth of business scale and the increase in operation profit.

### **Treasury Policies**

For the year ended 31 December 2025, the Group adopted a prudent financial management approach towards its treasury policies to ensure the liquidity requirements from daily operation as well as capital expenditures were met. The Board closely monitors the Group's liquidity positions, while surplus cash is invested appropriately with the consideration of the credit risks, liquidity risks and market risks of the financial instruments, for example, the Group placed a certain amount of cash as bank deposits maturing over three months for higher interest income to secure liquidity mentioned above.

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

As at 31 December 2025, the property, plant and equipment of the Group amounted to RMB51.7 million, representing an increase of 19.1% as compared with RMB43.4 million as at 31 December 2024, mainly due to an increase in assets driven by the growth of business scale.

### **Inventories**

As at 31 December 2025, the Group's inventories amounted to RMB333.0 million, representing an increase of 14.8% from RMB290.1 million as at 31 December 2024, mainly due to the acquisition of car parking spaces to increase inventories during the Reporting Period.

### **Contingent liabilities**

The Group did not have any contingent liabilities as at 31 December 2025 and 2024.

## **Contract liabilities**

As at 31 December 2025, the contract liabilities of the Group amounted to RMB1,768.7 million, representing an increase of 13.7% from RMB1,555.4 million as at 31 December 2024, mainly due to the increase in the number of projects and an increase in the prepayment of property fees.

## **Pledged assets**

The Group did not have any pledged assets as at 31 December 2025 and 2024.

## **Trade and other receivables**

As at 31 December 2025, trade and other receivables amounted to RMB760.4 million, representing an increase of RMB170.2 million and 28.8% as compared with RMB590.2 million as at 31 December 2024, mainly due to an increase in accounts receivable from independent third-party businesses.

## **Restricted bank balances**

As at 31 December 2025, the restricted bank balance of the Group increased from RMB68.3 million as at 31 December 2024 to RMB263.3 million, primarily due to the fact that part of the Group's funds were temporarily frozen at the end of the Reporting Period due to the needs of purchasing wealth management products, which had returned to normal in January 2026.

## **Trade and other payables**

As at 31 December 2025, trade and other payables amounted to RMB1,285.0 million, representing an increase of RMB276.0 million and 27.4% as compared with RMB1,009.0 million as at 31 December 2024, mainly due to the expansion of the Group's business scale.

## **Financial assets at fair value through profit or loss (“FVPL”)**

As at 31 December 2025, financial assets at FVPL represented treasury products (wealth management products of banks) issued by various financial institutions and purchased by the Group during the year.

As at 31 December 2025, the wealth management product(s) newly purchased by the Group during the year from the same financial institution accounted for less than 5% of the Group's total assets.

## **Human resources**

As at 31 December 2025, the Group had a total of 16,853 employees (as at 31 December 2024: 14,022 employees). The staff cost of the Group during the Reporting Period was RMB1,461.6 million (2024: RMB1,199.4 million).

The Group's remuneration packages for employees are determined based on their duties, qualifications, individual performance and current market standards. The discretionary bonus paid to employees, based on the performance of individual employees, recognized and rewarded their contributions. The Group has implemented and will continue to implement various employee recognition initiatives and rewards. The Group also makes social security contributions (including pension plans, medical insurance, work-related injury insurance, unemployment insurance and maternity insurance) and housing provident fund contributions for its employees or makes regular contributions to Mandatory Provident Fund schemes for its employees. During the Reporting Period, the Group also provided its staff with systematic and extensive training plans and promotion and rotation programs.

## **Significant investments**

The Company did not have any significant investments (including significant investments which accounted for 5% or more of the total assets of the Group) during the Reporting Period.

## **Details of material acquisitions and disposals of subsidiaries, associates and joint ventures**

During the Reporting Period, the Group did not have any material acquisitions and disposals of subsidiaries, associates and joint ventures.

## **Future plans for material investments or capital assets**

As of 31 December 2025, the Group did not have plans for material investments or capital assets.

## **Capital structure**

During the Reporting Period, there was no change in the capital structure of the Company. The capital of the Company comprises ordinary shares and other reserves.

## **Exposure to foreign exchange risks**

The Group is exposed to currency risk primarily through sales and purchases that are denominated in a currency other than the respective functional currencies of the Group entities.

The Company, the British Virgin Islands subsidiary and the Hong Kong subsidiary's functional currency is HKD. Their businesses are principally conducted in HKD. In addition, as the HKD is pegged to the USD, the Group considers the risk of movements in exchange rates between the HKD and the USD to be insignificant.

The functional currency of the Group's subsidiaries in the PRC is RMB and their businesses are principally conducted in RMB. Therefore, the Group considers the currency risk to be insignificant. Currently, the Group has not entered into any hedging transaction agreements.

## **FINAL DIVIDEND**

Having considered the needs of business development of the Group and returns of the Shareholders, the Board recommends the payment of a final dividend for 2025 of HK\$0.978 per share. The dividend ratio of the year is 75%. The proposed final dividend amounted to approximately HK\$270.3 million in total, and shall be subject to approval by the Shareholders at the forthcoming annual general meeting of the Company (the "AGM"). The final dividend is expected to be paid to the Shareholders on Friday, 7 August 2026. The Company does not currently hold any treasury shares (including any treasury shares held or deposited in CCASS).

## CLOSURE OF REGISTER OF MEMBERS

For the purpose of determining the Shareholders who are entitled to attend and vote at the AGM, the register of members of the Company will be closed from Thursday, 4 June 2026 to Tuesday, 9 June 2026 (both days inclusive). Shareholders whose names appear on the register of members of the Company on Tuesday, 9 June 2026 will be entitled to attend and vote at the AGM. To be eligible to attend and vote at the AGM, all transfer documents together with the relevant share certificates must be lodged with the Company's Hong Kong branch share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712–1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, for registration, no later than 4:30 p.m. on Wednesday, 3 June 2026.

For the purpose of determining the Shareholders who are entitled to the rights of the final dividend, the register of members of the Company will be closed from Wednesday, 8 July 2026 to Friday, 10 July 2026 (both days inclusive). Shareholders whose names appear on the register of members of the Company on Friday, 10 July 2026 will be entitled to the rights of the final dividend. To be eligible to receive the final dividend, which shall be subject to approval by the Shareholders in the AGM, all completed transfer documents together with the relevant share certificates must be lodged with the Company's Hong Kong branch share registrar, Computershare Hong Kong Investor Services Limited at Shops 1712–1716, 17th Floor, Hopewell Centre, 183 Queen's Road East, Wanchai, Hong Kong, for registration, no later than 4:30 p.m. on Tuesday, 7 July 2026.

## COMPLIANCE WITH 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 of the Company. During the Reporting Period, the Company has adopted and complied with all applicable code provisions under the Corporate Governance Code (the “**Corporate Governance Code**”) in Part 2 of Appendix C1 to the Rules (the “**Listing Rules**”) Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (the “**Stock Exchange**”), except for the following deviations:

Pursuant to code provision C.2.1 of the Corporate Governance Code, the roles of chairman and chief executive officer should be separate and should not be performed by the same individual. However, the Company does not have a separate chairman and chief executive officer and the responsibility of both chairman and chief executive officer vest in Mr. Yu Zhongxiang. The Board believes that vesting the responsibilities of both chairman and chief executive officer in the same person has the benefit of ensuring the consistent leadership within the Group and enables more effective and efficient overall strategic planning of the Group. Besides, with three independent non-executive Directors out of a total of eight Directors in the Board, there will be sufficient independent voice within the Board to protect the interests of the Company and the Shareholders as a whole. In addition, all decisions of the Board shall be passed by majority vote. Therefore, the Board considers that the balance of power and authority for the present arrangement will not be impaired and this structure will enable the Company to make and implement decisions promptly and effectively. The Board will continue to review and consider splitting the roles of chairman of the Board and chief executive officer of the Company at a time when it is appropriate and suitable by taking into account the circumstances of the Group as a whole.

Save as disclosed above, the Company complied with the Corporate Governance Code during the Reporting Period. The Company will continue to strictly abide by the corporate governance requirements under the Corporate Governance Code and the Listing Rules.

## **AUDIT COMMITTEE AND REVIEW OF ANNUAL RESULTS**

The Company has established the Audit Committee in compliance with the Listing Rules to perform the functions of reviewing and monitoring the financial reporting and internal control of the Company. The Audit Committee currently consists of three independent non-executive Directors, namely, Ms. Cai Haijing, Mr. Ding Jiangang and Mr. Li Kunjun. Ms. Cai Haijing is the chairman of the Audit Committee.

The Audit Committee has reviewed with the management of the Company the annual results and the accounting principles and practices adopted by the Group and discussed auditing, risk management, internal control and financial statements matters, including the review of the consolidated financial statements of the Group for the year ended 31 December 2025.

## **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 the code of conduct regarding securities transactions of the Directors and employees (the “**Securities Transactions Code**”). The Company has made specific enquiry with all Directors whether they have complied with the required standards set out in the Model Code and all Directors confirmed that they have complied with the Model Code and the Securities Transactions Code for the year ended 31 December 2025.

The Company’s employees, who are likely to be in possession of inside information of the Company, must also comply with the Securities Transactions Code. During the year ended 31 December 2025, no incident of non-compliance of the Securities Transactions Code by the Company’s relevant employees was noted by the Company.

## **PURCHASE, SALE OR REDEMPTION OF LISTED SECURITIES OF THE COMPANY**

Neither the Company nor any of its subsidiaries had purchased, sold or redeemed any of the Company’s listed securities (including sales of treasury shares (as defined under the Listing Rules)) during the Reporting Period. As of the end of the Reporting Period, the Company did not hold any treasury shares.

## **PUBLIC FLOAT**

Based on the information that is publicly available to the Company and to the best knowledge of the Directors, the Company has maintained sufficient public float as required by the Listing Rules and at least 25% of the Company’s entire issued share capital was held by the public during the Reporting Period and up to the date of this announcement.

## **EVENTS AFTER THE REPORTING PERIOD**

Subsequent to the end of the Reporting Period, the Directors proposed a final dividend. Further details are disclosed in Note 11 to the consolidated financial statement of this announcement.

Except as disclosed above, there were no events that had a material impact on the Group that required disclosure after the Reporting Period and up to the date of this announcement.

## **SCOPE OF WORK OF KPMG**

The financial figures in respect of the Group’s consolidated statement of financial position, consolidated statement of profit or loss and other comprehensive income and the related notes thereto for the year ended 31 December 2025 as set out in the preliminary announcement have been compared by the Group’s auditor, KPMG, Certified Public Accountants (“**KPMG**”), to the amounts set out in the Group’s audited consolidated financial statements for the year and the amounts were found to be in agreement. The work performed by KPMG in this respect did not constitute an audit, review or other assurance engagement in accordance with Hong Kong Standards on Auditing, Hong Kong Standards on Review Engagements or Hong Kong Standards on Assurance Engagements issued by the Hong Kong Institute of Certified Public Accountants and consequently no assurance has been expressed by the auditor.

## **PUBLICATION OF ANNUAL RESULTS ANNOUNCEMENT AND ANNUAL REPORT ON THE WEBSITES OF STOCK EXCHANGE AND THE COMPANY**

The annual results announcement has been published on the websites of the Stock Exchange at ([www.hkexnews.hk](http://www.hkexnews.hk)) and the Company at (<http://www.hzbjwy.com>). The annual report of the Company for the Reporting Period, which contains all information required by the Listing Rules, will be published on the websites of the Stock Exchange and the Company in due course.

## **ANNUAL GENERAL MEETING**

The AGM will be held on Tuesday, 9 June 2026, while the notice and circular convening the AGM will be published in due course.

By Order of the Board  
**Binjiang Service Group Co. Ltd.**  
**YU Zhongxiang**  
*Chairman and Executive Director*

Hong Kong, the PRC,  
25 March 2026

*As at the date of this announcement, the Board comprises Mr. YU Zhongxiang, Mr. QI Jiaqi and Ms. ZHONG Ruoqin as executive Directors; Mr. MO Jianhua and Mr. CAI Xin as non-executive Directors; and Mr. DING Jiangan, Mr. LI Kunjun and Ms. CAI Haijing as independent non-executive Directors.*